

2021 Tax Supported Operating and Capital Budget Report



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What do you mean?

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 rate and capitalization thresholds unique to each individual municipality and can lead to significant differences between operating cost and total replacement 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) is 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 properties 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 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 the amount recovered by one department from another.

L

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

Long-term Debt matures more than one year after it has been issued.

M

Municipal Property Assessment Corporation (MPAC) 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 Municipality's Water Services, Wastewater, and the services regulated by the Ontario Building Code (OBC) are represented in this budget. The costs associated with these 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 do not refer to any specific asset and do not 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.

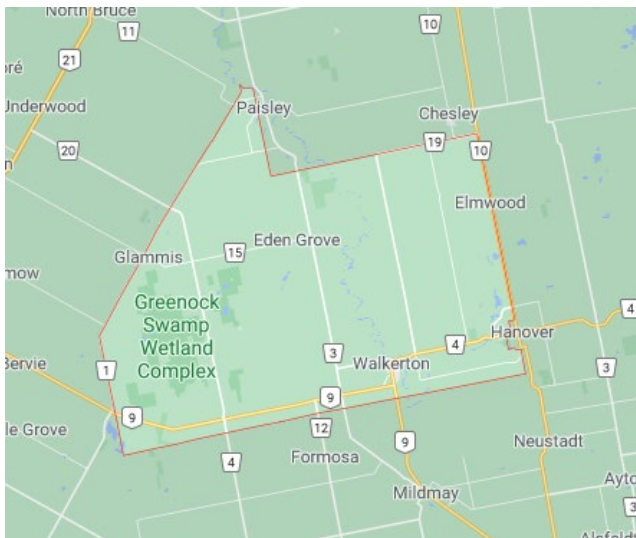
About Brockton

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

Brockton is nestled in the rolling countryside of the Saugeen and Teeswater Rivers. We are 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.

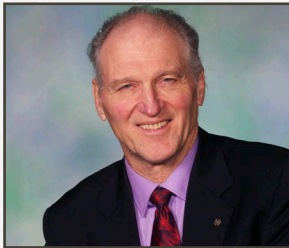
With a population nearing 9,500, Brockton is a wonderful place to live, work and play.



Brockton Council



Mayor
Chris Peabody



Deputy Mayor Dan
Gieruszk



Councillor
Steve Adams



Councillor
Tim Elphick



Councillor
Kym Hutcheon



Councillor
James Lang



Councillor
Dean Leifso

Get to know your 2018 - 2022 Elected Council

The Municipality of Brockton is governed by an elected Council of seven members: the Mayor, Deputy Mayor and five Councillors who serve a four-year term.

The Mayor and Council are responsible for developing a long-range vision for the future of the community. Council establishes policies that affect the overall operation of the municipal services and are responsive to the needs and wishes of residents

Budget Overview

Sections 289, 290 and 291 of the *Municipal Act, 2001* 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 that have adopted a multi-year budget.

Each year department heads review and revise their upcoming budget forecasts. They continue to sustain the level of services provided to residents with as little effect on the tax rate as possible. Due to the effects of the Covid-19 pandemic on residents in 2020, staff have worked diligently to minimize any increase on the operating budget.

The budgets presented to Council will be broken down into three sections.

The Non-tax Support Budget; including a summary of expenses for the utilities and building department (which are legislated to be full cost recovery) will be presented first.

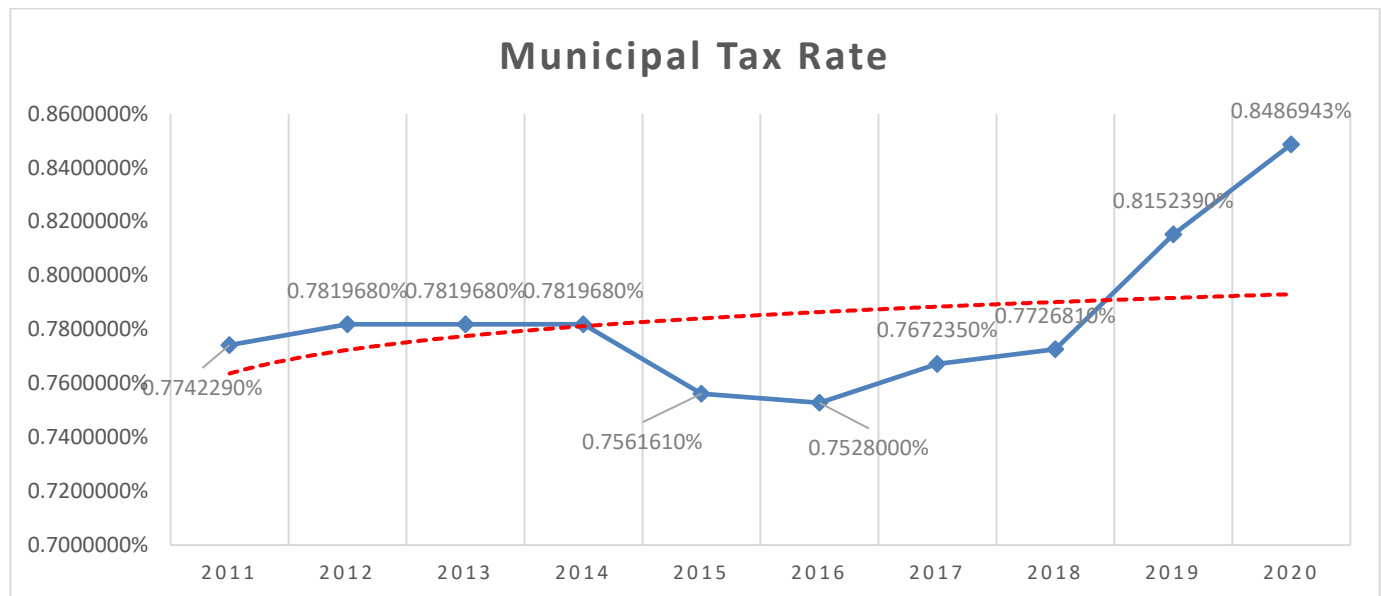
Secondly, Council will review Brockton's Operating Budget. Each department, along with the Chief Financial Officer has reviewed their operating budgets and will be presenting to Council the draft 2021 Operating Budget.

Third, Council will be presented with the 2021 Capital requirements of the Municipality.

Tax Rate Effect

With increased operating costs and aging infrastructure both requiring additional funds, it has been difficult to continue to offer the same high level of services and to ensure the ongoing safety of the residents.

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 was limited. The current Council has been looking ahead and putting a select amount in reserve funds for future infrastructure; and adopting a budget with a feasible tax rate increase to maintain services and infrastructure in the growing community of Brockton.



For 2021, a 1% increase on the municipal tax rate, equals \$96,000. The graph above shows the Municipal tax rates from 2011 to 2020.

Tax Dollar Allocation for Municipal Services

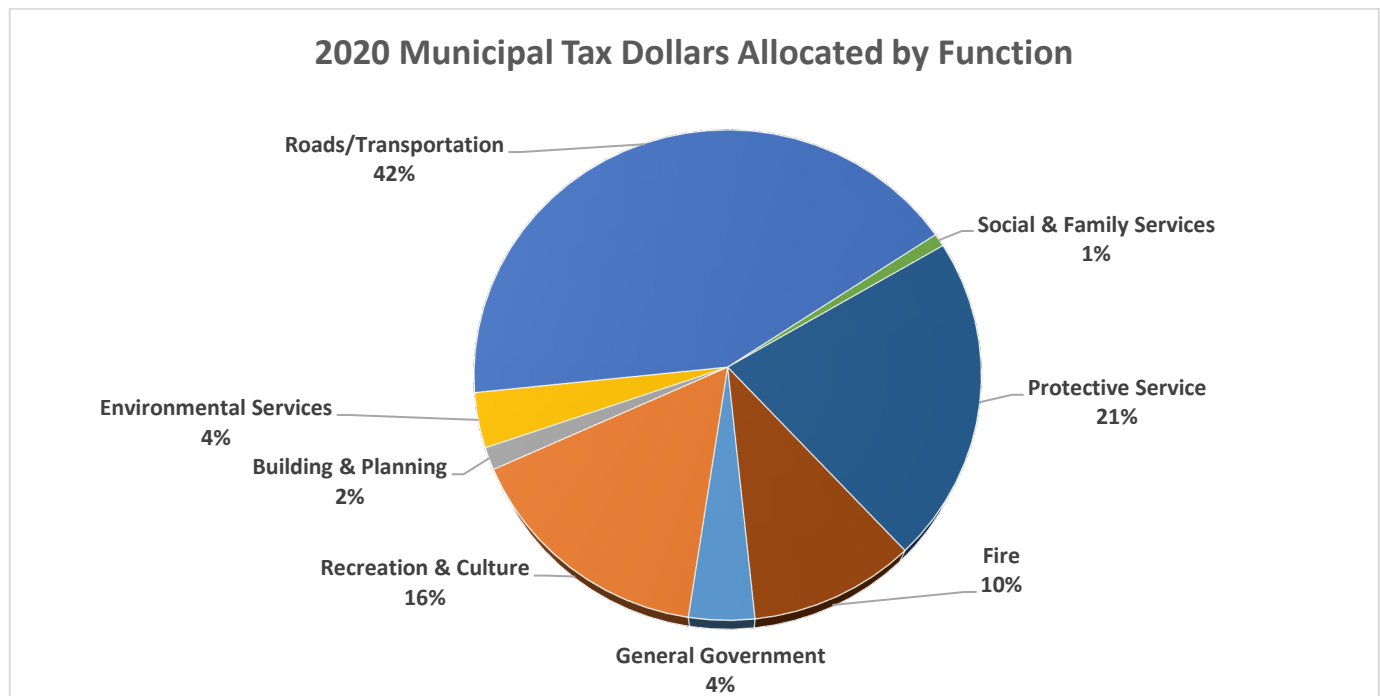
The Municipal tax rates are applied to the current value assessment (CVA) of each property as determined by MPAC which is an independent body formed by the Provincial government. Any tax increase would be contributed to the following factors:

- 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 2021, the average household assessment in Brockton was \$262,322, which equalled municipal taxes of approximately \$2,304.

Below is a breakdown of the Municipal services that were provided:

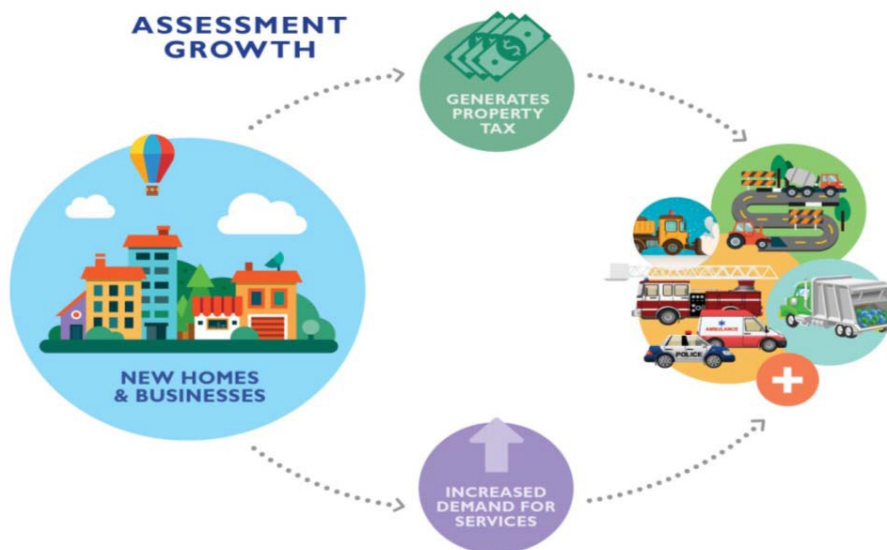


Brockton Assessment

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. MPAC is 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.

Due to COVID-19, the Ontario Government announced that the 2020 Assessment Update would be postponed. Property assessments for the 2021 taxation year will continue to be based on the fully phased-in January 1, 2016 current values (i.e., the same valuation date in use for the 2020 taxation year).

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. While the Municipality has recently seen an increase in development 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.



Net Assessment Growth

Assessment growth results from property taxes are primarily due to the phased in assessment which is determined by MPAC as well as increases stemming from new development within Brockton.

The 2020 operating budget included \$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.

For 2021, there is zero increase in the assessment growth as the reassessment was delayed due to Covid-19.

Reserve and Reserve Funds

Reserves and Reserve Funds are an essential part of the Municipality of Brockton's finances. The purpose of the Reserve and 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 and Reserve Funds as of December 2020. Also included is what we are proposing for changes (additions and reductions) for 2021.

Current Long-term Debt Commitments

Debt financing is one mechanism used for funding large capital projects, along with a 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 Municipality’s Capital Plan during the budget deliberation. If Council elects to fund larger projects through borrowing, the Chief Financial Officer then investigates the most viable option available to the Municipality to stay in line with the limitations of the *Municipal Act, 2001*. As of January 1, 2021, the Municipality of Brockton will have the following outstanding long-term loans:

OUTSTANDING LOAN	2021	Completion Year
SOUTH STREET PHASE I RECONSTRUCTION 2016-057	698,539	2037
LEE and COATS 2017-074	460,544	2037
WALKERTON FIRE HALL and PROPERTY - 2002 81 and 2003 56	199,511	2023
JACKSON and YOUNGE STREET - 2004-034	248,333	2024
LOAN BY-LAW 2008-73 (NON WATER/SEWER PORTION)	99,468	2023
ZETTLER LAND - EASTRIDGE - 2013-037	247,654	2029
WALKERTON LANDFILL -2013-100	812,500	2034
WALKERTON DAYCARE-2014-077	258,000	2025
SOCCER FIELDS 2016-057	230,283	2026
McCURDY BRIDGE	225,376	2034
CAYLEY ST RECONSTRUCTION	360,602	2034
KAAKE DRAIN	9,471	2025
McCURDY BRIDGE #2	229,223	2035
SIDE ROAD 10	114,065	2030
TRACKLESS	132,797	2030
PICK-UP TRUCK	112,000	2030
CDCF LOAN	0	2035
CDCF ENTRANCE - MUNICIPAL SHARE	304,347	2035
DE-OX WATER	32,000	2025
BALL DIAMOND ENTRANCE	86,658	2025
BRIDGE 11	209,977	2030
Lang Drain	46,000	2025
Concession 6W	316,460	2035

Estimated Debt per Household for 2021 is \$1,232.16, **decreased \$79.99** from 2020

*based on 4,410 households in Brockton in 2021

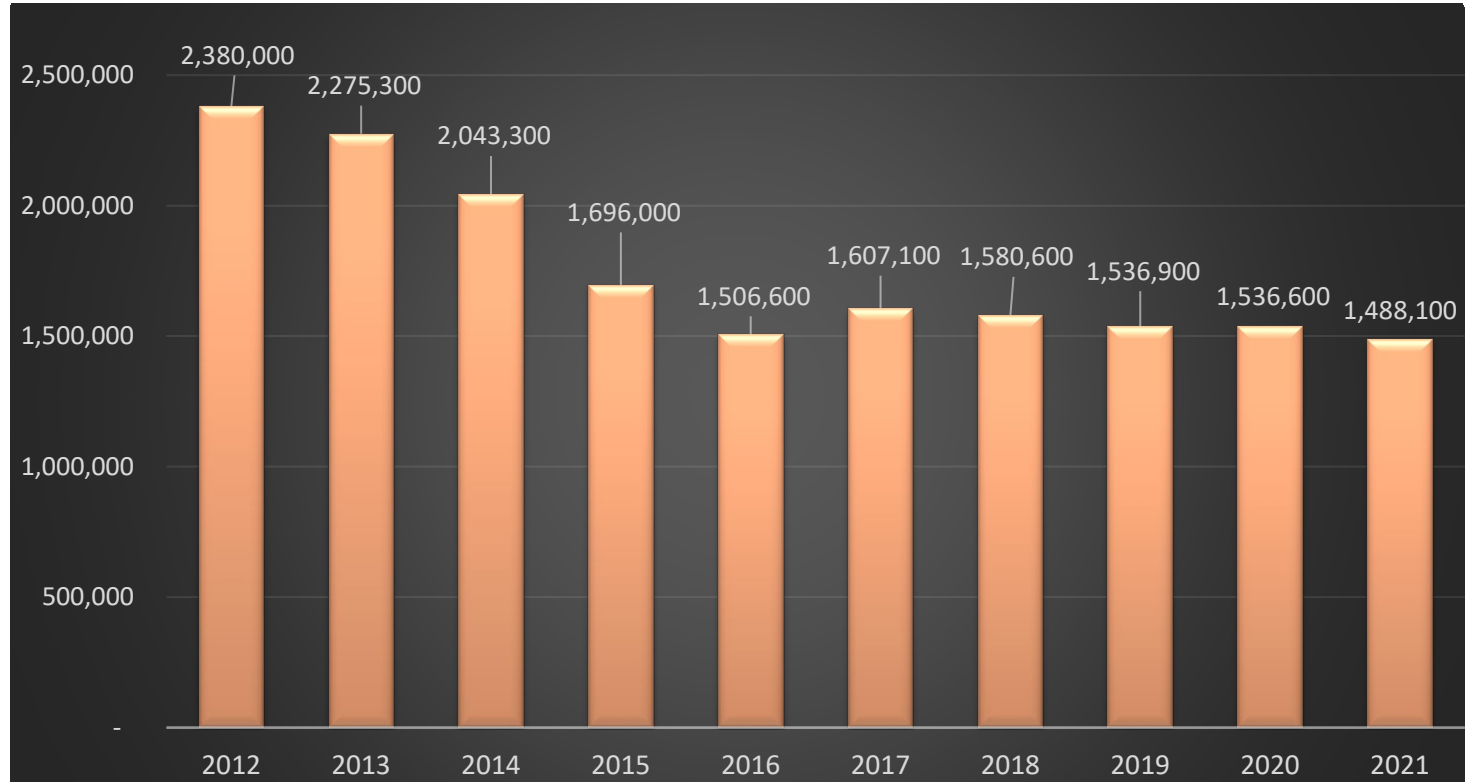
TOTAL ANNUAL REPAYMENT	2021
SOUTH STREET PHASE I RECONSTRUCTION 2016-058	43,745
LEE and COATS 2017-070	46,935
WALKERTON FIRE HALL and PROPERTY - 2002 81 and 2003 56	82,717
JACKSON and YOUNGE STREET - 2004-034	62,695
LOAN BY-LAW 2008-73 (NON WATER/SEWER PORTION)	38,352
ZETTLER LAND - EASTRIDGE - 2013-037	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	35,770
KAAKE DRAIN	3,071
McCURDY BRIDGE #2	20,283
SIDE ROAD 10	14,474
TRACKLESS	16,855
PICK-UP TRUCK	31,000
CDCF LOAN	0
CDCF ENTRANCE - MUNICIPAL SHARE	26,959
DE-OX WATER	9,800
BALL DIAMOND ENTRANCE	27,664
BRIDGE 11	35,331
Lang Drain	9,000
Concession 6W	18,684
Total	\$836,779

Estimated Debt repayment per Household for 2021 is \$189.75

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. In 2020 the funding stayed consistent with the 2019 funding, however for 2021 the Municipality will have a decrease in funding of \$48,500

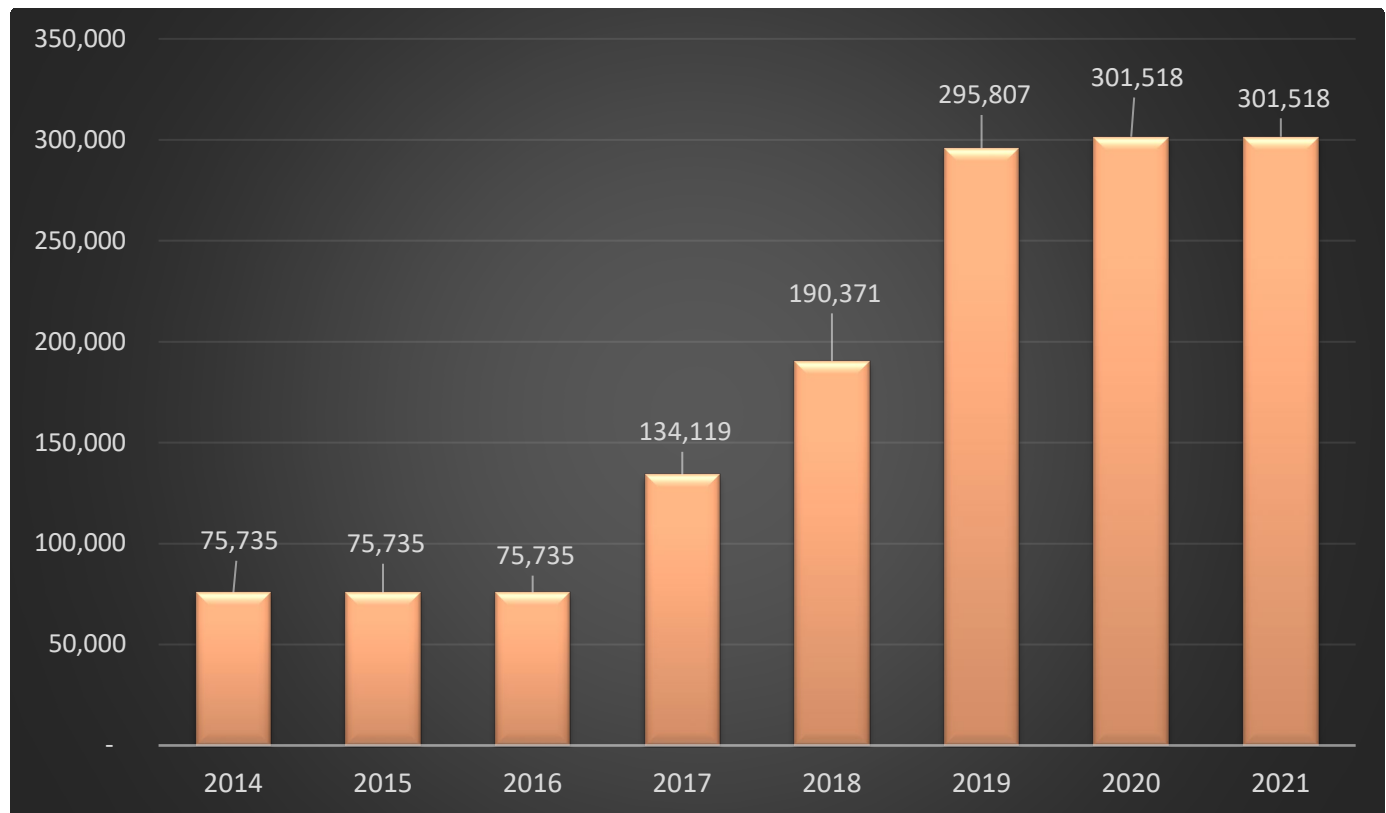


Ontario Community Infrastructure Fund (OCIF)

Each year the Municipality receives funding from the 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 was an increase in our funding. Over the next three years, Brockton will receive an additional \$393k to go towards the municipal infrastructure improvements.

The OCIF Funding will remain consistent with 2020 at \$301,518



Federal Gas Tax

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

2019 was the start of a new five-year funding agreement. The chart below illustrates 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, and the 2020 payment remained the same as 2019.

As per the agreement, Brockton will receive an increase of \$13,046 for 2021, with a total of \$300,057 gas tax funds going to roads infrastructure.

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 Chief Administrative Officer

Despite the COVID-19 pandemic, Brockton continues to benefit from a strong business community, new residential development and an influx of new residents showing Brockton as an attractive place to live. In an effort to support our residents together, Council and staff took action early in the pandemic to mitigate significant financial impacts. This resulted in a stable financial situation as we start planning for the 2021 budget.

Throughout 2020, some projects were delayed to ensure fiscal responsibility. Staff managed through the pandemic and a number of significant projects were completed that will benefit the community for years to come, such as the completion of the of the Centennial pool restoration, drainage improvements at the Bruce Power Regional Soccer Fields, the reconstruction of Concession 6 and McGivern Street and the completion of numerous residential development agreements. Additionally, as a member of the Municipal Innovation Council, Brockton has charted a collaborative path with our Bruce County neighbours and we are nearing completion of our first in-depth review to improve efficiencies in services related to waste management. Internally, Brockton is also nearing completion of comprehensive reviews to improve the Land Use Development Process and Purchasing and Procurement process that will ensure the Municipality is positioned to move forward in an efficient and effective manner.

We continue to look for new creative ways to engage our residents through timely and effective communications and respond to meet broad community needs. We are continually looking to build and improve our existing strengths and engage residents, the business community, development community and our employees to expand and modernize our service delivery.

Throughout 2018, 2019 and 2020, we have recruited many new professionals that will assist in ensuring positive customer service and support our work with invigorated passion for the municipality to be well positioned for the future. This past year, we recognized the retirements and dedication of Ray Holliday, CBO; Mike Murphy, Fire Chief; and Lynn Davidson, Programming Coordinator and look forward to the experience and passion that their successors will bring to Brockton.

Through our economic development lens, we continue to look for new ways to support business and develop collaborative initiatives. In 2021, we will be assuming tourism with a project plan to promote our local features and the privilege of showing off Brockton's beauty to residents and visitors to the community as the desire for locally based excursions has grown. An Economic Development Strategy will also be developed as part of the larger Strategic Action Plan for the

Municipality and construction is expected to begin for the Phase 2 expansion of the East Ridge Business Park.

In 2021, we will initiate our Strategic Action Plan. This will help guide staff and Council and support a collaborative vision for the community of Brockton while ensuring measurable results to measure and quantify our success.

2020 was a year we won't soon forget due to the COVID-19 pandemic. However, it was clearly evident how effective our employees and Council can be by working together to continue to ensure the safety of all Brockton residents, and responsible growth that maintains Brockton as an affordable community. I am proud of the work we completed in 2020 and the plans for the future. We have prepared a budget that reflects the need to ensure operational spending is maintained to achieve the dual objectives of minimizing financial burden on residents while also ensuring a responsible plan for our infrastructure needs.

As Chief Administrative Officer, I am passionate about the community of Brockton and the strength of our professional and skilled Senior Management Team and dedicated employees throughout the organization. In 2021 we will continue to work together and celebrate how far the community has come while we continue to encourage people to "Come Home to Community...Come Home to Brockton"

A handwritten signature in black ink, appearing to read "Sonya Watson", with a stylized flourish at the end.

Sonya Watson, Chief Administrative Officer

2021 Department Budgets

Each department head, along with the Chief Financial Officer, has reviewed and compared the proposed 2021 budgets to the 2020 operations to date. The overall objective of the staff was to present to Council an operational budget that continued excellent services and with a minimal impact on the budget. Covid-19 has presented several challenges in 2020; staff have incorporated the operating challenges we currently face with increased safety measures for the community and staff.

Summary of Significant Changes

Revenue changes

- No assessment growth - in 2020 the total revenue growth was \$492,000
- Safe Restart Funding - Phase II 2021 - \$53,000

Expenses

- Council Expenses increase due to Service Agreement increase for the potential broadcasting of Council meetings.
- Increase in OPP funding to cover prior year deficit.

Municipality Of Brockton Draft 2021 Operating Budget

Department	'2020	'2021	Net Difference
Taxation	-275,100	-275,100	\$0
Council	165,243	189,171	\$23,928
General Government	-37,583	-267,088	-\$229,504
Human Resources	179,324	145,589	-\$33,735
ERBP	57,755	54,089	-\$3,657
EDC	256,569	150,359	-\$106,211
Visitor Information Centre	0	25,760	\$25,760
Heritage	20,666	19,840	-\$826
Library - Walkerton/Cargill	30,329	39,237	\$8,908
Cemetery	34,656	40,443	\$5,787
Brockton Child Care	83,538	92,311	\$8,773
Physician Recruitment	47,250	11,550	-\$35,700
Animal Control/By-law Enforcement	-2,949	25,628	\$28,577
Brockton Fire	963,242	985,846	\$22,604
Emergency Measures	32,182	42,500	\$10,318
Health and Safety	0	53,788	\$53,788
OPP and Police Service Board	1,910,921	2,400,374	\$489,453
Conservation Authority	170,401	181,947	\$11,546
Planning Department	115,135	114,882	-\$253
Property Inspection	28,330	29,193	\$863
Recreation	1,482,338	1,297,532	-\$184,806
Materials Management	316,989	350,552	\$33,562
Street - including Winter Maintenance	3,923,680	4,096,406	\$172,726
Streetlights	180,348	180,348	\$0
Total	9,683,264	9,985,157	301,901

Operating Budgets

Council Goals and Objectives

Purpose

The Mayor and Council budget exists to support the statutory obligations of the *Municipal Act, 2001*, S.O. 2001, c. 25.

2020 In Review

2020 ushered in transformative changes as the *Municipal Act, 2001* allowed municipal councils to meet remotely on a permanent basis. Council has been meeting via Zoom video-conferencing and live-streaming Council meetings since March. These changes have resulted in a significant increase in community engagement in the decision-making process.

A comprehensive review of all Committees-of-Council was completed in 2020 with new Terms of Reference and integration with software programs planned for 2021.

2021 Goals and Objectives

The goal for 2021 is to secure a permanent solution for broadcasting Council meetings and to refine the Terms of Reference for all Committees-of-Council to better support our dedicated volunteers.

Summary of Significant Changes

- Using video-conference to broadcast meeting and provide flexibility for participants
- 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

Council Operating Budget Summary

	2020 approved budget	2021 draft budget	2021 budget change	2021 budget change
Revenue				
General Revenue	\$2,600	\$0	(\$2,600)	(100.00%)
Total Revenue	\$2,600	\$0	(\$2,600)	(100.00%)
Expense				
Wages	\$129,071	\$131,516	\$2,445	1.89%
General Expense	\$38,772	\$57,665	\$18,883	48.70%
Total Expense	\$167,843	\$189,171	\$21,328	12.71%
Net Difference	(\$165,243)	(\$189,171)	\$23,928	14.48%

**MUNICIPALITY OF BROCKTON
OPERATING
BUDGET FOR COUNCIL
2021**

PARTICULARS 01-3107	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURES						
Wages - Council	1200	112,634	118,060	118,945	123,108	3.50%
Benefits - Council	1240	7,371	8,159	10,126	8,408	-16.97%
Mileage	1270	1,329	-	4,000	2,000	-50.00%
Training & Seminars	1271	4,825	2,119	6,000	6,000	0.00%
Memberships	1303	2,727	400	2,200	2,200	0.00%
Office Supplies	1305	516	180	1,100	500	-54.55%
Expenses - Council	1309	3,852	552	3,600	1,000	-72.22%
Payroll Services	1315	1,493	1,408	1,500	2,285	52.32%
Service Agreement	1344	8,954	5,412	13,700	37,000	170.07%
Telephone-Mayor	1350	159	470	600	600	0.00%
Advertising	1370	480	501	-	-	0.00%
Insurance	1380	7,768	4,078	4,072	4,070	-0.05%
Transfer to Reserve Fund	1720	2,000	2,000	2,000	2,000	0.00%
OPERATING EXPENDITURES		154,108	143,339	167,843	189,171	12.71%
REVENUE						
Recoveries	0145	-	20	2,600	-	-100.00%
OPERATING REVENUE		-	20	2,600	-	-100.00%
TOTAL COUNCIL		154,108	143,319	165,243	189,171	14.48%

14.48% Increase/(Decrease)

23,928 Increase/(Decrease)

General Government Goals and Objectives

Purpose

Provide open, transparent, accountable and innovative leadership in local governance and service delivery.

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 and Municipal Drains.

2020 In Review

In 2020, the following projects were completed or are currently in the process of completion:

- Office renovations to ensure security of staff, municipal records and improve efficiencies, including identifiable health and safety matters and COVID-19 protocols
- 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”

2021 Goals and Objectives

- Complete the Asset Management Plan as per regulations
- Continue working with the Municipal Innovation Council on various projects
- Continuous Training of New Staff
- Complete Strategic Action Plan, identifying the short and long-term action items
- Development of new Senior Management Team

Summary of Significant Changes

- Building Maintenance - decrease \$40k
- Grants and Donations - decrease, CT Scan donation completed in 2020
- SMART decrease \$24,059
- Increase in Rate Stabilization transfer \$50k
- Increase in Past Year Surplus (2019) transfer of \$100,000
- Decrease in grant funding, \$39,500
- Decrease in Reserve Funds by \$50,000

General Government Operating Budget Summary

	2020 approved budget	2021 draft budget	2021 budget change	2021 budget change
Revenue				
User Fees	\$196,375	\$296,375	\$100,000	50.92%
Grants	\$1,588,600	\$1,549,100	(\$39,500)	(2.49%)
Debt	\$0	\$0	\$0	0.00%
Investments	\$95,000	\$95,000	\$0	0.00%
Other Income	\$303,450	\$302,300	(\$1,150)	(0.38%)
Total Revenue	\$2,183,425	\$2,242,775	\$59,350	2.72%
Expense				
Wages	\$1,074,526	\$1,093,709	\$19,186	1.79%
Maintenance	\$66,285	\$33,285	(\$33,000)	(49.79%)
Utilities	\$4,260	\$1,560	(\$2,700)	(63.38%)
Special Projects	\$0	\$0	\$0	0%
General Expense	\$995,774	\$847,133	(\$148,641)	(14.93%)
Total Expense	\$2,140,842	\$1,975,687	(\$165,784)	(7.71%)
Net Difference	(\$42,583)	\$267,088	\$225,134	527.21%

Taxation Budget Summary

	2020 approved budget	2021 draft budget	2021 budget change	2021 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	\$64,500	\$64,500	\$0	0.00%
Total Expense	\$64,500	\$64,500	\$0	0.00%
Net Difference	\$275,100	\$275,100	\$0	0.00%

**MUNICIPALITY OF BROCKTON
OPERATING
BUDGET FOR GENERAL GOVERNMENT
2021**

PARTICULARS	Account Number	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURES						
Wages - Administration	1200	708,884	794,214	796,738	811,842	1.90%
Wages - Overtime/sick pay	1204	42,068	-	34,000	34,000	0.00%
Wages - Custodian	1220	49,701	47,890	-	-	0.00%
Wages - Part time - Office	1222	10,343	11,222	19,560	19,105	-2.33%
Wages - Part time - Custodian	1225	-	-	-	-	0.00%
Benefits	1240	179,342	223,685	224,225	226,852	1.17%
Benefits	1242	-	12,499	-	-	0.00%
Benefits - Part-time	1245	-	75	-	1,911	100.00%
Mileage	1270	2,084	41	4,000	2,000	-50.00%
Training & Seminars	1271	37,006	10,494	38,000	25,000	-34.21%
Bank Services	1272	1,410	1,182	2,880	2,880	0.00%
Long Term Debts-Princ.	1300	33,156	30,393	33,156	33,156	0.00%
Long Term Debts-Interest	1301	5,192	2,645	5,197	5,197	0.00%
Memberships	1303	5,029	4,586	9,800	10,400	6.12%
Supplies - Office	1305	16,193	14,739	17,000	17,000	0.00%
License & Permits	1308	14,188	9,618	15,750	15,750	0.00%
Legal Services	1310	30,906	79,786	30,000	30,000	0.00%
Tax Collection	1311	-	-	-	-	0.00%
Tax Registration	1312	-	-	-	-	0.00%
Survey Fees	1313	-	42	-	-	0.00%
Audit Services	1314	25,379	25,348	25,000	25,000	0.00%
Payroll Services	1315	5,257	2,335	2,688	2,688	0.00%
Maintenance - Accessibility	1319	-	-	-	-	0.00%
Maintenance & Purchase-Equip	1320	7,353	6,734	7,500	7,500	0.00%
Maintenance-Building	1322	11,628	11,012	55,500	22,500	-59.46%
Maintenance-Grounds	1325	2,396	1,345	1,000	1,000	0.00%
Maintenance-Vehicle	1330	1,112	1,642	2,285	2,285	0.00%
Health & Safety	1335	140	863	-	-	0.00%
Postage	1340	12,332	16,995	16,000	16,000	0.00%
Service Agreement	1344	102,679	233,068	175,550	166,150	-5.35%
Telephone/Internet	1350	18,770	19,210	17,000	17,000	0.00%
Supplies - Custodian	1355	2,981	1,144	2,500	5,000	100.00%
Utilities - Hydro	1360	1,901	1,081	3,060	1,560	-49.02%
Utilities - Natural Gas	1365	998	-	1,200	-	-100.00%
Rental-Equipment	1368	16,810	17,482	18,120	18,000	-0.66%
Rental-Municipal Office	1369	63,512	66,270	72,084	75,144	4.25%
Advertising	1370	3,466	1,106	3,500	3,500	0.00%
Grants & Donations	1373	71,037	66,050	70,000	28,000	-60.00%
NWMO Community Well Being Grant Fund	1374	30,000	-	-	-	0.00%
Insurance	1380	15,200	5,984	5,677	5,825	2.61%
Ins.Claim paid by Munic.	1381	550	-	5,000	5,000	0.00%
Tax Write-off	1390	23	-	-	-	0.00%
Elections	1400	182	-	-	-	0.00%
Studies	1467	45,788	-	20,000	25,000	25.00%

Misc Expense	1549	-	46,401	-	-	
Saugeen Munic. Airport	1550	36	(0)	-	-	0.00%
SAUGEEN COMMUNITY MUNICIPAL AIRPORT	1551	58,116	63,000	63,000	63,630	1.00%
SMART-Disability Transport.	1553	86,385	93,065	113,872	89,813	-21.13%
Municipal Complex Project	1555				-	0.00%
COVID-19	1556	-	108,879	-	-	0.00%
Prior Year Deficit	1590	-	-	-	-	0.00%
Trans. to Reserves	1700	-	134,607	-	-	0.00%
Trans. to Capital Fund	1710	-	-	-	-	0.00%
Trans. to Reserve Fund	1720	665,909	200,000	230,000	160,000	-30.43%
OPERATING EXPENSES		2,385,440	2,366,734	2,140,842	1,975,687	-7.71%

-7.71% Increase/(Decrease)
(165,154) Increase/(Decrease)

PARTICULARS 01-3105 01-3106	Account Number	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
REVENUE						
Ontario Grants	0126	2,040,006	1,934,950	1,588,600	1,549,100	-2.49%
Development Fees		-	1,530	16,000	16,000	0.00%
Parkland Fee		-	7,075	30,000	10,000	-66.67%
Canada Grants	0127	-	-	-		
TOTAL GRANTS		2,040,006	1,943,555	1,634,600	1,575,100	-3.64%
OTHER REVENUE						
Long-term Debt - Bank	0129	-	-	-	-	0.00%
Rents - Rooms	0130	6,147	13,690	6,000	6,000	0.00%
Licenses & Permits	0133	37,121	23,808	31,525	31,525	0.00%
Penalty & Interest	0135	125,064	69,856	120,000	120,000	0.00%
Invest. Income-Other	0137	17,297	29,842	15,000	15,000	0.00%
Invest. Income-Westario-Dividend	0138	100,871	100,871	80,000	80,000	0.00%
Tax Sale Revenue	0140	775	1,600	6,000	6,000	0.00%
Trans. from Reserves	0141	100,000	50,000	50,000	100,000	100.00%
Trans. from Reserve Fund	0142	23,535	24,630	81,000	55,000	-32.10%
Recoveries	0145	611,932	21,731	4,000	4,000	0.00%
Development Fees	0146	2,810	1,900	-	-	0.00%
Parkland Fee	0147	259	12,862	-	-	0.00%
Misc. Revenue	0150	10,530	12,226	15,000	15,000	0.00%
Fees - Commissioners Sign	0152	1,029	859	1,000	1,000	0.00%
Sale of Land	0153	111,481	5,000	-	-	0.00%
Fees - NSF	0154	2,427	2,295	1,500	1,500	0.00%
Agreements - OPG	0193	(25,829)	26,419	-	-	0.00%
Tax Certificates	0240	12,890	13,870	11,350	11,350	0.00%
Inter-department Revenue	0250	3	-	126,450	121,300	-4.07%
Prior Year Operating Surplus	0300	-	-	-	100,000	100.00%
TOTAL OTHER REVENUE		1,138,341	411,459	548,825	667,675	21.66%
TOTAL OPERATING		3,178,347	2,355,014	2,183,425	2,242,775	2.72%

2.72% Increase/(Decrease)

59,350 Increase/(Decrease)

OPERATING SUMMARY	Account Number	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
OPERATING EXPENSES		2,385,440	2,366,734	2,140,842	1,975,687	-7.71%
OPERATING REVENUE		3,178,347	2,355,014	2,183,425	2,242,775	2.72%
TOTAL GENERAL GOVERNMENT OPERATING		(792,906)	11,720	(42,583)	(267,088)	-527.21%

MUNICIPALITY OF BROCKTON
CAPITAL
BUDGET FOR GENERAL GOVERNMENT
2021

PARTICULARS 02-3108	Account Number	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURES						
Studies	1467	0	0	-		
Purchases-Capital	1600	0	29,097	30,000	-	-100.00%
Purchases-Capital	1601	0	0	-		0.00%
Purchases-Capital	1602	0	0	-		0.00%
Purchases-Capital	1603	0	0	-		0.00%
Municipal Complex Development	1650	0	0	-	-	0.00%
Trans. to Reserve Fund	1720	0	0	-	-	0.00%
CAPITAL EXPENSES		-	29,097	30,000	-	-100.00%
REVENUE						
Ontario Grants	0126	-	-	-	-	0.00%
Long-term Debt-Bank	0129	-	-	-	-	0.00%
Donation	0176	-	26,000	-	-	0.00%
Trans. from Reserve Fund	0142	-	-	25,000	-	-100.00%
Trans. from Revenue Fund	0143	-	-	-	-	0.00%
Agreements	0190	-	-	-	-	0.00%
Sale of Land						
CAPITAL REVENUE		-	26,000	25,000	-	-100.00%

CAPITAL SUMMARY	Account Number	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
CAPITAL EXPENSES		-	29,097	30,000	-	-100.00%
CAPITAL REVENUE		-	26,000	25,000	-	-100.00%
TOTAL GENERAL GOVERNMENT CAPITAL		-	3,097	5,000	-	-100.00%

GRAND TOTAL GENERAL GOVERNMENT		(792,906)	14,817	(37,583)	(267,088)	-610.65%
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**MUNICIPALITY OF BROCKTON
OPERATING
BUDGET FOR TAXATION
2021**

PARTICULARS 01-3104	ACCOUNT NUMBER	2019	2020		2021
		ACTUAL	ACTUAL	BUDGETED	BUDGETED
REVENUE					
TAXATION - NO SUPPORT	0001	165	459		
Taxation - Final	0049	8,821,086	9,683,261	-	
Taxation - Supplementary	0050	94,648	63,250	100,000	100,000
TOTAL TAXATION		8,915,899	9,746,970	100,000	100,000
PIL Residential Full Rate	0120				
PIL Ontario - Hosp.Gen.	0121	6,300	6,300	6,300	6,300
PIL Ontario - Power Dam	0123	3,764	3,764	3,800	3,800
PIL Commercial	0124	153,803	257,054	193,000	193,000
PIL CH & IH Education	0125	31,192	31,018	36,500	36,500
PIL - Supplementary	0150	-	-	-	
TOTAL PAYMENT-IN-LIEU		195,059	298,135	239,600	239,600
TOTAL TAXATION REVENUE		9,110,958	10,045,105	339,600	339,600

PARTICULARS 01-3104	ACCOUNT NUMBER	2019	2020		2021
		ACTUAL	ACTUAL	BUDGETED	BUDGETED
WRITE OFF/REBATE					
Tax Write Offs	1390	78,997	106,891	60,000	60,500
Charitable Rebates	1395	271	878	500	1,000
Vacancy Rebates	1397	2,966	2,051	4,000	3,000
TOTAL WRITE OFF/REBATE		82,234	109,820	64,500	64,500

GRAND TOTAL TAXATION	9,028,724	9,935,284	275,100	275,100
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Municipality of Brockton Special Projects

Department	General Government
Project	Brockton Strategic Action Plan
Year	2020 - Carry forward
Project Cost	\$ 25,000
Funding Source	Provincial One Time Funding
Project Description	
<p>The Municipality of Brockton has not completed a Strategic Plan review since the "Building a Better Brockton" plan was developed in 2013. This plan outlined a multitude of high level goals with very minimal focus on an action oriented plan to implement. Since that time a Municipal Service Review was conducted in 2016 and ongoing updates have been provided. An Organizational/ Operational review was also conducted in 2016 and many of the recommendations have been implemented or changed with time and staffing changes. A Business Retention and Attraction Study was conducted throughout 2018 and a Brockton Branding Project was completed in 2019.</p> <p>All of these projects have added value and direction.</p>	
Justification of Project Need	
<p>The Municipality of Brockton has not completed a Strategic Plan since 2013. There have been a number of other valuable reviews and plans that have been implemented since that time as well as significant changes in leadership and staffing.</p> <p>Given the age of the current document and the scope of the changes since 2013, we are recommending that a new Strategic Plan with identified action items and a five-year timeline be implemented to allow the Municipality of Brockton to focus on priorities and achieve goals more efficiently.</p> <p>While most plans of the kind proposed can range from \$50,000 - \$80,000, staff have communicated with an experienced third part facilitator with excellent local references to achieve the desired document for \$25,000.</p> <p>The Strategic Action Plan 2025 is exactly within the parameters of the Provincial one-time funding we received that will help create efficiencies in municipal government by narrowing our priorities to guide staff's work.</p>	

Human Resources 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.

2020 In Review

The Human Resources Department had an unprecedented year adapting to the COVID-19 Pandemic including reviewing and revising pandemic policies to ensure their consistency with the changing pandemic conditions. The Human Resources Department assisted employees in various matters related to COVID-19, and maintained regular communications in a timely manner with a focus on employee wellness. The Human Resources Department also managed a large volume of leaves and recruitment arising in part from the changing employment landscape and current labour market shortage. The Human Resources Department supported all departments with employee relations matters.

2021 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 a focus on employee wellness and resiliency programs to support staff through the next half of the pandemic 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 and assist with departmental succession plans to retain essential knowledge in a changing municipal landscape. We will continue to facilitate training sessions, and support leadership development, team building and support staff to engage in self-directed learning and development.

Summary of Significant Changes

- Moved Health and Safety to its own department

Human Resources Operating Budget Summary

	2020 approved budget	2021 draft budget	2021 budget change	2021 budget change
Expense				
Wages	\$118,115	\$91,847	(\$26,286)	(22.24%)
General Expense	\$61,209	\$53,742	(\$7,467)	(12.20%)
Total Expense	\$179,324	\$145,589	(\$33,735)	(18.81%)
Net Difference	\$179,324	\$145,589	(\$33,735)	(18.81%)

**MUNICIPALITY OF BROCKTON
OPERATING
BUDGET FOR HUMAN RESOURCES
2021**

PARTICULARS 01-3109	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURES						
Wages	1200	96,404	94,697	96,425	70,504	-26.88%
Benefits	1240	30,381	29,970	21,690	21,343	-1.60%
Gratuities	1250	11,552	16,966	16,500	18,600	12.73%
Mileage	1270	50	11	500	500	0.00%
Training/Seminars	1271	2,071	1,358	2,500	1,750	-30.00%
Memberships	1303	2,618	499	900	1,000	11.11%
Supplies	1305	78	166	500	500	0.00%
Legal	1310	14,737	33,398	15,000	15,000	0.00%
Payroll Processing	1315	116	204	32	192	500.00%
Accessibility	1319	2,718	1,216	3,500	3,500	0.00%
Equipment	1320	-	-	-	-	0.00%
Health & Safety	1335	2,778	2,029	5,000	-	-100.00%
Support Program	1344	8,775	3,839	8,500	4,500	-47.06%
Phone	1350	124	456	900	900	0.00%
Advertising	1370	6,811	6,212	5,000	5,000	0.00%
Grants/Donations	1373	-	-	-	-	0.00%
Insurance	1380	-	2,305	1,377	2,300	67.03%
Inter-department Expense	1820	-	-	1,000	-	-100.00%
Operating Expenditures		179,212	193,327	179,324	145,589	-18.81%
REVENUE						
Grants Ontario	0126	1,630	-	-		0.00%
Recoveries	0145	1,795	360	-	-	0.00%
Operating Revenue		1,795	360	-	-	0.00%
Total Human Resources		177,417	192,967	179,324	145,589	-18.81%

-18.81% Increase/(Decrease)
(\$33,735) Increase/(Decrease)

East Ridge Business Park Goals and Objectives

Purpose

To maintain available lands and support existing business, trade and industry within Brockton and to facilitate orderly development and expansion.

2020 In Review

In 2020 there continued to be increased inquiries in the East Ridge Business Park resulting in limited lands available for purchase at this time.

2021 Goals and Objectives

Plans for construction of Phase II of the East Ridge Business Park are underway. We are submitting a grant application in the amount of \$5 million dollars for 50% funding to service and construct roads in the park with the remainder to be borrowed funds. Staff will provide further reports to Council prior to proceeding, as staff continue to work with neighboring developers and are finalizing design plans.

All informational material for the East Ridge Business Park will be updated, along with the website presence, once the lands are ready for sale. The pricing for Phase 2 land has been set at \$79,000 per acre. The East Ridge Business Park sign will be tendered in 2021 and can be used to promote the Phase 2 lands.

Summary of Significant Changes

- Increase in long-term borrowing required to extend servicing along East Ridge Road and new Road “D” to 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, with the total cost funded from Reserve Funds

ERBP Operating Budget Summary

	2020 approved budget	2021 draft budget	2021 budget change	2021 budget change
Revenue				
Sale of Land	\$160,000	\$580,000	\$420,000	262.50%
Other Revenue	\$172,100	\$58,100	(\$114,000)	-66.24%
Total Revenue	\$332,100	\$638,100	\$306,000	92.14%
Expense				
ERBP Development	\$160,000	\$50,000	(\$110,000)	(68.75%)
Utilities	\$3,000	\$3,000	\$0	0.00%
General Expense	\$226,855	\$644,544	\$412,343	181.77%
Total Expense	\$389,855	\$692,198	\$302,343	77.55%
Net Difference	(\$57,755)	(\$59,098)	\$3,657	(6.33%)

MUNICIPALITY OF BROCKTON
OPERATING
BUDGET FOR EAST RIDGE BUSINESS PARK
2021

PARTICULARS 01-3185	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURES						
TRAINING & SEMINARS	1271	-	317	-	-	0.00%
LONGTERM DEBT CHARGES - PRINCIP	1300	30,887	28,313	30,948	30,948	0.00%
LONGTERM DEBT CHARGES - INTERE	1301	10,198	5,879	10,000	10,000	0.00%
LEGAL SERVICES	1310	7,732	8,448	10,000	10,000	0.00%
SURVEY FEES	1313	3,853	1,071	5,000	5,000	0.00%
MAINTENANCE - GROUND	1325	-	-	3,000	3,000	0.00%
UTILITIES - HYDRO-TAXES	1360	3,187	4,212	3,000	3,000	0.00%
ADVERTISING	1370	-	153	-	-	0.00%
INSURANCE	1380	-	2,256	2,407	2,250	-6.52%
PROGRAMS & PROMOTIONS	1382	-	-	-	-	0.00%
SIGNS - ENTRANCE	1415	-	-	500	500	0.00%
STUDIES	1467	8,158	2,171	-	7,500	100.00%
ECONOMIC DEVELOPMENT	1469	18,918	32,885	160,000	50,000	-68.75%
TRANSFERS TO CAPITAL FUND	1710	-	-	-	-	0.00%
TRANSFERS TO RESERVE FUND	1720	65,073	70,988	165,000	570,000	245.45%
OPERATING EXPENDITURES		148,006	156,691	389,855	692,198	270%
REVENUE						
Grants Ontario	0126	-	-	-	-	0.00%
Rent - Eastridge Ad Sign	0130	6,969	9,427	3,100	3,100	0.00%
Transfer from Reserve Fund	0142	18,918	-	160,000	50,000	-68.75%
Sale of Lands	0153	47,914	176,677	160,000	580,000	262.50%
Agreement	0190	-	-	9,000	5,000	-44.44%
OPERATING REVENUE		73,801	186,104	332,100	638,100	92.14%
TOTAL OPERATING		74,204	(29,414)	57,755	54,098	-6.33%

-6.33% Increase/(Decrease)
(\$3,657) Increase/(Decrease)

MUNICIPALITY OF BROCKTON
CAPITAL
BUDGET FOR EAST RIDGE BUSINESS PARK
2021

PARTICULARS 02-3185	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURES						
ENTRANCE SIGN	1601	-	-	65,000	75,000	
CANOE	1602	7,072	-	-		
EAST RIDGE PARK	1620	-	2,928	1,795,000	5,000,000	178.55%
East Ridge Business Park-Drain Edit's						
CAPITAL EXPENDITURES		7,072	2,928	1,860,000	5,075,000	172.85%
REVENUE						
Ontario Grants	0126	-	-	-	2,500,000	100.00%
GRANT - COUNTY	0128	-	5,155	-	-	
Long Term Debt - Bank	0129	-	-	1,360,000	2,065,000	51.84%
Transfer from Reserves	0142	-	-	500,000	510,000	2.00%
Transfer from Revenue	0143	-	-	-	-	0.00%
Miscellaneous Revenue	0150	-	-	-	-	0.00%
CAPITAL REVENUE		-	5,155	1,860,000	5,075,000	172.85%
TOTAL CAPITAL		7072	-2227	0	-	0.00%

TOTAL ERBP	81,277	(31,641)	57,755	54,098	-6.33%
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-6.33% Increase/(Decrease)

Economic Development Goals and Objectives

Purpose

To assist in community development and the retention and attraction of residents and a qualified labour pool. To act as an accountable body to Council, assisting other organizations by having available and properly zoned land, and advising on the need for new municipal programs or by-laws to support development and attracting new business. The Community Development Coordinator (“CDC”) will collect and provide all available data relating to real estate, zoning, financing, legislation, and business retention and expansion to current and prospective parties.

2020 In Review

The coronavirus pandemic required a shift in focus in 2020 to supporting and retaining local businesses and ensuring they had access to available loans and programs to assist them.

We increased our digital communications, published special newsletters, conducted a COVID-19 business survey, promoted businesses still open during the lockdown, created COVID-19 Recovery Toolkits (which included storefront posters and essential information for businesses), distributed Brockton PPE, and hosted a COVID-19 business webinar with MPP Lisa Thompson.

Staff assisted the Bruce County Economic Recovery Committee, Municipal Emergency Control Group, and the All in Ontario fundraising campaign by Bruce Power and local supplier Applus+.

Although significant time was spent planning for the Walkerton 2020 event commemorating the 20th anniversary of the e-coli water tragedy it was cancelled due to COVID-19, along with the Bruce Power block party. However, staff were able to generate positive press coverage about the anniversary and help establish the Walkerton Clean Water Legacy Fund, which has raised over \$16,000 to date.

Other developments in 2020:

- The municipality purchased the former Wong property and opened it as a park to assist businesses during the pandemic. The Walkerton BIA used the space to host a successful Hometown Christmas Market in November.
- Brockton’s Façade Improvement Program approved grants for nine local businesses, worth almost \$9,000.
- New, colourful street banners were installed in downtown Walkerton.
- Heritage Mural Project saw four new murals created for the downtown
- New sign erected at the South Industrial Park in Walkerton

- Local Immigration Partnership (LIP) launched for Bruce and Grey counties; Brockton staff participating
- Community Improvement Committee (CIC) disbanded with work to flow under the EDC.
- The Agreement with for the Visitor Information Centre with the BIA will end in 2020 with these functions to be assumed by Municipal staff and a new direction established.

The EDC continued to support Saugeen Connects, a regional economic group, although its 2020 programs, including Hawk's Nest and the Saugeen Student Start-up Program, were suspended due to COVID-19. The group has successfully applied for RED funding to launch two new programs, one to assist businesses with succession planning and the other to help women in business.

The EDC supports the Saugeen Municipal Airport, Walkerton BIA, Bruce County Regional Economic Development group and Saugeen Economic Development Corp., and this will continue in 2021.

2021 Goals and Objectives

The top goals for 2021 include assisting the CAO with implementation of a more streamlined planning process and clear information for investors; creating guidelines and marketing materials for Phase 2 the East Ridge Business Park as well as a new entrance sign; and a new strategic plan for Brockton that will include a more focused approach to economic development.

We will also revise the current Community Improvement Plan, with public input, to encompass all of Brockton and include policy incentives for apartment conversions and other measures to enhance the local economy. The CIP revisions were put on hold in late 2020 due to converging Plan the Bruce initiatives.

The CDC will work with the Economic Development Committee and Walkerton BIA to establish an inaugural Brockton Business Awards Program. The department will also continue to work with Saugeen Connects on immigration and labour force initiatives, the SSUP program for local students, the Hawk's Nest program and the new RED initiative to assist women in business and succession planning for business owners.

The Economic Development department will continue to support the BIA, Saugeen Municipal Airport and Local Immigration Partnership, and 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.

Summary of Significant Changes

- New Community Improvement Plan/Expanded Incentive Programs
- East Ridge Industrial Park Sign
- Business Awards Event
- Streamlined communications for Living, relocating to Brockton or doing business
- Visitor Information Centre - reallocated to new department

EDC Operating Budget Summary

	2020 approved budget	2021 draft budget	2021 budget change	2021 budget change
Revenue				
Grants	\$5,000	\$0	(\$5,000)	(100.00%)
Agreements	\$8,600	\$2,300	(\$6,300)	(73.26%)
Reserve Fund	\$3,750	\$40,000	\$36,250	966.67%
Total Revenue	\$17,350	\$2,300	\$24,950	143.80%
Expense				
Wages	\$85,427	\$88,557	\$3,130	3.66%
General Expense	\$188,492	\$104,102	(\$84,390)	(44.77%)
Total Expense	\$273,919	\$192,659	(\$81,261)	(29.67%)
Net Difference	(\$256,569)	(\$150,359)	\$106,211	(41.40%)

**MUNICIPALITY OF BROCKTON
OPERATING
BUDGET FOR ECONOMIC DEVELOPMENT
2021**

PARTICULARS 01-3186	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURES						
Wages	1200	65,483	61,482	65,120	67,793	4.10%
Benefits	1240	20,532	20,334	20,307	20,764	2.25%
Mileage	1270	1,099	59	1,500	750	-50.00%
Training & Seminars	1271	3,032	2,208	3,300	2,000	-39.39%
Supplies - Office	1305	1,030	422	1,000	1,000	0.00%
Payroll Services	1315	116	204	192	192	0.00%
Service Agreements	1344	-	1,918	6,500	6,500	0.00%
TELEPHONE	1350	124	470	-	660	
Advertising	1370	-	244	500	500	0.00%
Publications	1371	1,999	524	2,000	2,000	0.00%
Façade Program	1372	8,863	8,906	10,500	20,000	90.48%
Programs & Promotions	1382	3,974	2,323	5,000	5,000	0.00%
Visitor Information Centre	1468	26,192	-	24,000	-	-100.00%
Studies	1467	4,503	27,119	70,000	40,000	-42.86%
Special Projects	1469	8,229	23,158	53,500	25,000	-53.27%
Community Improvement Comm	1550	14,955	10,748	10,000	-	-100.00%
EDC Committee	1470	598	222	500	500	0.00%
OPERATING EXPENDITURES		160,728	160,342	273,919	192,659	-29.67%
REVENUE						
Ontario Grants	0126	11,375	-	5,000	-	-100.00%
Grants Municipal	0128	-	-	-		0.00%
Recoveries	0145	540	8,153	7,600	500	-93.42%
Agreement - Partnership	0190	-	(6,750)	1,000	1,800	80.00%
TRANSFERS FROM OBLIGATORY RES	0196	-	(4,924)	-		
Transfer from Reserve Funds	0142	-	-	3,750	40,000	966.67%
OPERATING REVENUE		11,915	(3,521)	17,350	42,300	143.80%
TOTAL OPERATING		148,813	163,863	256,569	150,359	-41.40%

-41.40% Increase/(Decrease)
(\$106,211) Increase/(Decrease)

Department	Economic Development
Project	Community Improvement Plan
Year	2020
Project Cost	\$ 10,000 - Carry Forward from 2020
Funding Source	<i>Tax Rate Funded in 2020 - Reserve Fund Transfer 2021</i>
Project Description	
<p>We are proposing to revise the Brockton Community Improvement Plan (CIP), working with a consultant to ensure it meets the community's economic development priorities going forward. Tasks to include a review of the current CIP, engaging with stakeholders, creating new and revised programs, expanding the coverage area to include all of Brockton, and holding an open house to communicate the new plan. .</p>	
Justification of Project Need	
<p>The current CIP covers only the heritage district of downtown Walkerton, providing facade grants to property and business owners to improve their storefronts. The program is well used, but excludes property owners outside the downtown catchment area, and throughout the Municipality of Brockton. We have received several requests from Brockton business owners to expand the CIP area, as they were not able to access the facade funding because of their location.</p> <p>A revised CIP would also allow us to support other projects that would enhance economic development, such as apartment conversions in the downtown and incentives for agricultural producers.</p>	

Tourism Goals and Objectives

Purpose

To promote the Municipality's tourism assets and amenities to the broader public to increase visitation and spending. To support tourism-related businesses (including accommodations, food services, select retailers and tour operators) and the strategic development of key tourism products. To hire and train seasonal staff to assist visitors and act as ambassadors to help promote festivals and events, outdoor recreation and niche activities such as the Greenock Swamp Tours, through the operation of a Visitor Information Centre, and use of communication channels such as digital media.

2020 In Review

In 2020 the Walkerton BIA was charged with oversight of Visitor Services and operation of the Visitor Information Centre in Walkerton. Due to the COVID-19 pandemic, no Visitor Guide was produced. The Visitor Centre was open during the summer and fall but tracked very few visitors. A digital campaign was launched by Brockton staff in early fall promoting outdoor activities such as fishing, golf, swamp tours and paddling the Saugeen River, which the BIA assisted with.

The Memorandum of Understanding between the BIA and the Municipality regarding tourism services will not be renewed in 2021.

Meantime, the Greenock Swamp/Cargill promotions group and Saugeen Valley Conservation Authority continued to operate the Cargill Visitor's Centre and Margaret's Mercantile artisan co-op, which attracted hundreds of people, despite COVID-19. The SVCA restructured in the fall, ending its formal involvement with these activities.

Brockton Council is committed to supporting the Cargill/Greenock Swamp initiatives, visitor services and promotion of our tourism assets through its economic development department. The CDC has worked with the Cargill group and RTO7 (Regional Tourism Organization 7, representing Bruce, Grey and Simcoe counties on behalf of the provincial tourism ministry) to develop an action plan and budget for 2021.

2021 Goals and Objectives

2021 will be a transitional year, with tourism promotion and visitor services being transferred from the BIA and SVCA to Brockton. An action plan has been created, with help from RT07, and funding will be leveraged from the province, county and federal governments for visitor services, digital marketing, digital content creation (professional photos and videography) and web-based “stories.”

Our tourism website (www.visitwalkerton.com) will be significantly enhanced through a new MOU with Tourist Town that will enable us to better promote Brockton businesses and attractions, and access real-time analytics.

The lease arrangement with the new owner of the Visitor Centre in Cargill will need to be established.

One or two students will be (dependent on funding), and receive training through the CDC to become ambassadors for the community.

A visitor Information Centre kiosk for Walkerton will be established within the Lobies Park Campground as a centre for community information and promotion of local activities

Staff will work closely with all stakeholders, including the Cargill-Greenock Swamp Promotional Committee (now an incorporated not-for-profit group), the SVCA, tourism partners and property owners.

Summary of Significant Changes

- Brockton to directly oversee tourism activities
- Operate Visitor Information Centre in Cargill - Kiosk at Lobies Park
- Hire and Supervise Seasonal Staff (students)
- Replace Visitor Guide with enhanced tourism website and digital marketing
- New Memorandum Of Understanding with Tourist Town

Tourism Operating Budget Summary

	2020 approved budget	2021 draft budget	2021 budget change	2021 budget change
Revenue				
Grants		\$10,304	\$10,304	100.00%
Agreements		\$2,500	\$2,500	100.00%
Reserve Fund		\$0	\$0	0%
Total Revenue		\$12,804	\$12,804	100.00%
Expense				
Wages		\$20,608	\$20,608	100.00%
General Expense	\$24,000	\$17,956	(\$6,044)	(33.66%)
Total Expense	\$24,000	\$38,564	\$14,564	37.76%
Net Difference	\$24,000	\$25,760	\$1,760	6.83%

**MUNICIPALITY OF BROCKTON
OPERATING
BUDGET FOR VISITOR INFORMATION CENTRE
2021**

PARTICULARS 01-31XX	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURES						
Wages	1200				-	0.00%
Wages Part-Time	1222				17,920	100.00%
Benefits	1240				2,688	100.00%
Mileage	1270				100	100.00%
Training & Seminars	1271				-	0.00%
Memberships	1303				500	100.00%
Supplies - Office	1305				3,000	100.00%
Payroll Services	1315				416	100.00%
Service Agreements	1344				-	0.00%
TELEPHONE	1350				1,940	100.00%
Advertising	1370				4,000	100.00%
Publications	1371				6,000	100.00%
Programs & Promotions	1382				2,000	100.00%
OPERATING EXPENDITURES		-	-	-	38,564	100.00%
REVENUE						
Ontario Grants	0126				10,304	100.00%
Grants Municipal	0128					0.00%
Recoveries	0145				2,500	100.00%
Agreement - Partnership	0190				-	0.00%
TRANSFERS FROM OBLIGATORY RES	0196					
Transfer from Reserve Funds	0142				-	0.00%
OPERATING REVENUE		-	-	-	12,804	100.00%
TOTAL OPERATING		-	-	-	25,760	100.00%

#DIV/0! Increase/(Decrease)

\$25,760 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

2020 In Review

In 2020, the operations of the Walkerton and Starkvale Cemetery were completed once again by an internal staff member. The Covid-19 Pandemic did not have an impact on operations at either Cemetery however there is a staff directive from the BAO to complete winter burials in the winter of 2020/ 2021.

2021 Goals and Objectives

To continue to operate the Cemetery in the most cost effective manner without compromising the service we provide to the community. Due to a directive from the BAO regarding the Covid-19 Pandemic and Winter Burials, winter burials will be performed\ as needed in the winter of 2020 and 2021.

Staff wish to do some dead tree removal and get an assessment done on the Chapel Roof.

Summary of Significant Changes

- No significant change for 2021

Cemetery - Walkerton and Starkvale Operating Budget Summary

	2020 approved budget	2021 draft budget	2021 budget change	2021 budget change
Total Revenue	\$44,176	\$44,176	\$0.00	0.00%
Total Expense	\$78,832	\$84,619	\$5,787	7.34%
Net Difference	(\$34,656)	(\$40,443)	(\$5,787)	16.70%

Cemetery - Walkerton Operating Budget Summary

	2020 approved budget	2021 draft budget	2021 budget change	2021 budget change
Revenue				
Grave Opening	\$12,400	\$12,400	\$0	0.00%)
Sale of Land	\$14,750	\$14,750	\$0	0.00%
Care and Maintenance	\$5,625	\$5,625	\$0	0.00%
Other Revenue	\$6,469	\$6,469	\$0	0.00%
Total Revenue	\$39,244	\$39,244	\$0	0.00%
Expense				
Wages	\$33,897	\$34,574	\$677	2.00%
Maintenance	\$15,550	\$20,550	\$5,000	32.15%
Utilities	\$1,300	\$1,300	\$0	0.00%
Other	\$19,960	\$20,047	\$87	0.44%
Total Expense	\$70,707	\$76,471	\$5,764	8.15%
Net Difference	(\$31,464)	(\$37,227)	(\$5,764)	18.32%

Cemetery - Starkvale Operating Budget Summary

	2020 approved budget	2021 draft budget	2021 budget change	2021 budget change
Revenue				
Grave Opening	\$2,405	\$2,405	\$0	0.00%
Sale of Land	\$1,080	\$1,080	\$0	0.00%
Care and 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	\$1,192	\$23	2.00%
Maintenance	\$5,000	\$5,000	\$0	0.00%
Other	\$1,956	\$1,956	\$0	0.00%
Total Expense	\$8,125	\$8,148	\$23	0.29%
Net Difference	(\$3,192)	(\$3,216)	\$23	0.73 %

**MUNICIPALITY OF BROCKTON
OPERATING
BUDGET FOR CEMETERY - WALKERTON
2021**

PARTICULARS 01-3150	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURES						
Wages	1200	32,151	35,774	29,476	30,064	2.00%
Wages - Seasonal PT	1222		-	-	-	0.00%
Wages - Public Works	1235	551	26	-	-	0.00%
Benefits	1240	6,640	7,866	4,421	4,510	2.00%
Benefits - Public Works	1244	151	5	-	-	0.00%
Clothing Allowance	1260	-	308	300	300	0.00%
Mileage	1270	82	102	125	125	0.00%
Training & Seminars	1271	1,172	814	200	200	0.00%
Memberships	1303	219	212	170	170	0.00%
Supplies	1305	314	415	900	900	0.00%
License & Permits	1308	339	267	420	420	0.00%
Payroll Services	1315	214	153	112	112	0.00%
Maintenance & Purchase - Equipment	1320	1,412	1,160	1,000	6,000	500.00%
Maintenance - Building	1322	88	-	500	500	0.00%
Maintenance - Grave Markers	1323	661	814	1,000	1,000	0.00%
Maintenance - Grounds	1325	5,181	4,202	5,000	5,000	0.00%
Service Agreements	1344	7,764	10,175	8,050	8,050	0.00%
Telephone	1350	513	457	720	720	0.00%
Fuel	1358	104	-	1,000	1,000	0.00%
Utilities - Hydro	1360	597	237	1,000	1,000	0.00%
Utilities - Water	1366	331	340	300	300	0.00%
Insurance	1380	2,798	2,304	2,213	2,300	3.93%
Grave Digging - Equipment	1470	385	840	1,600	1,600	0.00%
Transfer to Care & Main.	1475	3,698	6,140	3,750	3,750	0.00%
Transfer to Stone Care	1476	650	950	1,450	1,450	0.00%
Transfer to Capital Fund	1710	-	-	7,000	-	-100.00%
Transfer to Reserve Fund	1720	7,500	7,000	-	7,000	100.00%
Inter Departmental Expense	1820				-	0.00%
OPERATING EXPENDITURES		73,514	80,561	70,707	76,471	8.15%

REVENUE						0.00%
Grave Openings	0115	9,688	17,305	12,400	12,400	0.00%
Rent - Chapel Storage & Usage	0130	1,000	175	2,625	2,625	0.00%
Licenses & Permits	0133	-	-	-	-	0.00%
Investment Inc.	0135	3,456	4,450	3,844	3,844	0.00%
Transfer from Reserve Fd.	0142	-	-	-	-	0.00%
Miscellaneous Revenue	0150	-	-	-	-	0.00%
Sale of Land	0153	8,075	14,880	14,750	14,750	0.00%
Care & Maintenance	0235	3,248	6,420	3,750	3,750	0.00%
Stone Care	0236	650	1,050	1,875	1,875	0.00%
OPERATING REVENUE		26,117	44,280	39,244	39,244	0.00%
TOTAL CEMETERY - WALKERTON		47,397	36,281	31,464	37,227	18.32%

18.32% Increase

\$5,764 Increase

**MUNICIPALITY OF BROCKTON
OPERATING
BUDGET FOR CEMETERY - STARKVALE
2021**

PARTICULARS 01-3151	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURES						
Wages	1200	-	-	1,016	1,037	2.00%
Benefits	1240	-	-	152	156	2.00%
Mileage	1270	76	63	-	-	0.00%
License & Permits	1308	-	-	60	60	0.00%
Maintenance - Grounds	1325	2,336	3,892	200	200	0.00%
Service Agreements	1344	4,834	3,908	4,800	4,800	0.00%
Insurance	1380	-	-	246	246	0.00%
Transfer to Care & Main.	1475	-	-	1,200	1,200	0.00%
Transfer to Stone Care	1476	-	-	450	450	0.00%
OPERATING EXPENDITURES		7,246	7,863	8,125	8,148	0.29%
REVENUE						
Grave Openings	0115	230	900	2,405	2,405	0.00%
Licenses & Permits	0133	-	-	-	-	0.00%
Investment Inc.	0135	-	-	397	397	0.00%
MISCELLANEOUS REVENUE-STARKVA	0150	-	-		-	0.00%
Sale of Land	0153	-	-	1,080	1,080	0.00%
Care & Maintenance	0235	-	-	750	750	0.00%
Stone Care	0236	-	-	300	300	0.00%
OPERATING REVENUE		230	900	4,932	4,932	0.00%
TOTAL OPERATING		7,016	6,963	3,192	3,216	0.73%

0.73% Increase/(Decrease)

\$23 Increase/(Decrease)

Animal Control and By-Law Enforcement Goals and Objectives

Purpose

Animal Control oversees the licensing of dogs and kennels, and/or the euthanization of strays. By-law enforcement ensures compliance with a number of regulatory by-laws enacted by Council.

2020 In Review

2020 was largely dominated by discussions and conditions arising out of the Covid-19 pandemic. While the goal of By-law enforcement was to increase education and assist with communications, there were increased calls as a result of neighbours spending more time in close proximity to one another.

2021 Goals and Objectives

The goal for 2021 is to continue to update the regulatory by-laws to ensure enforceability and fairness. Also, the goal for 2021 is to complete the dog count that was initiated and undertaken in the past year and to review and refine the kennel licensing regime.

The Shared Services Agreement with South Bruce will also expire in the summer of 2020 and the overall plan for Animal Control and By-law Enforcement staffing will need to be reviewed in conjunction with South Bruce prior to that time.

Summary of Significant Changes

- Support and educate as part of on-going Covid-19 response
- Succession Planning for expiration of Shared Services Agreement
- Continuation and completion of dog count
- Updating of regulatory by-laws

Animal Control Operating Budget Summary

	2020 approved budget	2021 draft budget	2021 budget change	2021 budget change
Revenue				
Grants	\$12,000	\$2,000	(\$10,000)	(83.33%)
License	\$20,250	\$20,250	\$0	0.00%
Recovery	\$27,500	\$10,240	(\$17,260)	(62.76%)
Total Revenue	\$59,750	\$32,490	(\$27,260)	(45.62%)
Expense				
Wages	\$44,307	\$45,923	\$1,616	3.65%
General Expenses	\$7,944	\$7,745	(\$199)	(2.51%)
Service Agreement	\$100	\$0	(\$100)	(100.00%)
Live Stock Claims	\$2,500	\$2,500	\$0	0.00%
Other	\$1,950	\$1,950	\$0	0.00%
Total Expense	\$56,801	\$58,118	\$1,317	2.32%
Net Difference	\$2,949	(\$25,628)	(\$28,577)	(969.08%)

MUNICIPALITY OF BROCKTON
OPERATING BUDGET FOR ANIMAL CONTROL/BY-LAW ENFORCEMENT
2021

PARTICULARS 01-3124	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURES						
Wages	1200	16,292	43,311	40,279	41,079	1.99%
Benefits	1240	1,875	7,355	4,028	4,844	20.26%
Mileage	1270	-	1,010	3,500	3,500	0.00%
Memberhsips	1303	-	217	500	500	0.00%
Supplies	1305	2,940	182	500	500	0.00%
License & Permits	1308	-	5	-	-	0.00%
Legal Fee	1310	-	-	1,500	1,500	0.00%
Veterinary Services	1316	78	444	1,000	1,000	0.00%
Service Agreements	1344	9,091	307	100	-	-100.00%
Bounties	1354	360	80	300	300	0.00%
Live Stock Claims-damage/valuer	1356	678	1,501	2,500	2,500	0.00%
Advertising	1370	-	-	250	250	0.00%
Insurance	1380	-	1,748	1,944	1,745	-10.24%
Write Off - Uncollectable	1390	-	140	400	400	0.00%
Operating Expenditures		31,315	56,299	56,801	58,118	2.32%
REVENUE						
Ontario Grants	0126	18,139	-	12,000	2,000	-83.33%
Licenses	0133	16,267	16,710	20,250	20,250	0.00%
Transfer from Reserve Fund	0142	-	-	-	-	0.00%
Recoveries	0145	11,290	25,530	25,000	9,240	-63.04%
Fines	0146	10	155	2,500	1,000	-60.00%
Operating Revenue		45,706	42,395	59,750	32,490	-45.62%
Total Animal Control		(14,392)	13,905	(2,949)	25,628	969.08%

-969.08% Increase/(Decrease)
28,577 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.

2020 In Review

- The Committee completed the refurbishment and installation of two (2) heritage murals in Walkerton.
- The Committee established a Donation Policy and Brochure to accept community donations of historic significance.
- The Walkerton Baptist Church was designated as a historical building and the Committee considered renovations to the building.
- The Committee was unable to hire a Summer Student due to the COVID-19 Pandemic.
- The Doors Open Event was also cancelled due to the COVID-19 Pandemic.

2021 Goals and Objectives

- The Committee will install historic plaques at the Truax Dam, and Bridge 11 Concession 20.
- The Committee plans to continue working with the archives, and developing a plan for future storage.
- The Committee hopes to hire a Summer Student to assist with archiving records.
- The Committee hopes to assist the Walkerton 2021 Homecoming Committee on developing a historic brochure for the event (pending COVID-19).

Summary of Significant Changes

- No significant changes

Heritage Operating Budget Summary

	2020 approved budget	2021 draft budget	2021 budget change	2021 budget change
Revenue				
Grants	\$6,960	\$1,960	(\$5,000)	(71.84%)
Other Revenue	\$1,100	\$1,100	\$0	0.00%
Total Revenue	\$8,060	\$3,060	(\$5,000)	(62.03%)
Expense				
Wages	\$7,526	\$0	(\$7,526)	(100.00%)
General Expense	\$21,200	\$22,900	\$1,700	15.08%
Total Expense	\$28,726	\$22,900	(\$4,526)	(16.50%)
Net Difference	(\$20,666)	(\$19,840)	(\$474)	2.45%

**MUNICIPALITY OF BROCKTON
OPERATING
BUDGET FOR HERITAGE
2021**

PARTICULARS 01-3172	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURES						
Wages-Part time	1222	4,246	-	6,720	-	-100.00%
Benefits - Part time	1240	495	-	806	-	-100.00%
Mileage	1270	-	-	500	-	-100.00%
Training & Seminars	1271	-	-	700	500	-28.57%
Supplies	1305	242	355	-	700	100.00%
Maintenance & Purchase - Equipment	1320	102	-	1,300		-100.00%
Service Agreements	1344	372	2,350	-	2,500	100.00%
Telephone	1350	-	-	1,200	-	-100.00%
Rent	1369	1,200	-	1,500	1,200	-20.00%
ADVERTISING	1370	448	18	-	-	0.00%
Publications	1371	-	204	-	1,500	100.00%
Programs & Promotions	1382	-	5,603	13,000	13,000	0.00%
Art Show	1387	1,530	46	2,000	2,500	25.00%
Archives and Acquisitions	1388	356	471	1,000	1,000	0.00%
Transfer to Reserve Fund	1720	-	-	-	-	0.00%
Operating Expenditures		8,991	9,047	28,726	22,900	-20.28%
REVENUE						
Ontario Grants	0126	-	-	5,000	-	-100.00%
Canada Grants	0127	1,696	-	1,960	1,960	0.00%
Transfer from Reserves	0141	-	-	-	-	0.00%
Transfer from Reserves Funds	0142	356	-	-	-	0.00%
Recoveries	0145	-	55	-	-	0.00%
Donations	0176	-	-	100	100	0.00%
Art Show	0237	680	30	1,000	1,000	0.00%
Operating Revenue		2,733	85	8,060	3,060	-62.03%
Total Heritage		6,259	8,962	20,666	19,840	-4.00%

-4.00% Increase/(Decrease)

(\$826) 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.

2020 In Review

Walkerton Branch - Replacement of the Fire Alarm Monitoring Control Panel and various expired sensors was completed. The elevator also received service and repair of brake shoes. The flame retainers and burners were replaced on the HVAC RTU's #1 and #2.

Cargill Branch - The Water softener system and Life Breath Air Exchanger were replaced.

2021 Goals and Objectives

Walkerton Branch building maintenance planned includes painting of exterior doors, windows, bollards and repair/replacement of soffits and eavestrough.

Summary of Significant Changes

No Significant changes.

Library - Walkerton and Cargill Operating Budget Summary

	2020 approved budget	2021 draft budget	2021 budget change	2021 budget change
Total Revenue	\$56,750	\$56,750	\$0	0.00%
Total Expense	\$87,079	\$95,987	\$8,908	10.23%
Net Difference	(\$30,329)	(\$39,237)	(\$8,908)	29.37%

Library - Cargill Operating Budget Summary

	2020 approved budget	2021 draft budget	2021 budget change	2021 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	\$3,375	\$3,375	\$0	0.00%
Utilities	\$3,335	\$3,335	\$0	0.00%
General Expense	\$8,230	\$9,802	\$1,572	19,10%
Total Expense	\$14,940	\$16,512	\$1,572	10.52%
Net Difference	(\$940)	(\$2,512)	(\$1,572)	167.27%

Library - Walkerton Operating Budget Summary

	2020 approved budget	2021 draft budget	2021 budget change	2021 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	\$5,750	\$12,750	\$7,000	121.74%
Utilities	\$21,750	\$21,750	\$0	0%
General Expense	\$44,639	\$44,975	\$336	0.75%
Total Expense	\$72,139	\$79,475	\$7,336	10.17%
Net Difference	(\$29,389)	(\$36,725)	(\$7,336)	24.97%

**MUNICIPALITY OF BROCKTON
OPERATING
BUDGET FOR LIBRARY - CARGILL
2021**

PARTICULARS 01-3171	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURES						
Supplies - Cargill	1305	205	68	100	250	150.00%
Maintenance & Purchase -Equipment - Cargill	1320	140	753	500	500	0.00%
Maintenance-Building - Cargill	1322	2,054	3,611	2,875	2,875	0.00%
Service Agreement - Cargill	1344	2,041	2,029	1,800	1,800	0.00%
Utilities-Hydro - Cargill	1360	1,219	1,075	1,700	1,700	0.00%
Utilities-Heat - Cargill	1365	1,317	984	1,500	1,500	0.00%
Utilities-Water - Cargill	1366	-	-	135	135	0.00%
Insurance	1380	607	2,305	1,230	2,652	115.63%
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	3,600	0.00%
OPERATING EXPENDITURES		9,083	12,326	14,940	16,512	10.52%
REVENUES						
Rent - County - Cargill	0132	9,020	7,001	9,000	9,000	0.00%
Transfer from Reserve Fund-Cargill	0142	2,044	-	5,000	5,000	0.00%
Donation - Cargill	0176	-	35	-	-	0.00%
OPERATING REVENUE		11,064	7,036	14,000	14,000	0.00%
TOTAL OPERATING		(1,981)	5,289	940	2,512	167.27%

167% Increase/(Decrease)

1,572 Increase/(Decrease)

**MUNICIPALITY OF BROCKTON
OPERATING
BUDGET FOR LIBRARY - WALKERTON
2021**

PARTICULARS 01-3170	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURES						
Wages - Library	1200	-	-	-		0.00%
Wages - Custodian	1220	19,802	16,502	-	-	0.00%
Wages - Custodian - Part time	1225	-	-	-	-	0.00%
Benefits	1240	7,328	(191)	-	-	0.00%
Benefits - Custodians	1242	-	6,031	-	-	0.00%
Clothing Allowance	1260	-	-	-	-	0.00%
Mileage - Custodian	1270	-	-	-	-	0.00%
Supplies	1305	555	1,098	750	1,000	33.33%
Maintenance & Purchase - Equipment	1320	582	455	750	750	0.00%
Maintenance-Building	1322	5,474	10,657	5,000	12,000	140.00%
Service Agreement	1344	6,653	4,304	6,000	6,000	0.00%
Telephone	1350	674	561	600	600	0.00%
Utilities-Hydro	1360	11,028	8,220	15,000	15,000	0.00%
Utilities-Natural Gas	1365	4,206	4,531	6,000	6,000	0.00%
Utilities-Water & Sewer	1366	908	740	750	750	0.00%
Rental - Equipment	1368	-	-	-	-	0.00%
Grants & Donations	1373	-	-	-	-	0.00%
Insurance	1380	3,369	2,305	2,214	2,300	3.88%
Promotion/Program	1382	5	-	-	-	0.00%
Transfer to Capital	1710	-	-	-	-	0.00%
Transfer to Reserve	1720	-	-	-	-	0.00%
Inter-department Expense	1820	-	-	35,075	35,075	0.00%
OPERATING EXPENDITURES		60,583	55,214	72,139	79,475	10.17%
REVENUES						
Ontario Grants	0126	-	-	-	-	0.00%
Rent - Rooms	0130	1,700	400	3,000	3,000	0.00%
Rent - County- Walkerton	0132	39,316	30,079	37,850	37,850	0.00%
Transfer from Reserve Fund	0142	-	-	-	-	0.00%
Recoveries	0145	541	-	100	100	0.00%
Photocopy/Internet charges	0166	-	-	100	100	0.00%
Donations	0176	1,100	1,100	1,700	1,700	0.00%
OPERATING REVENUE		42,657	31,579	42,750	42,750	0.00%
TOTAL OPERATING		17,926	23,635	29,389	36,725	24.96%

24.96% Increase/(Decrease)

7,336 Increase/(Decrease)

**MUNICIPALITY OF BROCKTON
CAPITAL
BUDGET FOR LIBRARY - WALKERTON
2021**

PARTICULARS 02-3170	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURES						
Purchases - Capital	1600	-	-	-	-	0.00%
Transfer to Reserve Fund	1720	-	-	-	-	0.00%
CAPITAL EXPENDITURES		-	-	-	-	0.00%
REVENUE						
Grants Ontario	0126	-	-	-	-	0.00%
Transfer from Reserves	0141	-	-	-	-	0.00%
Transfer from Reserve Fund	0142	28,454	18,454	-	-	0.00%
Transfer from Revenue Fund	0143				-	0.00%
CAPITAL REVENUES		28,454	18,454	-	-	0.00%
TOTAL CAPITAL		(28,454)	(18,454)	-	-	0.00%

0.00% Increase/(Decrease)

\$0 Increase/(Decrease)

TOTAL LIBRARY	(10,528)	5,180	29,389	36,725	24.96%
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24.96% Increase/(Decrease)

\$7,336 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 licence capacity for 117 children/day. The St. Teresa School Age program is licenced for 56 children and the School Age Program at the Walkerton District Community School is licenced for 40 children. 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.

2020 In Review

The Centre and School Age programs were at capacity for the first two and a half months of the year. The Covid-19 Pandemic closed the Centre/School Age programs as of March 13th for three and a half months. All staff were laid off except the Supervisor. The Centre and Summer School Age Program reopened July/20. Due to the Ministry of Education and Public Health Regulations the number of children allowed in the programs was capped at a low capacity. As the year progressed the enrollment increased but not to full capacity due to Ministry of Education and Public Health regulations. Grants from the Province were received to help offset expenses incurred due to the Pandemic. The addition of two classrooms was completed in November of 2020 which increased the licence capacity.

2021 Goals and Objectives

To continue to offer the exceptional quality of care during and after the Pandemic. Staff recruitment will be a priority for 2021 when the Pandemic is over and the Centre is at full capacity. Succession planning will also be a high priority item with the pending retirement of the Child Care Supervisor and Assistant Supervisor within a few years.

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.
- The first half of the year is budgeted anticipating the Covid-19 regulations will still be in place.
- The last half of the year is budgeted to be at full capacity

Brockton Child Care Operating Budget Summary

	2020 approved budget	2021 draft budget	2021 budget change	2021 budget change
Revenue				
Grants	\$250,000	\$250,000	\$0	0.00%
Fees	\$1,224,105	\$1,298,430	\$74,325	6.07%
Donations	\$30,000	\$50,000	\$20,000	66.67%
Other Revenue	\$0	\$0	\$0	0%
Total Revenue	\$1,504,105	\$1,598,430	\$94,325	6.27%
Expense				
Wages	\$1,406,790	\$1,505,604	\$98,814	7.02%
Maintenance	\$43,086	\$43,953	\$867	2.01%
Utilities	\$0	\$0	\$0	0.00%
General Expense	\$137,767	\$141,989	(\$3,417)	2.48%
Total Expense	\$1,567,643	\$1,691,546	\$103,098	6.49%
Net Difference	(\$83,538)	(\$93,116)	(\$8,773)	10.50%

**MUNICIPALITY OF BROCKTON
OPERATING
BUDGET FOR DAYCARE
2021**

PARTICULARS 01-3155	ACCOUNT NUMBERS	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURES						
Wages-Day Care	1200	542,721	461,920	762,144	841,293	10.39%
Wages-Custodian	1220	41	(1,705)	-	-	0.00%
Wages-Custodian Part Time	1225	-	-	-	-	0.00%
Wages-Supply	1226	349,768	171,457	337,354	315,077	-6.60%
Wages-Dietary	1230	29,979	10,983	34,499	41,847	21.30%
Wages-Public Works	1235	-	341	-	-	0.00%
Benefits-Day Care	1240	219,679	213,633	272,794	307,388	12.68%
Clothing Allowance	1260	-	-	-	-	0.00%
Benefits-Custodian	1242	-	189	-	-	0.00%
BENEFITS - DIETARY	1243	-	205	-	-	0.00%
BENEFITS - PUBLIC WORKS	1244	-	80	-	-	0.00%
BENEFITS - SUPPLY - PART TIME	1246	-	1,279	-	-	0.00%
Mileage	1270	251	50	1,000	500	-50.00%
Training & Seminars	1271	902	1,483	2,000	2,000	0.00%
Longterm Debt Principal	1300	64,500	59,125	64,500	64,500	0.00%
Longterm Debt Interest	1301	12,329	6,456	12,000	12,000	0.00%
Supplies-Office	1305	728	1,218	1,500	1,000	-33.33%
Supplies-Program	1307	9,036	4,063	3,800	5,000	31.58%
Payroll Services	1315	5,604	4,245	5,184	5,184	0.00%
Maintenance & Purchase Equipment	1320	10,651	400	2,000	2,000	0.00%
Maintenance-Building	1322	1,063	35	-	-	0.00%
Maintenance-Grounds	1325	598	-	-	-	0.00%
Maintenance-Health & Safety	1335	-	-	-	-	0.00%
Service Agreements	1344	38,738	13,681	41,086	41,953	2.11%
Telephone/Internet	1350	2,575	2,555	4,000	4,000	0.00%
Utilities-Hydro	1360	-	-	-	-	0.00%
Utilities-Natural Gas	1365	-	-	-	-	0.00%
Utilities-Water	1366	-	-	-	-	0.00%
Advertising	1370	71	-	1,000	1,000	0.00%
Insurance	1380	4,455	4,608	3,983	4,500	12.98%
Food	1450	31,998	12,165	35,000	40,000	14.29%
SUPPLIES - DIETARY	1375	1,139	508	2,000	1,000	-50.00%
Write Off Uncollectable	1390	-	466	-	-	0.00%
Public Works Equipment Costs	1470	-	-	-	-	0.00%
Transfer to Capital Fund	1710	-	-	-	-	0.00%
Transfer to Reserve Fund	1720	96,599	500	500	500	0.00%

Inter-department Transfer	1820	869	-	1,300	-	-100.00%
OPERATING EXPENDITURES		1,424,295	969,941	1,587,643	1,690,741	6.49%
REVENUE						
Ontario Grants	0126	-	-	-	-	0.00%
Canada Grants	0127	-	-	-	-	0.00%
Municipal Grant (County)	0128	334,592	418,211	250,000	250,000	0.00%
Transfer from Reserve Fund	0142	-	-	30,000	50,000	66.67%
Recoveries - County	0145	14,275	(9,018)	8,975	-	-100.00%
Miscellaneous Revenue	0150	2,063	876	-	-	0.00%
Fee-NSF	0154	-	-	-	-	0.00%
Fees-County	0164	159,224	61,971	-	-	0.00%
Fees-Parent	0165	841,338	431,144	1,215,130	1,298,430	6.86%
Donations	0176	2,029	54	-	-	0.00%
OPERATING REVENUE		1,353,521	903,239	1,504,105	1,598,430	6.27%
TOTAL OPERATING		70,774	66,702	83,538	92,311	10.50%

11% Increase/(Decrease)
\$8,773 Increase/(Decrease)

MUNICIPALITY OF BROCKTON
CAPITAL
BUDGET FOR DAYCARE
2021

PARTICULARS 02-3155	ACCOUNT NUMBER	2019	2020		2021	% Increase from 2018
		ACTUAL	ACTUAL	BUDETED	BUDGETED	
EXPENDITURES						
Capital	1600	-	16,876	60,000	-	-100.00%
CAPITAL EXPENDITURES		-	16,876	60,000	-	-100.00%
REVENUE						
Municipal Grant (County)	0126	-	-	10,000	-	-100.00%
Transfer from Reserve Fund	0142	-	-	50,000	-	-100.00%
Transfer from Revenue Fd.	0143	-	-	-	-	
CAPITAL REVENUE		-	-	60,000	-	-100.00%
TOTAL CAPITAL		-	16,876	-	-	0.00%
				0.00% Increase/(Decrease)		
TOTAL DAYCARE		\$70,774	\$83,578	\$83,538	\$92,311	10.50%
				11% 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.

2020 In Review

Successful recruitment of a surgeon.

2021 Goals and Objectives

Currently working toward recruitment of 2 physicians

Summary of Significant Changes

- Decrease in expenses due to COVID restrictions

Physician Recruitment Operating Budget Summary

	2020 approved budget	2021 draft budget	2021 budget change	2021 budget change
Revenue				
Reserve Funds	0	0	0	0.00%
Total Revenue	\$0	\$0	\$0	0.00%
Expense				
Physician Agreements	\$47,250	\$11,550	(\$35,700)	(75.56%)
Total Expense	\$47,250	\$11,550	(\$35,700)	(75.56%)
Net Difference	(\$47,250)	(\$11,550)	(\$35,700)	(75.56%)

**MUNICIPALITY OF BROCKTON
OPERATING
BUDGET FOR PHYSICIAN RECRUITMENT
2021**

PARTICULARS 01-3148	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURES						
Physician Recruit-Legal Services	1310	-	-	-	-	0.00%
Physician Recruit-Locum Accommod	1431	7,328	7,328	8,200	8,200	0.00%
Physician Recruit-Candidate Hosted WKED	1432	45	121	1,500	1,500	0.00%
Physician Recruit-Dr. Appreciation	1433	-	-	700	700	0.00%
Physician Recruit-Advertising & Promo	1434	-	554	1,000	700	-30.00%
Physician Recruit-Supplies & Materials	1435	-	-	200	100	-50.00%
Physician Recruit-Events & fees	1436	-	-	-	2,000	100.00%
Physician Recruit-Travel, meal, accommod	1437	-	-	-	-	0.00%
Physician Recruit-Recruiter Salary	1438	-	-	5,000	800	-84.00%
Physician Recruit-Recruiter Mileage	1439	-	-	-	-	0.00%
Physician Recruit-Contact Retention	1440	-	-	-	-	0.00%
Physician Recruit-Discovery Week	1441	348	-	600	600	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	-	-	45,000	-	-100.00%
SERVICE AGREEMENT - LINDSEY BOWEN	1459	9,000	9,000	-	9,000	100.00%
SERVICE AGREEMENT - DR. JOHN STIRN	1460	-	45,000	-	-	0.00%
Transfers to Reserves-Phys. Recr.	1701	122,878	45,000	-	-	0.00%
Transfers to Reserves-Medquest	1702	-	-	-	-	0.00%
Transfer to Reserve Fund-Brockton	1720				-	0.00%
						0.00%
OPERATING EXPENDITURES		139,600	107,003	63,000	24,400	-61.27%
REVENUES						
Trans. From Reserves	0141	-	-	-	9,000	100.00%
Donations-Medquest	0176	-	-	-		
Donations-Physician Recruitment	0177	-	-	-	-	0.00%
Agreements-Physician Recruitment-BR	0190	84,750	93,250	47,250	11,550	-75.56%
Agreements-Physician Recruitment-SB	0192	54,850	4,500	15,750	3,850	-75.56%
Agreements-Medquest	0195	-	-	-	-	0.00%
OPERATING REVENUE		139,600	97,750	63,000	24,400	-61.27%
TOTAL OPERATING		-	9,253	-	-	0.00%
TOTAL PHYSICIAN RECRUITMENT		-	9,253	-	-	0.00%

-61.27% Increase/(Decrease)

**OPERATING
BUDGET FOR PHYSICIAN RECRUITMENT - BROCKTON SHARE
2021**

PARTICULARS 01-3149	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURES						
Medical Clinic Loan Principal	1300	-	-	-	-	0.00%
Medical Clinic Loan Interest	1301	-	-	-	-	0.00%
Agreement-Physician Recruitment	1344	84,750	47,250	47,250	11,550	-75.56%
Transfer to Reserves-Brockton	1701	-	-	-	-	0.00%
Transfer to Reserve Fund-Brockton	1720	-	-	-	-	0.00%
OPERATING EXPENDITURES		84,750	47,250	47,250	11,550	-75.56%
REVENUES						
Trans. from Reserve Fund-Dr Recuit	0142	-	-	-	-	0.00%
OPERATING REVENUE		-	-	-	-	0.00%
TOTAL OPERATING		84,750	47,250	47,250	11,550	-75.56%
TOTAL BROCKTON SHARE		84,750	47,250	47,250	11,550	-75.56%
				-75.56%	Increase/(Decrease)	
				(35,700)	Increase/(Decrease)	

Budget Proposal 2021

Prepared
December 2, 2020

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



**Report to Municipality of Brockton from
Physician Recruitment and Retention Committee
of Brockton and South Bruce**

Mayor Peabody and Members of Council,

For 2021, the Brockton and Area Physician Recruitment Committee is happy to request a reduced budget from previous years. Our request is \$11,550 for operational costs only. Our total proposed budget for 2021 is \$15,400 including our ask from South Bruce.

The first reason that our budget request is lower is because we expect to not have anyone physically attending recruiting events for at least the first half of 2021 due to COVID. Mileage and hotel expenses for these events are a decent portion of our budget and we've reduced the amount anticipated in this expense by 50%.

The second reason that our budget request is lower is because we aren't requesting any amount for reserves. In 2020 we were able to recruit a new surgeon, but we also were refunded part of the signing bonus from the previous surgeon who left without completing his contract. We have not yet been able to find a permanent physician to fill the two physician spots that we were hoping to fill in 2020. Our amount left in reserves is still sufficient to sign the two additional physicians we're hoping to recruit.

Going forward beyond 2021, we anticipate that our operating budget will return to the level we had been at in 2020. We don't anticipate a further request for money for reserves until we're able to successfully recruit another physician, and even then only if there's additional need for a physician compared to the current needs.

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.

2020 In Review

- Continued focus on Employee Retention through flexibility by introducing zoom meetings and the FLMS online training tool.
- Continued focus on Health and Safety and Risk Management.
- Continued focus on the Alarmed for Life Program
- Completed minor renovations at the Elmwood Station to facilitate firefighter decontamination.

2021 Goals and Objectives

- Progress with the regional training centre and the certified training of our local fire fighters.
- Continued focus on Employee Retention, Health and Safety and Risk Management
- Continued focus on the Alarmed for Life Program
- Establish a truck committee for the purchase of a replacement pumper.

Summary of Significant Changes

- Continued emphasis on firefighter certification.
- Radio (remaining analog) 95% replaced.
- Implementation of Covid-19 protocols including masking, increased sanitizing and decontamination of building and equipment.
- Signing of a memorandum of understanding with the Ontario Fire College to designate Walkerton fire station as a regional training centre.

Brockton Fire Operating Budget Summary

	2020 approved budget	2021 draft budget	2021 budget change	2021 budget change
Revenue				
Grants	\$0	\$0	\$0	0.00%
Fire Calls and Agreements	\$79,450	\$77,950	(\$1,500)	(1.89%)
Other	\$29,000	\$1,500	(\$29,000)	(94.83%)
Total Revenue	\$108,450	\$79,450	(\$29,000)	(26.74%)
Expense				
Wages	\$332,054	\$304,585	(\$27,469)	(8.27%)
Service Agreement	\$289,741	\$289,741	\$0	0.00%
Maintenance	\$68,000	\$68,000	\$0	0.00%
Utilities	\$13,600	\$13,600	\$0	0.00%
General Expense	\$340,297	\$350,870	\$10,573	3.11%
Total Expense	\$1,043,692	\$1,026,796	(\$16,896)	(1.62%)
Net Difference	(\$935,242)	(\$947,346)	(\$12,104)	1.29%

**MUNICIPALITY OF BROCKTON
OPERATING
BUDGET FOR BROCKTON FIRE
2021**

PARTICULARS 01-3120	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURES						
Wages - Fire Full time	1200	149,368	133,269	137,988	113,541	-17.72%
Wages - Volunteer Firefighters	1210	127,490	106,684	143,961	143,961	0.00%
Wages - Custodian	1220	10,967	3,610	-	-	0.00%
Wages - Custodian - PT	1225	-	-	-	-	0.00%
Benefits - Fire Full Time	1240	53,764	46,373	50,105	47,083	-6.03%
BENEFITS - CUSTODIANS	1242	-	1,542	-	-	0.00%
Personal Protection Equipment (CA)	1260	8,000	3,849	17,100	15,000	-12.28%
Mileage	1270	3,723	250	1,000	500	-50.00%
Training & Seminars	1271	22,639	13,689	22,000	27,000	22.73%
Longterm Debt Principal	1300	70,417	64,549	70,417	70,417	0.00%
Longterm Debt Interest	1301	10,623	5,318	12,300	12,300	0.00%
Memberships	1303	2,425	2,542	2,800	2,800	0.00%
Supplies	1305	5,650	1,695	4,500	5,000	11.11%
Licenses & Permits	1308	3,931	4,079	5,600	5,600	0.00%
Payroll Services	1315	5,989	5,937	6,528	6,528	0.00%
Prevention & Protection	1318	4,421	3,774	6,000	5,000	-16.67%
Maintenance & Purchase Equipment	1320	20,764	22,415	31,500	31,500	0.00%
Maintenance-Building	1322	8,501	1,542	7,000	7,000	0.00%
Maintenance-Grounds	1325	8,903	4,928	5,500	5,500	0.00%
Maintenance-Fire Hydrant Snow Removal	1329	6,030	-	-	-	0.00%
Maintenance-Vehicle	1330	22,861	19,565	24,000	24,000	0.00%
Gasoline & Oil	1333	7,649	4,258	7,500	7,500	0.00%
Service Agreements - Cargill Dry	1343	2,809	-	2,500	2,500	0.00%
Service Agreements	1344	4,720	9,029	12,000	12,000	0.00%
Service Agreements - Elmwood Fire	1345	102,337	119,227	150,519	150,519	0.00%
Service Agreements - Hanover Fire	1346	67,600	70,682	67,265	67,265	0.00%
Service Agreements -Paisley	1347	57,065	58,149	57,457	57,457	0.00%
Telephone/Internet	1350	4,292	4,098	5,000	5,000	0.00%
Answering Service	1351	16,475	12,149	19,923	27,025	35.65%
Utilities-Hydro	1360	6,366	5,252	7,500	7,500	0.00%
Utilities-Natural Gas	1365	3,082	2,583	4,500	4,500	0.00%
Utilities-Water	1366	1,224	966	1,600	1,600	0.00%
Advertising	1370	-	-	200	200	0.00%
Insurance	1380	35,694	25,505	23,329	25,500	9.31%
Write Off - Uncollectable	1390	-	-	-	-	0.00%
Public Works Equipment	1470	445	-	-	-	0.00%
Emergency Measures	1552	-	-	-	-	0.00%
Trans. to Capital Fund	1710	-	-	-	-	0.00%
Trans. to Reserve Fund	1720	124,165	118,500	118,500	118,500	0.00%
Inter-department Transfer	1820	-	-	17,600	17,000	-3.41%
OPERATING EXPENDITURES		980,390	876,007	1,043,692	1,026,796	-1.62%

REVENUES						
Ontario Grants	0126	-	-	-	-	0.00%
Canada Grants	0127	-	-	-	-	0.00%
Trans. from Reserve Fund	0142	-	-	23,500	-	-100.00%
Miscellaneous Revenue	0150	10,002	2,044	5,500	1,500	-72.73%
Donations	0176	150	750	-	-	0.00%
Fire Certificates	0180	95	-	-	-	0.00%
911 HYDRANT FEE	0181	9,921	12,262	-	-	0.00%
Fire Calls - Man Power	0184	3,652	5,295	5,000	5,000	0.00%
Fire Calls - Equipment	0185	17,626	31,622	40,000	40,000	0.00%
Agreements	0190	32,272	17,675	32,950	32,950	0.00%
Applications/Inspections	0242	1,463	1,101	1,500	-	-100.00%
INTER DEPART REVENUE	0250	791	198	-	-	0.00%
OPERATING REVENUE		75,972	70,946	108,450	79,450	-26.74%
TOTAL OPERATING		904,418	805,061	935,242	947,346	1.29%
				1.29%	Increase/(Decrease)	
				12,104	Increase/(Decrease)	

**MUNICIPALITY OF BROCKTON
CAPITAL
BUDGET FOR BROCKTON FIRE
2021**

PARTICULARS 02-3120	ACCOUNT NUMBER	2019	2020		2021	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURE						
Purchases-Capital	1600	-		47,500	-	-100.00%
Purchases-Capital	1608	-			-	0.00%
Purchases-Capital	1611	19,863	-	-	-	0.00%
Purchases-Capital	1612	14,110	-	-	-	0.00%
Purchases-Capital	1613	7,426	1,126		-	0.00%
Purchases-Equipment	1610	-			11,500	100.00%
Transfers to Reserve Fund	1720	-	-		-	0.00%
EQUIPMENT - DRONE	2000	-	5,950		-	0.00%
MONITOR - TRUCK 135	2001	-	13,394		15,000	100.00%
TRUCK CAP - (AUTO EXTRICATION)	2002	-	26,523		12,000	100.00%
CAPITAL EXPENDITURES		41,399	46,994	47,500	38,500	-18.95%
REVENUE						
Long Term Debt	0129	-	-	-	-	0.00%
DONATION	0132	-	29,500	19,500	-	-100.00%
Trans. from Reserve Fund	0142				-	0.00%
Trans. from Revenue Fund	0143				-	0.00%
Miscellaneous Revenue	0150				-	0.00%
CAPITAL REVENUES		-	29,500	19,500	-	-100.00%
TOTAL CAPITAL		41,399	17,494	28,000	38,500	37.50%
TOTAL FIRE		945,817	822,554	963,242	985,846	2.35%

2.35% Increase/(Decrease)
\$22,604 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.

2020 In Review

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

2021 Goals and Objectives

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

Summary of Significant Changes

- Increase to Reserve Fund transfer to re-establish funding.

Emergency Measures Operating Budget Summary

	2020 approved budget	2021 draft budget	2021 budget change	2021 budget change
Expense				
Wages	\$3,300	\$3,300	\$0	0.00%
Service Agreement	\$800	\$800	\$0	0.00%
General Expense	\$28,082	\$38,400	\$10,318	36.74%
Total Expense	\$32,182	\$42,500	\$10,318	32.06%
Net Difference	\$32,182	\$42,500	\$10,318	32.06%

**MUNICIPALITY OF BROCKTON
OPERATING
BUDGET FOR EMERGENCY MEASURES
2021**

PARTICULARS 01-3118	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURES						
Wages	1200	-	-	3,000	3,000	0.00%
Benefits	1240	-	-	300	300	0.00%
Training	1271	1,524	-	800	800	0.00%
Prevention and Public Education	1318	-	-	500	500	0.00%
Annual Maintenance	1320	891	535	3,200	3,200	0.00%
Service Agreements	1344	7,303	7,494	7,500	7,500	0.00%
Telephone/Internet	1350	2,382	2,101	1,882	2,200	16.90%
Transfer to Reserve Fund	1720	25,000	15,000	15,000	25,000	66.67%
OPERATING EXPENDITURES		37,100	25,130	32,182	42,500	32.06%

32.06% Increase/(Decrease)

10,318 Increase/(Decrease)

**MUNICIPALITY OF BROCKTON
CAPITAL
BUDGET FOR EMERGENCY MEASURES
2021**

PARTICULARS 02-3118	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURES						
Capital Purchase	1600	64,730	-	-	-	0.00%
CAPITAL EXPENDITURES				-	-	0.00%
REVENUE						
Transfer from Reserve Fund	0142	(64,730)	-	-	-	0.00%
CAPITAL REVENUE				-	-	0.00%
TOTAL EMERGENCY MEASURES		37,100	25,130	32,182	42,500	32.06%

24.28% Increase/(Decrease)

10,318 Increase/(Decrease)

Health and Safety Goals and Objectives

Purpose

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 inspections, investigations and reporting of accidents/incidents.

2020 In Review

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

2021 Goals and Objectives

- Continued updates of Policy and adaptations due to COVID pandemic
- HandS orientation manual for each department
- Recruitment and training of new HandS Coordinator

Summary of Significant Changes

- No significant changes for 2021

Health and Safety Operating Budget Summary

	2020 approved budget	2021 draft budget	2021 budget change	2021 budget change
Expense				
Wages	\$33,862	\$37,496	\$3,634	10.73%
Service Agreement	\$8,500	\$8,500	\$0	0.00%
General Expense	\$6,292	\$7,792	\$1,500	23.84%
Total Expense	\$48,654	\$53,788	\$5,134	10.55%
Net Difference	\$48,654	\$53,788	\$5,134	10.55%

**MUNICIPALITY OF BROCKTON
OPERATING
BUDGET FOR HEALTH AND SAFETY
2021**

PARTICULARS 01-31XX	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURES						
Wages	1200			26,476	29,457	11.26%
Benefits	1240			7,386	8,039	8.84%
Mileage	1270			250	500	100.00%
Training/Seminars	1271				-	0.00%
Memberships	1303			-	1,000	100.00%
Supplies	1305			250	500	100.00%
Legal	1310				-	0.00%
Payroll Processing	1315			192	192	0.00%
Equipment	1320				-	0.00%
Health & Safety	1335			5,000	5,000	0.00%
Service Agreement	1344			8,500	8,500	0.00%
Phone	1350			600	600	0.00%
Operating Expenditures		-	-	48,654	53,788	10.55%
REVENUE						
Grants Ontario	0126			-		0.00%
Recoveries	0145			-	-	0.00%
Operating Revenue		-	-	-	-	0.00%
Total Human Resources		0	0	48,654	53,788	10.55%

10.55% Increase/(Decrease)

\$5,134 Increase/(Decrease)

O.P.P and 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."

2020 In Review

- Provincial Appointees were recruited and all Board members participated in Provincial training.
- The Board assisted in the development of the Community Safety and Well-Being Plan.
- The Board was proactive in using the Black Cat Radar software to assist with speeding enforcement.
- The Board assisted the Kincardine Police Services Board on their Human Trafficking Grant, participating and planning forums and awareness sessions.
- The Board increased overall communications by advertising South Bruce O.P.P. campaigns and community safety measures.

2021 Goals and Objectives

- The Board will assist in implementing the Community Safety and Well-Being Plan.
- The Board will continue to strengthen communication with the South Bruce O.P.P.
- Continued focus on addressing speeding enforcement, and introducing traffic calming measures.

Summary of Significant Changes

- \$2,000 donation to Crime Stoppers of Grey Bruce added to budget
- \$5,000 commitment added to budget under Service Agreements for the implementation of the Community Safety and Well-Being Plan
- Service Agreements OPP increase
- \$10,000 in supplies for traffic calming equipment

- The Board will receive the 2020-2022 R.I.D.E. Program Grant

O.P.P and Brockton Police Service Board Operating Budget Summary

	2020 approved budget	2021 draft budget	2021 budget change	2021 budget change
Revenue				
Grants	\$245,287	\$254,002	\$8,715	3.55%
Fines	\$2,500	\$2,500	\$0	0.00%
Reserve Funds	\$0	\$10,000	\$10,000	100.00%
Total Revenue	\$247,787	\$266,502	\$18,715	7.55%
Expense				
OPP Service Agreement	\$2,139,258	\$2,636,226	\$496,968	23.23%
By-Law Enforcement	\$0	\$0	\$0	0.00%
Police Service Board	\$17,250	\$26,450	\$9,200	53.33%
Employee Benefits	\$2,200	\$2,200	\$0	0.00%
Total Expense	\$2,158,708	\$2,664,876	\$506,168	23.45%
Net Difference	(\$1,910,921)	(\$2,398,374)	(\$487,453)	25.51%

**MUNICIPALITY OF BROCKTON
OPERATING
BUDGET FOR O.P.P.
2021**

PARTICULARS 01-3121	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURES						
Employee Benefits from SBG Police	1240	236	-	2,200	2,200	0.00%
Service Agreements -OPP	1344	2,106,600	2,358,189	2,139,258	2,636,226	23.23%
Bylaw Enforcement	1380	-	-	-	-	0.00%
O.P.P. SERVICE BOARD						
Honorarium	1212	2,689	4,938	5,500	5,500	0.00%
Mileage	1270	538	357	1,000	1,000	0.00%
Training and Seminars	1271	1,123	1,014	5,000	5,000	0.00%
Membership	1303	250	1,701	1,800	1,800	0.00%
Supplies	1305	8,028	356	800	10,000	1150.00%
Service Board Expenses	1309	443	80	-	-	0.00%
Legal Fees	1310	-	-	-	-	0.00%
Telephone	1350	699	622	900	900	0.00%
Advertising	1370	-	-	250	250	0.00%
Donation	1373				2,000	
Transfer to Reserve Fund	1720	2,000	2,000	2,000	2,000	0.00%
OPERATING EXPENDITURES		2,122,606	2,369,256	2,158,708	2,666,876	23.54%
REVENUES						
Ontario Grants	0126	222,947	255,303	245,287	254,002	3.55%
Transfers from Reserve fund	0142	3,538	-	-	10,000	100.00%
Fines	0146	1,342	268	2,500	2,500	0.00%
Miscellaneous Revenue	0150	10,992	5,074	-	-	0.00%
OPERATING REVENUE		238,818	260,645	247,787	266,502	7.55%
TOTAL OPERATING		1,883,788	2,108,611	1,910,921	2,400,374	25.61%

25.61% Increase/(Decrease)

\$ 489,453 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 Conservation Authorities 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.

2020 Goals and Objectives

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

Conservation Authority Operating Budget Summary

	2020 approved budget	2021 draft budget	2021 budget change	2021 budget change
Revenue				
Reserve Funds	\$0	\$0	\$0	0.00%
Total Revenue	\$0	\$0	\$0	0.00%
Expense				
Service Agreements	\$170,401	\$181,947	\$11,546	6.78%
Total Expense	\$170,401	\$181,947	\$11,546	6.78%
Net Difference	\$170,401	\$181,947	(\$11,546)	6.78%

**MUNICIPALITY OF BROCKTON
OPERATING
BUDGET FOR CONSERVATION AUTHORITY
2021**

PARTICULARS 01-3122	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURES						
Service Agreement SVCA	1344	176,114	154,006	170,401	181,947	6.78%
Operating Expenditures		176,114	154,006	170,401	181,947	6.78%
REVENUE						
Transfers from Reserve Fund	0142	-	-	-	-	
Operating Revenue		-	-	-	-	
Total Conservation Authority		\$176,114	\$154,006	\$170,401	\$181,947	6.78%

6.78%	Increase/(Decrease)
\$11,546	Increase/(Decrease)

Planning Goals and Objectives

Purpose

Brockton's planning staff assist 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. Brockton's Municipal Drains are also included in this budget and there are three municipal drains planned for completion in 2020. While municipal drains are an in and out budget line, there are still costs to the municipality.

2020 In Review

Construction of homes was brisk in three existing subdivisions.

An 18 unit rental residential development was essentially constructed in 2020 with completion scheduled for spring 2021.

A review of Planning and Development Processes was undertaken by Stantec in the fall of 2020.

2021 Goals and Objectives

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

Summary of Significant Changes

- Service agreements for the contract of Cobide Engineering for Superintendent duties should remain stable;
- Russell and Van Nes drains should reach completion and the Zettler and Dales drains will be active in 2021
- Reserve Fund allocation to undertake a consolidation and review of the Comprehensive Zoning Bylaw in 2022, and will require a service agreement with a professional Planner.

Planning Operating Budget Summary

	2020 approved budget	2021 draft budget	2021 budget change	2021 budget change
Revenue				
Grants	\$10,000	\$10,000	\$0	0.00%
User Fees	\$646,000	\$306,000	(\$340,000)	(52.63%)
Reserve Funds	\$3,000	\$8,000	\$5,000	166.67%
Total Revenue	\$659,000	\$324,000	(\$335,000)	(50.83%)
Expense				
Wages	\$96,470	\$95,289	(\$1,181)	(1.22%)
Maintenance	\$650,000	\$310,000	(\$340,000)	(52.31%)
General Expense	\$30,665	\$33,945	\$2,927	9.55%
Total Expense	\$777,135	\$439,234	(\$338,253)	(43.53%)
Net Difference	(\$118,135)	(\$114,882)	\$3,253	(2.83%)

**MUNICIPALITY OF BROCKTON
OPERATING
BUDGET FOR PLANNING
2021**

PARTICULARS 01-3180	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURES						
Wages	1200	69,084	56,481	68,894	66,697	-3.19%
Wages Part Time	1222	-	-	-	-	0.00%
Benefits	1240	19,988	16,584	27,576	28,592	3.69%
Mileage	1270	-	-	-	-	0.00%
Training & Seminars	1271	1,658	163	1,900	1,900	0.00%
Tile Drainage Long Term Debt	1300	61,635	17,746	-	-	0.00%
Tile Drainage Long Term Debt-Int	1301	8,206	3,450	-	-	0.00%
Memberships	1303	132	106	100	100	0.00%
Supplies	1305	1,261	146	500	500	0.00%
Legal	1310	1,813	827	2,000	2,000	0.00%
Payroll Service	1315	581	492	144	144	0.00%
Vehicle Maintenance	1330	328	275	500	500	0.00%
Service Agreements	1344	8,608	19,266	22,807	23,300	2.16%
Professional Service - Drainage	1345	1,766	1,746	-	-	0.00%
Telephone	1350	208	258	761	761	0.00%
Fuel	1358	1,775	464	1,088	1,088	0.00%
Advertising	1370	80	-	1,000	1,000	0.00%
Insurance	1380	2,000	2,364	1,866	2,300	23.26%
Maintenance - Municipal Drains	1427	-	-	-	-	0.00%
Maint-Muni Drains-Kaake	1429	-	-	-	-	0.00%
Maintenance - Keip	1430	-	-	-	-	0.00%
Maintenance - Ernewein	1431	2,013	-	-	-	0.00%
Maintenance - Russell	1432	7,212	97,119	100,000	100,000	0.00%
Maintenance - Brant #2	1433	-	-	-	-	0.00%
Maintenance - Lang	1434	304,743	19,473	40,000	-	-100.00%
Maintenance - O Branch Kaake	1435	-	122,538	300,000	-	-100.00%
Maintenance - Zettler	1436	3,668	-	200,000	200,000	0.00%
MAINTENANCE - MUNICIPAL DRAIN KELLY	1437	1,226	163	-	-	0.00%
Maintenance - Van Nes	1438	20,946	60,966	96,000	-	-100.00%
MUNICIPAL DRAIN - KOELEN	1439	-	14,839	-	-	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%
INTER DEPART EXPENSE	1820	91	-	-	-	0.00%
OPERATING EXPENDITURES		519,021	435,465	875,135	438,882	-49.85%

REVENUE:						
Taxation - Tile Drainage Loans	0055	32,078	31,277	-	-	0.00%
Tile Drainage Loans-Pay Out	0115	29,384	-	-	-	0.00%
Subsidy-New Tile Drainage Loans	0125	-	-	-	-	0.00%
Ontario Grants	0126	5,875	100,615	10,000	10,000	0.00%
Transfer from Reserve Fund	0142	-	336,570	-	-	0.00%
Miscellaneous Revenue	0150	1,997	4,400	3,000	3,000	0.00%
Fees - Site Plan Administration	0163	-	2,889	5,000	5,000	0.00%
User Fees-Kaake Drain	0179	284,520	(84)	-	-	0.00%
User Fees - KEIP Drain	0180	-	-	-	-	0.00%
User Fees - ERNEWEIN Drain	0181	-	-	-	-	0.00%
User Fees - BRANT #1 Drain	0182	-	-	-	-	0.00%
User Fees - BRANT #2 Drain	0183	-	-	-	-	0.00%
User Fees - RUSSELL	0186	-	-	100,000	100,000	0.00%
User Fees - LANG	0185	-	-	40,000	-	-100.00%
User Fees - ZETTLER	0187	-	-	200,000	200,000	0.00%
User Fees - KAAKE O Branch	0188	-	-	300,000	-	-100.00%
User Fees - Van Nes	0189	-	-	96,000	-	-100.00%
Applications	0241	7,280	7,696	6,000	6,000	0.00%
OPERATING REVENUE		361,134	483,363	760,000	324,000	-57.37%
TOTAL OPERATING		157,887	(47,898)	115,135	114,882	-0.22%

0% Increase/(Decrease)
(\$253) 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.

2020 In Review

Brockton's long-term Chief Building Official retired at the end of 2019 and the former Deputy CBO was promoted to the role of CBO/Zoning Administrator effective Jan 1, 2020. Brockton's current Building Inspector was hired in September 2019 to the Building Inspector/Property Standards Officer role.

Throughout COVID 19 challenges, personnel changes and extensive Ministry Qualification training 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. The program was not actively run in 2020 as a measure to reduce potential staff exposure to the COVID virus. Calls for service were responded to with 9 systems being replaced and 11 new systems installed in 2020.

Brockton's CBO, Ray Holliday retired effective Dec 31, 2021.

Brockton hired a Manager of Building and Planning, Dieter Wertz, CBCO effective January 1, 2021.

2021 Goals and Objectives

In 2021 the septic re-inspection program will continue (as COVID protocols permit) with inspection continuing in Elmwood and potentially into source water protection areas (by 2022). Staff will continue with Property Standards and Bylaw Enforcement as issues arise.

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 to conduct inspections mandated under the Ontario Building Code.

Property Inspection Operating Budget Summary

	2020 approved budget	2021 draft budget	2021 budget change	2021 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	\$11,715	\$12,128	\$413	3.53%
Maintenance	\$200	\$200	\$0	0.00%
General Expense	\$16,415	\$16,865	\$450	2.74%
Total Expense	\$28,330	\$29,193	\$863	3.05%
Net Difference	(\$28,330)	(\$29,193)	(\$863)	3.05%

**MUNICIPALITY OF BROCKTON
OPERATING
BUDGET FOR PROPERTY STANDARDS
2021**

PARTICULARS 01-3125	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURES						
Wages	1200	30,446	16,340	10,848	11,220	3.43%
Benefits	1240	9,125	6,104	867	908	4.73%
Training & Seminars	1271	664	-	1,200	1,200	0.00%
Memberships	1303	53	43	210	210	0.00%
Supplies	1305	474	94	500	500	0.00%
Payroll Service	1315	-	-	58	58	0.00%
Maintenance-Vehicle	1330	118	110	200	200	0.00%
Service Agreements	1344	844	701	883	883	-0.03%
Telephone	1350	328	103	264	264	0.08%
Fuel	1358	774	209	850	850	0.00%
Insurance	1380	1,506	2,305	1,850	2,300	24.32%
Inter-department Expense	1820	-	-	10,600	10,600	0.00%
Operating Expenditures		44,332	26,009	28,330	29,193	3.05%
REVENUE						
Transfer from Reserve Fund	0142	-	-	-	-	0.00%
Operating Revenue		-	-	-	-	0.00%
Total Building Operating		44,332	26,009	28,330	29,193	3.05%

3% Increase/(Decrease)
\$863 Increase/(Decrease)

Recreation Goals and Objectives

Purpose

Brockton Parks and 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 experiences 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, and facilities, trails and sports fields.

2020 In Review

The COVID-19 Pandemic significantly impacted facility and programming operations from March 13 through Dec 31. Pool, Day Camp, Soccer operations were closed for the season. The Splash Pad and Lobies Campground operations were modified to meet COVID-19 regulations and safety measures and were successfully run without incident. Revenues surpassed budget for Lobies Campground due to stay close to home vacations. Arena ice operations ended early in March and started on time in September. Ice scheduling modified and COVID-19 safety protocols put in place with ice user groups. Return to Play Plans approved for several ice user groups, however not all groups have returned to play. Recreation and Fitness programs remain on hold. Several staffing vacancies filled successfully including new Director of Community Services, Facilities and Parks Coordinator and Programming Coordinator positions. Elmwood, Cargill, Bradley and Walkerton Community Centre Halls remain closed to large events and rentals due to COVID situation and regulations.

The following capital projects were completed successfully:

- Centennial Park Pool basin restoration
- Bruce Power Regional Soccer Fields #3 and #4 drainage improvements - OTF grant
- Purchase of Mini Soccer Nets for Fields
- Shower plumbing upgrades and 25 new steel frame accessible picnic tables for Lobies Campground
- Arena Ice plant - replacement of chiller, cooling tower, brine pump, suction lines and rebuild of compressors #1 and #2.
- Replacement of a Zero turn mower - Walkerton
- Walkerton Ball Diamond #2 first baseline fencing to outfield

- Elmwood Community Centre Pond Dredging
- Cargill Community Centre Ditch dredging
- Optimist Accessible Playground remedial work carried over from 2019

2021 Goals and Objectives

Operations are hoped to resume to normal as we progress through 2021 with improvement of the COVID situation. Re-opening plans for the Pool and Day Camp will be in place by June. Operating budget to be near same level as 2020. Most activity will be focused on further capital improvements pending several grant applications.

Summary of Significant Changes

- Continued Team building of the Parks and Recreation Department
- Re-start recreation, fitness and seniors programming
- Increased promotion of Rzone program
- Continue contributions to reserves to support future capital replacement (BCA)
- Bruce Power funded activities such as the new skating trail
- Update of Master Recreation and Leisure Services Plan
- Durham Street Park (Wong) planning and development \$100,000
- Soccer Fields Washroom/Change/Concession Building pending ICIP funding approval \$880,000
- Building repairs and equipment replacement for Centennial Park Pool \$100,000 pending ICIP funding
- Tennis Courts Restoration \$105,000 pending ICIP funding
- Replacement of Arena hot water boiler system \$50,000 (BCA)
- Electrical inspection/assessment of arena \$12,000
- Office renovations to accommodate staff positions \$10,000
- Day Camp storage building \$10,000
- Phase II of Optimist Park Accessible Playground - Optimist Club
- Elmwood CC - presentation technology and pavilion enhancements \$16,000
- Bradley CC - Roof Replacement \$9,500
- Cargill CC - zero turn mower replacement \$20,000
- Replacement and upgrading of deteriorated parks signage through municipality - inventory completed in 2020
- Ongoing maintenance of Saugeen River Access points as part of coordinator effort within the County

- Ongoing removal of hazard tree and stump inventory from 2019 (120 trees)
- Ongoing tree planting and enhancement of parks properties.
- Funding applications to Save on Energy, OTF, ICIP, CSJ, SEP, etc.
- Continue to build relationship with Rotary and Kinsmen Clubs for facilities and trail support.

Recreation - Total Operating Budget Summary

	2020 approved budget	2021 draft budget	2021 budget change	2021 budget change
Total Revenue	\$854,050	\$835,050	(\$19,000)	(2.22%)
Total Expense	\$2,209,388	\$2,092,582	(\$116,806)	(5.29%)
Net Difference	(\$1,355,338)	(\$1,257,532)	\$97,806	(7.22%)

Recreation - Administration Operating Budget Summary

	2020 approved budget	2021 draft budget	2021 budget change	2021 budget change
Revenue				
Grants	\$10,000	\$50,000	\$40,000	80.00%
Total Revenue	\$10,000	\$75,000	\$65,000	80.00%
Expense				
Wages	\$357,012	\$365,762	\$8,750	2.45%
Maintenance	\$500	\$2,000	\$1,500	300.00%
General Expense	\$83,335	\$126,390	\$43,055	51.66%
Total Expense	\$440,847	\$519,152	\$78,305	12.09%
Net Difference	(\$430,847)	(\$444,152)	(\$13,305)	3.09%

Recreation - Parks Operating Budget Summary

	2020 approved budget	2021 draft budget	2021 budget change	2021 budget change
Revenue				
Grants	\$10,000	\$0	(\$10,000)	(100.00%)
Parks	\$16,000	\$16,000	\$0	0.00%
Other Revenue	\$19,100	\$15,600	(\$4,500)	(23.56%)
Total Revenue	\$45,100	\$30,600	(\$14,500)	(32.15%)
Expense				
Wages	\$157,1414	\$130,406	(\$26,734)	(17.01%)
Maintenance	\$67,000	\$88,000	\$21,000	31.34%
Utilities	\$8,000	\$8,000	\$0	0.00%
General Expense	\$101,966	\$102,608	\$642	0.63%
Total Expense	\$334,107	\$329,014	(\$5,092)	(1.52%)
Net Difference	(\$289,007)	(\$298,414)	(\$9,408)	3.26%

Recreation - Pool Operating Budget Summary

	2020 approved budget	2021 draft budget	2021 budget change	2021 budget change
Revenue				
Grants	\$8,000	\$8,000	\$0	0.00%
User Fees	\$47,500	\$47,500	\$0	0.00%
Other Revenue	\$5,500	\$5,500	\$0	0.00%
Total Revenue	\$61,000	\$61,000	\$0	0.00%
Expense				
Wages	\$71,522	\$72,474	\$952	1.33%
Maintenance	\$19,500	\$19,500	\$0	0.00%
Utilities	\$30,800	\$30,800	\$0	0.00%
General Expense	\$28,828	\$28,850	\$22	0.08%
Total Expense	\$150,650	\$151,624	\$974	0.65%
Net Difference	(\$89,650)	(\$90,624)	(\$974)	1.09%

Recreation - Community Centre Operating Budget Summary

	2020 approved budget	2021 draft budget	2021 budget change	2021 budget change
Revenue				
Grants	\$0	\$0	\$0	0.00%
User Fees	\$270,200	\$245,200	(\$25,000)	(9.25%)
Other Revenue	\$72,000	\$57,000	(\$15,000)	(20.83%)
Total Revenue	\$342,200	\$302,200	(\$40,000)	(11.69%)
Expense				
Wages	\$227,842	\$283,162	\$57,821	25.66%
Maintenance	\$49,900	\$53,500	\$3,600	7.21%
Utilities	\$136,400	\$136,400	\$0	0.00%
General Expense	\$329,812	\$135,399	(\$193,913)	(59.26%)
Total Expense	\$743,954	\$608,461	(\$135,492)	(18.21%)
Net Difference	(\$401,754)	(\$306,261)	\$95,492	(23.77%)

Recreation - Lobies Operating Budget Summary

	2020 approved budget	2021 draft budget	2021 budget change	2021 budget change
Revenue				
Grants	\$0	\$0	\$0	0.00%
User Fees	\$45,000	\$55,000	\$10,000	22.22%
Other Revenue	\$2,000	\$2,000	\$0	0.00%
Total Revenue	\$47,000	\$57,000	\$10,000	21.28%
Expense				
Wages	\$10,846	\$11,787	\$941	8.68%
Maintenance	\$10,000	\$10,000	\$0	0.00%
Utilities	\$2,450	\$2,450	\$0	0.00%
General Expense	\$22,627	\$22,700	\$73	0.32%
Total Expense	\$45,923	\$46,937	\$1,014	2.21%
Net Difference	\$1,077	\$10,063	\$8,986	834.35%

Recreation - Daycamp Operating Budget Summary

	2020 approved budget	2021 draft budget	2021 budget change	2021 budget change
Revenue				
Grants	\$3,000	\$3,000	\$0	0.00%
Other Revenue	\$0	\$0	\$0	0.00%
User Fees	\$68,000	\$68,000	\$0	0.00%
Total Revenue	\$71,000	\$71,000	\$0	0.00%
Expense				
Wages	\$51,227	\$52,069	\$842	1.64%
General Expense	\$15,290	\$15,290	\$0	0.00%
Total Expense	\$66,517	\$67,359	\$842	1.27%
Net Difference	\$4,483	\$3,642	(\$842)	(18.77%)

Recreation - Programs Operating Budget Summary

	2020 approved budget	2021 draft budget	2021 budget change	2021 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	\$12,000	\$12,000	\$0	0.00%
Maintenance	\$0	\$0	\$0	0.00%
General Expense	\$55,240	\$55,240	\$0	0.00%
Total Expense	\$67,240	\$67,240	\$0	0.00%
Net Difference	\$22,760	\$22,760	\$0	0.00%

Recreation - CDCF Operating Budget Summary

	2020 approved budget	2021 draft budget	2021 budget change	2021 budget change
Revenue				
Grants	\$5,000	\$5,000	\$0	0.00%
Donation	\$1,000	\$1,000	\$0	0.00%
User Fees	\$172,750	\$152,250	(\$20,500)	(11.87%)
Total Revenue	\$178,750	\$158,250	(\$20,500)	(11.47%)
Expense				
Wages	\$19,250	\$19,250	\$0	0.00%
Maintenance	\$18,500	\$20,800	\$2,300	12.43%
General Expense	\$172,746	\$147,150	(\$25,596)	(14.82%)
Total Expense	\$210,496	\$187,200	(\$23,296)	(11.07%)
Net Difference	(\$31,746)	(\$28,950)	\$2,796	(8.81%)

Recreation - Soccer Fields Operating Budget Summary

	2020 approved budget	2021 draft budget	2021 budget change	2021 budget change
Revenue				
Grants	\$0	\$0	\$0	0.00%
User Fees	\$9,000	\$9,000	\$0	0.00%
Total Revenue	\$9,000	\$9,000	\$0	0.00%
Expense				
Wages	\$12,654	\$13,595	\$941	7.44%
Maintenance	\$19,500	\$19,500	\$0	0.00%
General Expense	\$117,500	\$107,500	(\$10,000)	(8.51%)
Total Expense	\$149,654	\$140,595	(\$9,059)	(6.05%)
Net Difference	(\$140,654)	(\$131,595)	(\$9,059)	(6.44%)

**MUNICIPALITY OF BROCKTON
OPERATING
BUDGET FOR RECREATION ADMINISTRATION
2021**

PARTICULARS 01-3160	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURE						
Wages	1200	209,732	186,990	254,499	280,737	10.31%
Wages Part-time	1222	-	-	22,615	-	-100.00%
Benefits	1240	67,887	59,818	79,898	85,025	6.42%
Mileage	1270	159	-	500	500	0.00%
Training & Seminars	1271	11,308	3,499	10,000	10,000	0.00%
Bank Charges	1272	5,696	4,141	7,000	7,000	0.00%
Memberships	1303	2,409	2,084	2,104	2,159	2.61%
Office Supplies	1305	3,391	1,201	5,000	4,000	-20.00%
Payroll Service	1315	1,124	971	960	960	0.00%
Maintenance - Health & Safety	1335	1,010	61	500	2,000	300.00%
Service Agreements	1344	14,555	9,689	11,700	86,700	641.03%
Telephone	1350	5,488	6,198	5,500	6,000	9.09%
Equipment Rental	1368	161	965	1,071	1,071	0.00%
Advertising	1370	102	-	1,500	1,500	0.00%
Municipal Grants	1373	20,059	24,500	38,000	31,500	-17.11%
Insurance	1380	-	-	-	-	0.00%
Write Off - Uncollectable	1390	-	-	-	-	0.00%
Prog.&Promotions	1382	-	-	-	-	0.00%
Transf to Cap.	1710	-	-	-	-	0.00%
Inter-Department Expense	1800					0.00%
TOTAL EXPENSES		343,079	300,115	440,847	519,152	17.76%
REVENUE						
Ontario Grants	0126	-	-	-		0.00%
Municipal Grants	0128	150	-	-	-	0.00%
Transfer From Reserve Funds	0142	-	-	10,000	75,000	650.00%
Misc. Revenue	0150	110	391	-	-	0.00%
Inter-Department Revenue	0250					0.00%
TOTAL REVENUE		260	391	10,000	75,000	650.00%
TOTAL OPERATING RECREAT ADMINISTRATION		342,819	299,725	430,847	444,152	3.09%

3.09% Increase/(Decrease)
\$13,305 Increase/(Decrease)

**MUNICIPALITY OF BROCKTON
OPERATING
BUDGET FOR RECREATION PARKS
2021**

PARTICULARS 01-3161	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURES						
Wages, Full-time	1200	90,062	73,327	57,961	28,658	-50.56%
Wages, Part-time	1222	44,525	72,147	75,115	84,365	12.31%
Wages, Part-time-Hort	1229	-	-	-	-	0.00%
Wages, Public Works	1235	1,596	1,801	-	-	0.00%
Benefits	1240	26,124	27,608	24,065	17,383	-27.76%
Payroll Services	1315	1,011	865	768	768	0.00%
Maintenance & Purchase - Equip	1320	8,519	6,449	9,500	9,500	0.00%
Maint & Purchase - Equip/Cargill	1321	32	-	-	-	0.00%
Building/Main.	1322	5,307	920	4,000	2,000	-50.00%
Grounds/Main.	1325	29,665	19,621	31,500	46,000	46.03%
Diamonds/Main.	1326	-	13	1,500	1,500	0.00%
Vehicle/Main.	1330	10,456	5,922	4,000	4,000	0.00%
Tree Program/Maint	1332	7,848	13,103	16,500	25,000	51.52%
Gas & Oil	1333	9,759	12,166	9,000	9,000	0.00%
Service Agreement-Cargill	1343	-	-	-	-	0.00%
Service Agreement	1344	5,961	15,690	24,000	25,740	7.25%
Horticultural Supplies	1352	13,921	13,337	20,000	15,000	-25.00%
Fuel-Diesel	1358	3,013	246	3,000	3,000	0.00%
Fuel-Diesel-Cargill	1359	-	-	-	-	0.00%
Utilities- Hydro	1360	4,952	3,977	5,000	5,000	0.00%
Utilities- Water	1366	2,602	2,732	3,000	3,000	0.00%
Rental-Equipment	1368	535	1,041	2,000	2,000	0.00%
Advertising	1370	414	-	300	300	0.00%
Insurance	1380	22,617	16,342	12,398	16,300	31.47%
Public Works Equipment Cost	1470	-	-	500	500	0.00%
Transfer to Capital	1710	-	-	-	-	0.00%
Transfer to Reserve	1720	30,000	30,000	30,000	30,000	0.00%
TOTAL EXPENSES		318,918	317,306	334,107	329,014	-1.52%

REVENUE						
GRANTS ONTARIO	0126	9,575	-	10,000	-	-100.00%
GRANTS - CANADA	0127	-	7,840	-	5,000	100.00%
GRANTS MUNICIPAL (COUNTY)	0128	6,400	-	-	-	0.00%
COMMUNITY GARDEN	0130	-	985	-	1,000	100.00%
Transfer from Reserve fund	0142	-	-	-	-	0.00%
Misc.Revenue	0150	3,940	4,920	14,600	14,600	0.00%
Ball Diamond Fees	0154	16,274	-	16,000	16,000	0.00%
Donations	0176	3,294	6,277	4,500	-	-100.00%
Employee -Vehicle	0199	-	-	-	-	0.00%
TOTAL REVENUE		39,483	20,023	45,100	36,600	-18.85%
TOTAL OPERATING PARKS		279,434	297,283	289,007	292,414	1.18%
				1.2% Increase/(Decrease)		
				\$3,408 Increase/(Decrease)		

**MUNICIPALITY OF BROCKTON
CAPITAL
BUDGET FOR RECREATION PARKS
2021**

PARTICULARS 02-3161	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURES						
Purchases	1600	60,997	90,000	28,000	205,000	632.14%
Transfer to Reserve FD	1720	10,000	-	-	-	
TOTAL EXPENSES		70,997	90,000	28,000	205,000	
REVENUE						
Grants-Ontario	0126	-	-	-	115,000	100.00%
Transfer fr Reserve FD	0142	31,750	-	-	40,000	100.00%
Transfer fr Revenue FD	0143	-	-	-	-	0.00%
Donations	0176	-	-	-	50,000	100.00%
TOTAL REVENUE		31,750	-	-	205,000	100.00%
TOTAL CAPITAL PARKS		39,247	90,000	28,000	-	-100.00%

TOTAL RECREATION PARKS	318,681	387,283	317,007	292,414	-7.76%
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-7.8% Increase/(Decrease)
-\$24,592 Increase/(Decrease)

**MUNICIPALITY OF BROCKTON
OPERATING
BUDGET FOR RECREATION POOL
2021**

PARTICULARS 01-3162	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURESEXPENDITURES						
Wages Full-time	1200	5,618	5,618	6,155	5,732	-6.87%
Wages Part-time	1222	42,976	-	57,903	59,048	1.98%
Benefits	1240	6,246	1,718	7,464	7,694	3.07%
Training & Seminars	1271	108	-	150	150	0.00%
Memberships	1303	353	100	350	350	0.00%
Chemicals	1305	2,463	-	2,500	2,500	0.00%
Program supplies	1307	3,621	-	5,000	5,000	0.00%
Payroll Fees	1315	704	-	800	800	0.00%
Maintenance & Purchase-Equip	1320	3,067	-	10,000	10,000	0.00%
Maintenance - Building	1322	14,642	74	9,500	9,500	0.00%
Telephone	1350	956	1,845	1,100	1,100	0.00%
Utilities- Hydro	1360	5,200	1,442	8,000	8,000	0.00%
Utilities- Gas	1365	3,020	1,170	2,800	2,800	0.00%
Utilities- Water	1366	16,504	9,579	20,000	20,000	0.00%
Rentals	1368	-	1,275	1,000	1,000	0.00%
Advertising	1370	-	-	300	300	0.00%
Insurance	1380	3,947	2,305	2,278	2,300	0.97%
Programs & Promotions	1382	-	-	350	350	0.00%
WRITE-OFFS - UNCOLLECTABLE	1390	988	-	-	-	0.00%
Transfer to capital	1710	-	-	-	-	0.00%
Transfer to Reserve Funds	1720	15,000	15,000	15,000	15,000	0.00%
TOTAL EXPENSES		125,413	40,125	150,650	151,624	0.65%
REVENUE						
Ontario Grants	0126	-	-	6,000	6,000	0.00%
GRANTS - CANADA	0127	6,748	-	-	-	0.00%
Municipal Grant	0128	2,768	-	2,000	2,000	0.00%
Pool Rentals	0130	1,275	-	2,500	2,500	0.00%
Transfer from Reserve fund	0142	3,495	-	-	-	0.00%
Misc. Revenue	0150	4,172	-	5,500	5,500	0.00%
Registrations	0156	31,970	67	30,000	30,000	0.00%
Admissions	0158	13,721	30	15,000	15,000	0.00%
TOTAL REVENUE		64,149	97	61,000	61,000	0.00%
TOTAL OPERATING POOL		61,263	40,028	89,650	90,624	1.09%

1.1% Increase/(Decrease)

\$974 Increase/(Decrease)

**MUNICIPALITY OF BROCKTON
CAPITAL
BUDGET FOR RECREATION POOL
2021**

PARTICULARS 02-3162	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENSES						
Purchases	1600	-	(95,080)	65,000	35,000	-46.15%
HIGH DIVE REMOVAL AND NEW EQUIP	2000	-	(40,749)	35,000	50,000	42.86%
LIGHTING UPDATES - DECK AND WALL	2001	-	-	10,000	10,000	0.00%
					5,000	
Transfer to Reserve FD	1720	-	-	-	-	0.00%
TOTAL EXPENSES		-	(135,829)	110,000	100,000	-9.09%
REVENUE						
Transfer fr Reserve FD	0142	-	-	100,000	100,000	0.00%
TOTAL REVENUE		-	-	100,000	100,000	0.00%
TOTAL CAPITAL POOL		-	(135,829)	10,000	-	-100.00%
TOTAL RECREATION POOL		61,263	-95,801	99,650	90,624	-9.06%

-9.1% Increase/(Decrease)
-\$9,027 Increase/(Decrease)

MUNICIPALITY OF BROCKTON
OPERATING
BUDGET FOR RECREATION COMMUNITY CENTRE
2020

PARTICULARS 01-3163	ACCOUNT NUMBER	2018	2019		2020	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURE						
Wages, Full-time Arena	1200	104,342	168,468	125,539	152,841	21.75%
Auditorium	1201	-	-	-	-	0.00%
Wages, Part-time	1222	109,436	28,515	59,003	72,658	23.14%
Wages - public works	1235	-	-	-	-	0.00%
BENEFITS - COMMUNITY CENTRE - AR	1240	61,299	54,231	40,800	57,664	41.33%
BENEFITS - PART TIME	1245	-	224	-	-	0.00%
Clothing Allowance	1260	(51)	1,308	2,500	3,125	25.00%
Long Term Debt-Prin.	1300	54	32,643	29,700	29,700	0.00%
Long Term Debt-Interest	1301	-	3,051	1,100	4,800	336.36%
Supplies-Booth	1304	24,983	7,200	30,000	30,000	0.00%
Supplies-Cleaning	1305	8,860	10,458	7,000	10,000	42.86%
Supplies-Bar	1306	628	78	1,500	1,500	0.00%
Supplies-Programs	1307	190	-	270	270	0.00%
Payroll Service	1315	1,903	1,442	2,304	2,304	0.00%
Maintenance & Purchase - Equipment	1320	14,703	7,072	16,400	20,000	21.95%
Maintenance - Building	1322	70,391	54,363	33,500	33,500	0.00%
Maintenance - Building - View	1323					
Maintenance - Ice	1328	-	3,645	-	-	0.00%
Refrigeration	1332	12,056	18,784	10,000	10,000	0.00%
Service Agreement	1344	26,334	8,271	15,000	16,000	6.67%
Fuel, Propane	1358	3,733	2,597	3,500	3,500	0.00%
Utilities- Hydro Walk C.C.	1360	101,678	81,136	95,000	95,000	0.00%
Utilities- Hydro Brad.CC	1361	1,403	1,015	1,200	1,200	0.00%
Utilities- Furnace Oil	1362	114	-	1,200	1,200	0.00%
Utilities- Gas	1365	10,993	10,104	11,000	11,000	0.00%
Utilities- Water	1366	28,515	24,462	28,000	28,000	0.00%
Rental - Equipment	1368	551	845	3,000	3,000	0.00%
Advertising-Prg & Promo	1370	225	-	500	500	0.00%
Insurance	1380	(407)	20,744	20,938	20,700	-1.14%
Public Works Equip. Cost	1470	-	-	-	-	0.00%
Transfer to Cap	1710	-	-	-	-	0.00%
Transfer to Res Fund	1720	205,000	205,000	205,000	-	-100.00%
INTER DEPT EXPENSE	1820	110	467	-	-	0.00%
TOTAL EXPENSES		787,041	746,123	743,954	608,461	-18.21%

REVENUE						
Ontario Grants	0126	-	-	-	-	0.00%
GRANTS MUNICIPAL	0128	-	989	-	-	0.00%
Rental, Auditorium	0130	12,359	7,993	16,000	16,000	0.00%
Rental, Arena	0131	174,345	166,859	225,000	200,000	-11.11%
Rental, Main Floor	0133	5,720	(89)	7,000	7,000	0.00%
Rental, Room & Cages	0134	1,095	730	1,200	1,200	0.00%
Rental, Kitchen	0136	100	-	-	-	0.00%
Trans from Reserve Fund	0142	-	-	-	-	0.00%
Rental, Misc.	0150	1,782	1,637	13,000	13,000	0.00%
Admissions	0158	12,366	3,193	8,000	8,000	0.00%
Supplies, Kitchen	0160	1,720	-	6,000	6,000	0.00%
Concession Booth	0162	40,031	11,513	45,000	30,000	-33.33%
Advertising, Arena	0169	16,622	7,832	14,500	14,500	0.00%
Donations	0176	5,640	5,000	5,000	5,000	0.00%
Donations-View from Above	0177	-	-	-	-	0.00%
Bar Steward Service	0610	981	(30)	1,500	1,500	0.00%
TOTAL REVENUE		272,761	205,626	342,200	302,200	-11.69%
TOTAL OPERATING COMMUNITY CENTRE		514,281	540,497	401,754	306,261	-23.77%

-23.8% Increase/(Decrease)

-\$95,492 Increase/(Decrease)

MUNICIPALITY OF BROCKTON
CAPITAL
BUDGET FOR RECREATION COMMUNITY CENTRE
2021

PARTICULARS 02-3163	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENSES						
Electrical inspection and repair (as per BCA	1600	-	-	-		100.00%
Capital	1601	-	-	-		100.00%
Condenser Cooling Tower	1603	23,592	-	-		0.00%
Office Renovation	1602	-	-	-		100.00%
CAPITAL PURCHASE	1604	6,742	-	-		0.00%
Line and Pump Replacement	1605	52,000	22,550	18,000		244.44%
De-Ox Water	1606	44,506	-	-		0.00%
WWTP/Ball Diamond Entrance	1607	166,916	-	-		0.00%
Transfer to Reserve FD	1720	-	-	-		0.00%
ELECTRICAL REPAIR/INSPECTION	2000	-	-	12,000	12,000	83.33%
CONDENSER COOLING TOWER	2001	-	67,800	70,000	40,000	-100.00%
COMPRESSOR REFURB	2002	-	10,500	11,000	-	100.00%
OFFICE RENOVATIONS	2003	-	-	10,000	10,000	-100.00%
LINE & PUMP REPLACEMENT	2004	-	29,152	30,000	-	33.33%
TOTAL EXPENSES		293,756	130,003	151,000	62,000	-58.94%
REVENUE						
Grants	0126	-	-	-	-	0.00%
Long Term Debt	0129	148,322	-	-	-	
Transfer fr Reserve FD	0142	41,742	23,692	88,000	22,000	-75.00%
Transfer fr Revenue FD	0143	-	-	-	-	
TOTAL REVENUE		190,064	23,692	88,000	22,000	-75.00%
TOTAL CAPITAL COMMUNITY CENTRE		103,692	106,311	63,000	40,000	-36.51%

TOTAL RECREATION COMMUNITY CENTRE	617,972	646,808	464,754	346,261	-25.50%
-25.5% Increase/(Decrease)					

**MUNICIPALITY OF BROCKTON
OPERATING
BUDGET FOR RECREATION LOBIES
2021**

PARTICULARS 01-3164	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURES						
Wages Full-time	1200	1,870	1,869	1,231	1,911	55.24%
Wages Part-time	1222	-	-	9,280	9,280	0.00%
Benefits	1240	604	570	335	596	77.91%
Bank Services	1272	886	-	1,400	1,400	0.00%
Supplies, Cleaning	1305	-	-	500	500	0.00%
Supplies, Program	1307	506	(280)	1,000	1,000	0.00%
Maintenance. & Purchase - Equip	1320	5,686	-	5,000	5,000	0.00%
Maintenance. Building	1322	82	2,504	3,500	3,500	0.00%
Maintenance. Grounds	1325	-	1,542	1,500	1,500	0.00%
Service Agreement	1344	404	-	-	-	0.00%
Telephone	1350	1,505	1,082	1,000	1,000	0.00%
Utilities- Hydro	1360	358	296	850	850	0.00%
Utilities - Water	1366	1,540	2,419	1,600	1,600	0.00%
Advertising	1370	436	298	1,500	1,500	0.00%
Insurance	1380	2,375	2,305	2,227	2,300	3.28%
Transfer to Cap	1710	-	-	-	-	0.00%
Transfer to Reserve Fund	1720	5,000	15,000	15,000	15,000	0.00%
TOTAL EXPENSES		21,251	27,605	45,923	46,937	2.21%
REVENUE						
Ontario Grants	0126	-	-	-	-	0.00%
Miscellaneous Revenue	0150	1,086	308	2,000	2,000	0.00%
Fees - Camping	0154	47,722	49,544	45,000	55,000	22.22%
TOTAL REVENUE		48,808	49,853	47,000	57,000	21.28%
TOTAL OPERATING LOBIES CAMPGROUND		(27,557)	(22,248)	(1,077)	(10,063)	-834.35%

834.4% Increase/(Decrease)

-\$8,986 Increase/(Decrease)

**MUNICIPALITY OF BROCKTON
CAPITAL
BUDGET FOR RECREATION LOBIES
2021**

PARTICULARS 02-3164	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENSES						
Purchases	1600	25,460	-	-		0.00%
Transfer to Reserve FD	1720	-	-	-		0.00%
SHOWER UPGRADES AND PICNIC TAB	2000	-	13,049	10,000	15,000	50.00%
ELECTRICAL UPGRADES	2001	-	-	36,000	-	-100.00%
TOTAL EXPENSES		25,460	13,049	46,000	15,000	-67.39%
REVENUE						
Grants	0126	(25,460)	-	-	15,000	100.00%
GRANTS MUNICIPAL	0128	-	2,500	-		0.00%
Transfer fr Reserve FD	0142	-	-	36,000	-	-100.00%
Transfer fr Revenue FD	0143		-	-	-	0.00%
TOTAL REVENUE		(25,460)	2,500	36,000	15,000	-58.33%
TOTAL CAPITAL LOBIES		50,921	10,549	10,000	-	-100.00%
TOTAL RECREATION LOBIES		23,364	-11,699	8,923	-10,063	-212.78%

-212.8% Increase/(Decrease)

-\$18,986 Increase/(Decrease)

**MUNICIPALITY OF BROCKTON
OPERATING
BUDGET FOR RECREATION DAYCAMP
2021**

PARTICULARS 01-3165	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURES						
Wages - Part-time	1222	-	-	46,570	47,335	1.64%
Benefits	1240	4,641	-	4,657	4,734	1.64%
Benefits- Playground	1245	-	-	-	-	0.00%
Training & Seminars	1271	190	-	350	350	0.00%
Supplies	1307	5,038	108	4,000	4,000	0.00%
Payroll Fees	1315	90	-	640	640	0.00%
Advertising	1370	-	-	300	300	0.00%
Transfer to Reserve Fund	1720	10,000	10,000	10,000	10,000	0.00%
TOTAL EXPENSES		19,960	10,108	66,517	67,359	1.27%
REVENUE						
Ont. Grants	0126	-	-	3,000	3,000	0.00%
GRANTS - CANADA	0127	5,579	-	-		0.00%
Transfer from Reserve Fund	0142	-	-	-	-	0.00%
Registration	0158	68,222	(218)	68,000	68,000	0.00%
Registration - Youth Adventure	0159	-	-	-	-	0.00%
TOTAL REVENUE		73,801	(218)	71,000	71,000	0.00%
TOTAL OPERATING PLAYGROUND		(53,841)	10,326	(4,483)	(3,642)	18.77%

-18.8% Increase/(Decrease)

842 Increase/(Decrease)

PROGRAMS-CAPITAL	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
EXPENSES						
Purchases	1600	58,921	-	-		0.00%
Transfer to Reserve FD	1720				-	0.00%
PAVILION	2000	-	-	10,000	10,000	0.00%
TOTAL EXPENSES		58,921	-	10,000	10,000	0.00%
REVENUE						
Ontario Grants	0126				-	0.00%
DONATION	0132	53,462	-	-		0.00%
Transfer fr Revenue FD	0142	5,459	-	10,000	10,000	0.00%
TOTAL REVENUE		58,921	-	10,000	10,000	0.00%
Total Capital Day Camp		-	-	-	-	0.00%
Total Recreation "Day Camp"		-53,841	10,326	-4,483	-3,642	18.77%

-18.8% Decrease

- Decrease

**MUNICIPALITY OF BROCKTON
OPERATING
BUDGET FOR RECREATION PROGRAMS
2021**

PARTICULARS 01-3166	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENSES						
Wages - Program	1200	(464)	-	-	-	0.00%
Wages - Part Time	1222	11,768	2,209	12,000	12,000	0.00%
Benefits - Program	1240	926	208	-	-	0.00%
Train & Seminars	1271	-	-	400	400	0.00%
Supplies	1307	4,517	1,320	10,000	10,000	0.00%
Payroll Processing	1315	1,788	598	3,840	3,840	0.00%
Maint. & Purchase - Equip	1320	756	-	-	-	0.00%
Service Agreements	1344	38,094	7,333	32,000	32,000	0.00%
Advertising	1370	2,386	368	4,000	4,000	0.00%
Prog.& Promotions	1382	-	1,905	-	-	0.00%
Transfer to Reserve Fund	1720	5,000	5,000	5,000	5,000	0.00%
INTER-DEPARTMENT EXPENSE	1820	600	-	-		0.00%
TOTAL EXPENSES		65,372	18,942	67,240	67,240	0.00%
REVENUE						
Ontario Grants	0126	-	-	-	-	0.00%
Misc. Revenue	0150	13,223	5,734	5,000	5,000	0.00%
Reg.- Youth	0156	45,064	4,890	55,000	55,000	0.00%
Reg.- Adult	0157	22,390	6,748	30,000	30,000	0.00%
INTER DEPARTMENTAL REVENUE	0250	469	-	-		0.00%
TOTAL REVENUE		81,147	17,373	90,000	90,000	0.00%
TOTAL OPERATING PROGRAMS		(15,775)	1,569	(22,760)	(22,760)	0.00%

0.0% Increase/(Decrease)

\$0 Increase/(Decrease)

**MUNICIPALITY OF BROCKTON
OPERATING
BUDGET FOR RECREATION SOCCER
2021**

PARTICULARS 01-3167	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURES						
Wages, Full-time	1200	1,870	1,869	1,172	1,911	63.05%
Wages, Part Time	1222	-	-	10,080	10,080	0.00%
Benefits	1240	604	570	1,402	1,604	14.41%
Long-term Debt Charges - Principal	1300	64,450	59,079	64,800	64,800	0.00%
Long-term Debt Charges - Interest	1301	11,610	6,052	17,400	17,400	0.00%
Maintenance & Purchase - Equip	1320	27,542	3,790	19,500	19,500	0.00%
Service Agreement	1344	7,427	-	25,000	15,000	-40.00%
UTILITES - HYDRO	1360	72	-	-	-	0.00%
Utilities - Water	1366	5,430	682	10,000	10,000	0.00%
Advertising	1370	-	-	300	300	0.00%
TOTAL EXPENSES		119,004	72,041	149,654	140,595	-6.05%
REVENUE						
Rental Fee	0130	9,477	-	9,000	9,000	0.00%
Donations	0176	31,850	5,000	-	-	0.00%
TOTAL REVENUE		41,327	5,000	9,000	9,000	0.00%
TOTAL OPERATING SOCCER		77,677	67,041	140,654	131,595	-6.44%
TOTAL RECREATION SOCCER		77,677	67,041	140,654	131,595	-6.44%

-6.4% Increase/(Decrease)

-\$9,059 Increase/(Decrease)

**MUNICIPALITY OF BROCKTON
CAPITAL
BUDGET FOR RECREATION SOCCER
2021**

PARTICULARS 02-3167	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURES						
Purchases	1600	91,674	-	88,000	880,000	900.00%
Transfer to Reserve FD	1720				-	0.00%
TOTAL EXPENSES		91,674	-	88,000	880,000	900.00%
REVENUE						
Grants-Ontario	0126	-	74,600	64,000	640,000	900.00%
Transfer fr Reserve FD	0142	70,000	21,674	16,000	240,000	1400.00%
Transfer fr Revenue FD	0143				-	0.00%
Donations	0176				-	0.00%
TOTAL REVENUE		70,000	96,274	80,000	880,000	1000.00%
TOTAL CAPITAL SOCCER		21,674	(96,274)	8,000	-	-100.00%
TOTAL RECREATION SOCCER		99,351	-29,233	148,654	131,595	-11.48%

-11.5% Increase/(Decrease)

-17,059 Increase/(Decrease)

**MUNICIPALITY OF BROCKTON
OPERATING
BUDGET FOR CDCF ADMINISTRATION
2021**

PARTICULARS 01-3169	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURE						
WAGES	1200	13,599	9,858	17,500	17,500	0.00%
BENEFITS - CDCF	1240	1,138	827	1,750	1,750	0.00%
TRAINING	1271	1,143	-	-	-	0.00%
BANK CHARGES	1272	-	-	-	-	0.00%
Long-term Debt Charges - Principal	1300	3,159	108,929	22,500	17,400	-22.67%
Long-term Debt Charges - Interest	1301	1,068	10,752	12,500	9,700	-22.40%
SUPPLIES - KITCHEN	1304	10,426	875	15,000	15,000	0.00%
SUPPLIES - OFFICE	1305	173	485	1,000	1,000	0.00%
SUPPLIES - HALL/BAR	1306	3,512	262	7,000	7,000	0.00%
SUPPLIES - CLEANING	1307	2,372	1,845	3,000	3,750	25.00%
PAYROLL PROCESSING FEE	1315	232	234	-	-	0.00%
MAINTENANCE - EQUIPMENT	1320	1,845	306	1,500	3,300	120.00%
MAINTENANCE - BUILDING	1322	5,840	9,853	4,000	4,000	0.00%
MAINTENANCE - GROUNDS	1325	76	9,856	12,000	12,500	4.17%
MAINTENANCE - BALL/SOCCER FIELDS	1326	-	1,674	1,000	1,000	0.00%
Diesel Fuel and Gasoline - Cargil	1359	771	277	1,500	1,500	0.00%
SERVICE AGREEMENT - SECURITY	1344	5,473	1,149	5,500	5,500	0.00%
UTILITIES	1360	17,864	8,580	15,000	15,000	0.00%
ADVERTISING	1370	1,856	(146)	1,000	1,000	0.00%
GRANTS/DONATIONS & GIFTS	1373	135	-	1,000	1,000	0.00%
INSURANCE	1380	-	-	4,746	2,300	-51.54%
PROGRAMS & PROMOTIONS-MINOR SPORTS	1382	-	-	-	-	0.00%
MISC EXP-CARGILL OPEN GOLF TOURNAMENT	1541	5,613	-	-	-	0.00%
MISC EXP - BOYS NIGHT OUT	1543	6,566	-	7,000	7,000	0.00%
MISC EXP -PROMOTIONAL EVENTS	1550	11,335	267	16,000	10,000	-37.50%
MISC EXP - PICKIN' BY THE POND	1553	45,471	1,484	50,000	50,000	0.00%
MISC EXP - CANADA 150	1554	-	-	-	-	0.00%
MISC EXP - OKTOBERFEST DANCE	1557	-	-	-	-	0.00%
TRANSFER TO RESERVE FUND	1720	48,351	10,000	10,000	-	-100.00%
Transf to Cap.	1710					0.00%
TOTAL EXPENSES		188,019	177,367	210,496	187,200	-11.07%
REVENUE						
FEES - BALL & TOURNAMENTS	0120	2,532	-	3,000	3,000	0.00%
GRANTS ONTARIO	0126	-	-	5,000	5,000	0.00%
RENTS - HALL AND BAR	0130	25,753	525	25,000	25,000	0.00%
DONATIONS	0132	3,475	30,437	1,000	1,000	0.00%
MISCELLANEOUS REVENUE	0140	544	591	10,500	10,500	0.00%
MISC REV-CARGILL OPEN GOLF TOURNAMENT	0141	14,146	-	30,000	15,000	-50.00%
MISC REV-BOYS NIGHT OUT	0143	16,927	-	17,000	17,000	0.00%
MISC REV-ABBAMANIA	0150	-	-	5,000	-	-100.00%
MISC REV-PICKIN' BY THE POND	0153	74,672	2,215	64,000	64,000	0.00%
MISC REV - CANADA 150	0155	-	-	500	-	-100.00%
MISC REV - PAW PATROL	0156	-	-	17,000	17,000	0.00%
MISC REV OKTOBERFEST DANCE	0157	-	-	750	750	0.00%
PASSION FOR FASHION EVENT	0158	34,150	-	-	-	0.00%

KITCHEN/CONCESSION BOOTH	0162	14,720	60	-		0.00%
INTER-DEPARTMENT TRANSFER	0250	1,100	-	-		0.00%
TOTAL REVENUE		188,019	33,828	178,750	158,250	-11.47%
TOTAL OPERATING REC-CDCF		-	143,538	31,746	28,950	-8.81%
				-8.81%	Increase/(Decrease)	
				-\$2,796	Increase/(Decrease)	

**MUNICIPALITY OF BROCKTON
CAPITAL
BUDGET FOR RECREATION-CDCF
2021**

PARTICULARS 02-3169	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURES						
PURCHASES - CAPITAL-ENTRANCE WAY	1600	610,060	-	-		
Mower Replacement		-	-	-	20,000	100.00%
DREDGE	2000	-	1,773	8,000	-	-100.00%
TOTAL EXPENSES		-	1,773	8,000	20,000	150.00%
REVENUE						
Grants-Ontario	0127	25,000	-	-	-	0.00%
Long-term Debt	0129	94,816	-	-	-	0.00%
LONG-TERM DEBT - Brockton Share	0130	323,822	-	-	-	0.00%
Transfer fr Reserve FD	0142	153,412	-	-	20,000	100.00%
Donations	0132	37,860	-	-	-	0.00%
TOTAL REVENUE		634,910	-	-	20,000	100.00%
TOTAL CAPITAL REC-CDCF		(634,910)	1,773	8,000	-	-100.00%
TOTAL REVENUE		634,910	-	-	20,000	100.00%
TOTAL CAPITAL CDCF		(634,910)	1,773	8,000	-	-100.00%
TOTAL RECREATION CDCF		-634,910	145,311	39,746	28,950	-27.16%

-27.2% Increase/(Decrease)
-\$10,796 Increase/(Decrease)

Materials Management Goals and Objectives

Purpose

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

To provide a recycling program 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 and to protect and enhance our community's environment.

2020 In Review

- Weekly Household Waste Pickup throughout 2020 Year
- Continued with the EPS Recycling Program Pilot, Ewaste, Scrap Metal, and Battery Recycling
- Closed the Greenock Landfill for a few months due to the Covid-19 Pandemic and transferred staff to the Brant Landfill
- Monitoring Wells were drilled in Area C at the Brant Landfill
- A new trailer was bought for the Greenock Landfill

2021 Goals and Objectives

- Continue to maintain landfill operations at or exceeding regulatory standards
- Improve waste management signage at both landfills and the MTO Recycling Facility

Summary of Significant Changes

- Decrease due to the Walkerton/Hanover capital expansion being completed.

Materials Management - Total Operating Budget Summary				
	2020 approved budget	2021 draft budget	2021 budget change	2021 budget change
Total Revenue	\$684,110	\$477,942	(\$206,168)	(30.14%)
Total Expense	\$1,001,099	\$828,494	(\$172,606)	(17.24%)
Net Difference	(\$316,989)	(\$350,552)	(\$33,562)	10.59%

Materials Management - Brant and Greenock Operating Budget Summary				
	2020 approved budget	2021 draft budget	2021 budget change	2021 budget change
Revenue				
User Fees	\$246,260	\$246,260	\$0	0.00%
Total Revenue	\$246,260	\$246,260	\$0	0.00%
Expense				
Wages	\$71,993	\$71,993	\$0	0.00%
Service Agreements	\$110,186	\$128,015	\$17,829	16.18%
Utilities	\$1,400	\$1,400	\$0	0.00%
General Expense	\$117,156	\$122,597	\$5,441	4.64%
Total Expense	\$300,734	\$324,005	\$23,270	7.74%
Net Difference	(\$54,474)	(\$77,745)	\$23,270	42.72%

Materials Management - Walkerton and Hanover Operating Budget Summary

	2020 approved budget	2021 draft budget	2021 budget change	2021 budget change
Revenue				
User Fees	\$222,750	\$222,750	\$0	0.00%
Long-term Debt	\$207,000	\$0	(\$207,000)	(100.00%)
Total Revenue	\$429,750	\$222,750	(\$207,000)	(48.17%)
Expense				
Service Agreements	\$429,520	\$225,027	(\$204,493)	(47.61%)
General Expense	\$94,250	\$94,250	\$0	0.00%
Total Expense	\$523,770	\$319,277	(\$204,493)	(39.04%)
Net Difference	(\$94,020)	(\$96,527)	\$2,507	2.67%

Materials Management - Recycling Operating Budget Summary

	2020 approved budget	2021 draft budget	2021 budget change	2021 budget change
Revenue				
Recoveries	\$8,100	\$8,932	\$832	10.27%
Total Revenue	\$8,100	\$8,932	\$832	10.27%
Expense				
Wages	\$0	\$0	\$0	0.00%
Utilities	\$5,000	\$5,000	\$0	0.00%
General Expense	\$158,750	\$180,212	\$8,970	4.88%
Total Expense	\$163,750	\$185,212	\$8,970	4.88%
Net Difference	(\$155,650)	(\$176,280)	\$8,132	4.62%

MUNICIPALITY OF BROCKTON
OPERATING
BUDGET FOR MATERIAL MANAGEMENT - BRANT/GREENOCK
2021

PARTICULARS OPERATING 01-3144	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURES						
Wages - Landfill	1200	63,843	68,315	-	-	0.00%
Wages - PT Landfill	1222	-	-	49,494	49,494	0.00%
Wages - Public Works	1235	9,585	16,213	13,000	13,000	0.00%
Benefits-Landfill	1240	13,949	17,373	9,499	9,499	0.00%
Mileage	1270	-	-	-	-	0.00%
Training & Seminars	1271	1,034	50	1,000	1,000	0.00%
Supplies - Bag Tags	1302	1,904	6,581	2,500	3,500	40.00%
Supplies	1305	2,406	2,766	3,000	3,000	0.00%
Payroll Services	1315	879	780	1,152	1,152	0.00%
Engineering Brant & Greenock	1317	22,756	29,335	20,000	25,000	25.00%
Equipment Maintenance	1320	5,248	1,879	4,000	4,000	0.00%
Fuel	1333	-	-	1,000	1,000	0.00%
Service Agreement	1344	131,909	136,773	110,186	128,015	16.18%
Telephone & Internet	1350	1,181	1,575	3,000	3,000	0.00%
Utilities - Hydro - Brant Landfill	1362	1,282	880	1,400	1,400	0.00%
Advertising	1370	81	-	500	-	-100.00%
Insurance	1380	-	3,440	3,489	3,430	-1.69%
Write Off - Uncollectable	1390	16	-	-	-	0.00%
Public Works Equipment Costs	1470	-	-	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%
OPERATING EXPENDITURES		323,589	353,476	300,734	324,005	7.74%
REVENUE						
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	80,383	89,034	75,000	75,000	0.00%
Donations-Environment Comm	0176	-	-	-	-	0.00%
Waste Management Fee	0250	71,715	71,680	71,260	71,260	0.00%
Tipping Fees - Propane	0444	60	50	-	-	0.00%
Tipping Fees - Brant Landfill	0445	86,902	87,714	75,000	75,000	0.00%
Tipping Fees - Greenock Landfill	0446	13,720	8,254	25,000	25,000	0.00%
OPERATING REVENUES		252,780	256,732	246,260	246,260	0.00%
TOTAL OPERATING MATERIALS MANAGEMENT		70,809	96,744	54,474	77,745	42.72%

42.72% Increase/(Decrease)

23,270 Increase/(Decrease)

**MUNICIPALITY OF BROCKTON
OPERATING
BUDGET FOR MATERIAL MANAGEMENT - WALKERTON/HANOVER
2021**

PARTICULARS 01-3145	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURE						
Mileage	1270	-	-	-	-	0.00%
Longterm Debt Principal	1300	62,500	57,292	62,500	62,500	0.00%
Longterm Debt Interest	1301	31,351	18,714	30,000	30,000	0.00%
Supplies - Bag Tags	1302	1,379	-	1,750	1,750	0.00%
Service Agreement	1344	242,072	237,699	429,520	225,027	-47.61%
Advertising	1370	-	-	-	-	0.00%
Commissions	1520	-	-	-	-	0.00%
Transfer to Capital Fund	1710	-	-	-	-	0.00%
Transfer to Reserve Fund	1720	-	-	-	-	0.00%
OPERATING EXPENDITURES		337,302	313,704	523,770	319,277	-39.04%
REVENUE						
Longterm Debt Bank	0129	-	-	207,000	-	-100.00%
Trans. from Reserve Fund	0142	-	-	-	-	0.00%
User Fees -- Bag Tag	0147	83,664	91,628	78,000	78,000	0.00%
Waste Management Fee	0250	143,625	143,625	144,750	144,750	0.00%
OPERATING REVENUES		227,289	235,253	429,750	222,750	-48.17%
TOTAL OPERATING MATERIAL MANAGEMENT		110,013	78,451	94,020	96,527	2.67%

2.67% Increase/(Decrease)

2,507 Increase/(Decrease)

MUNICIPALITY OF BROCKTON
OPERATING
BUDGET FOR MATERIAL MANAGEMENT - RECYCLING
2021

PARTICULARS 01-3146	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURE						
Wages	1200	1,658	7,895	-	-	0.00%
Wages - Recycling	1220	14,827	20,255	-	-	0.00%
Benefits	1240	4,060	7,877	-	-	0.00%
Supplies-Rain barrels/Green Cones	1306	129	1,179	5,000	5,000	0.00%
Utilities - MTO Building	1363	4,025	3,765	5,000	5,000	0.00%
Insurance	1380	-	2,303	1,068	2,300	115.36%
Recycling	1444	93,657	96,252	150,177	162,562	8.25%
Environmental Committee	1445	4,245	407	5,000	-	-100.00%
TRANSFER TO RESERVE FUND	1720	-	1,030	-	-	0.00%
Inter-department Expense	1820	-	-	10,350	10,350	0.00%
OPERATING EXPENDITURES		122,601	140,965	176,595	185,212	4.88%
REVENUE						
Rents-Garden Plots	0130	-	-	500	500	0.00%
Recoveries	0142	(644)	247	-	-	0.00%
Recoveries - MTO Building	0143	9,687	11,791	5,000	5,000	0.00%
Recoveries - rain barrels	0144	531	20	2,000	2,000	0.00%
Recoveries - blue boxes	0145	582	470	600	600	0.00%
Recoveries - green cones	0146	1,360	314	-	832	100.00%
Donations	0176	380	-	-	-	0.00%
OPERATING REVENUES		11,897	12,842	8,100	8,932	10.27%
TOTAL OPERATING GARBAGE		110,704	128,123	168,495	176,280	4.62%

4.42% Increase/(Decrease)

7,785 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.

2020 In Review

- Completed Concession 6, west of Chepstow
- McGivern Street Project Complete - needs final lift in 2021
- Repair of Lobies Bridge and deferral of Concession 8 Bridge

2021 Goals and Objectives

- Construction repairs to the Concession 8 Bridge, reconstruction of George Street, final lift on McGivern Street.

Summary of Significant Changes

- Reallocated road maintenance to operating from capital
- Reduced reserve fund transfer by \$60,000
- Completion of EA process for Riverdale Bridge will determine future plans.

Public Works Operating Budget Summary

	2020 approved budget	2021 draft budget	2021 budget change	2021 budget change
Revenue				
Other Revenue	\$180,600	\$180,000	(\$600)	(0.33%)
User Fees	\$148,000	\$148,000	\$0	0.00%
Total Revenue	\$328,600	\$328,000	(\$600)	(0.18%)
Expense				
Wages	\$1,323,687	\$1,352,771	\$29,084	2.20%
Maintenance	\$1,015,000	\$1,110,000	\$95,000	9.36%
Winter Control	\$380,000	\$380,000	\$0	0.00%
General Expense	\$1,448,387	\$1,456,635	\$8,248	0.57%
Total Expense	\$4,316,074	\$4,299,406	\$132,332	3.18%
Net Difference	(\$4,167,074)	(\$3,971,406)	(\$132,932)	3.46%

**MUNICIPALITY OF BROCKTON
OPERATING
BUDGET FOR STREETS
2021**

PARTICULARS 01-3130	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURES						
Wages - Public Works	1200	406,270	422,861	972,448	1,006,803	3.53%
Wages - Banked Hours	1201	-	-	-	-	0.00%
WAGES - BANKED HOURS USED	1206	39,429	38,743	65,000	65,000	0.00%
Wages - Patch/Spray/Res.	1207	18,617	20,009	-	-	0.00%
Wages - Equipment Maint.	1209	118,139	120,968	-	-	0.00%
Wages - Road Grading	1211	40,976	47,777	-	-	0.00%
Wages - Bridges & Culverts	1213	12,860	12,198	-	-	0.00%
Wages - Municipal Drains	1217	-	392	-	-	0.00%
Wages - Beaver Damage	1219	2,145	2,927	-	-	0.00%
WAGES - CUSTODIAN	1220	6,022	10,202	-	-	0.00%
WAGES - PUBLIC WORKS	1222	20,686	-	-	-	0.00%
Benefits - Public Works	1240	139,326	156,620	286,239	280,968	-1.84%
BENEFITS - BANKED HOURS USED	1246	9,206	8,707	-	-	0.00%
BENEFITS - PATCH/SPRAY/RESURFACE	1247	5,698	5,759	-	-	0.00%
BENEFITS - EQUIPMENT MAINTENANCE	1249	34,456	29,648	-	-	0.00%
BENEFITS - ROADS GRADING	1251	13,011	15,013	-	-	0.00%
BENEFITS - BRIDGES & CULVERTS	1253	3,587	3,533	-	-	0.00%
BENEFITS - MUNICIPAL DRAINS	1257	-	169	-	-	0.00%
BENEFITS - BEAVER DAMAGE	1259	699	1,016	-	-	0.00%
Clothing Allowance	1260	-	3,208	8,750	10,000	14.29%
Mileage	1270	108	-	-	-	0.00%
Training & Seminars	1271	21,145	9,002	20,000	20,000	0.00%
Long-term Debt Charges	1300	139,797	221,878	264,234	313,854	18.78%
Long-term Debt Charges-Interest	1301	73,014	83,895	105,783	117,618	11.19%
Memberships	1303	2,124	546	2,000	2,500	25.00%
Supplies & Tools	1305	11,620	6,518	12,000	14,000	16.67%
Payroll	1315	4,454	4,191	3,762	3,762	0.00%
Engineering Projects	1317	38,243	11,018	60,000	50,000	-16.67%
Mainten. & Purchase - Equipment	1320	245,069	132,600	170,000	180,000	5.88%
Mainten. - Building	1322	21,198	12,089	25,000	25,000	0.00%
Mainten. - Hardtop	1324	259,137	221,142	380,000	405,000	6.58%
Mainten. - Loose Top	1327	324,336	366,831	320,000	345,000	7.81%
Mainten. - Bridges	1329	2,685	16,466	20,000	30,000	50.00%
MAINTENANCE - VEHICLE	1330	65	-	-	-	0.00%
Mainten. - Roadside	1331	70,629	44,527	95,000	120,000	26.32%
Mainten. - Roadside Tree Program	1332	1,221	-	-	-	0.00%
Mainten. - Safety	1335	5,064	1,357	5,000	5,000	0.00%
Service Agreements	1344	38,185	152,232	156,400	164,000	4.86%
Telephone/Internet	1350	7,060	6,769	8,500	8,500	0.00%
Fuel	1358	154,800	115,947	170,000	170,000	0.00%
Utilities - Hydro	1360	11,075	11,380	15,000	15,000	0.00%
Utilities - Natural Gas	1365	21,726	16,712	30,000	30,000	0.00%
Utilities - Water	1366	459	-	400	400	0.00%

Advertising	1370	1,565	1,589	1,500	1,500	0.00%
Insurance	1380	128,500	85,283	79,657	85,100	6.83%
Trans. to Capital Fund	1710	-	-	-	-	0.00%
Trans. to Reserve Fund	1720	610,400	510,400	510,400	450,400	-11.76%
Inter-department Expense	1820	113	-	9,000	-	-100.00%
TRANSFER TO OBLIGATORY RESERVE FUND	1960	-	-	-	-	0.00%
OPERATING EXPENDITURES		3,064,916	2,932,121	3,796,074	3,919,406	3.25%

MUNICIPALITY OF BROCKTON
OPERATING
BUDGET FOR WINTER CONTROL
2021

PARTICULARS 01-3131	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURES						
Wages - Snow Removal	1215	126,385	92,082	-	-	0.00%
Benefits - Snow Removal	1255	32,889	19,873	-	-	0.00%
Winter Control	1357	217,072	175,915	200,000	200,000	0.00%
Inter-department Expense	1820	-	-	180,000	180,000	0.00%
WINTER EXPENDITURES		376,346	287,870	380,000	380,000	0.00%

MUNICIPALITY OF BROCKTON
CAPITAL
BUDGET FOR STREETS
2021

PARTICULARS 02-3130	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURES						
Grader	1600	-	-	-	-	0.00%
Trailer - for the Sidewalk Cleaner	1601	12,358.75	-	-	-	0.00%
Chewstow Sidewalk Cleaner Res #	1602	53,424.00	-	-	-	0.00%
Cold Patch Box for 1 Ton Truck	1603	56,122.68	-	-	-	0.00%
RECONSTRUCTION - SOUTH STREET	1606	377.81	-	-	-	0.00%
Bridge Repair	1607	4,450.37	-	-	-	0.00%
Eastridge Road Phase 2 Construction	1608	-	-	-	-	0.00%
Trackless	1609	147,552.00	-	-	-	0.00%
Reconstruction - Cayley-Jackson	1610	1,143.16	-	-	-	0.00%
Lobies Bridge - Capital	1611	6,909.94	284,806	420,000	-	-100.00%
Yonge St (Durham - Jackson) Capital Engineering	1612	9,200.64	-	10,000	-	-100.00%
Reconstruction - 10th Sideroad	1613	886,033.04	-	-	-	0.00%
EQUIPMENT - TRUCK #60	1614	35,722.22	-	-	-	0.00%
EQUIPMENT - TRUCK #61	1615	35,722.22	-	-	-	0.00%
EQUIPMENT - TRUCK #65	1616	35,722.22	-	-	-	0.00%
EQUIPMENT - TRUCK #66	1617	34,207.53	-	-	-	0.00%
MCGIVERN RECONSTRUCTION	1650	6,072.03	885,704	225,000	325,000	44.44%
BRIDGES & CULVERTS-GLAMMIS URBAN	1651	-	-	-	-	0.00%
BRIDGES & CULVERTS-RIVERSDALE BRIDGE	1652	1,982.79	40,255	10,000	-	-100.00%
BRIDGES & CULVERTS-MCCURDY BRIDGE	1655	242,050.88	-	-	-	0.00%
BRIDGES & CULVERTS-BRIDGE #11	1659	235,002.35	21,051	-	-	0.00%
PAVING - MISCELLANEOUS	1660	24,519.02	-	-	-	0.00%
PAVING - JOHNSON'S BLVD	1661	76,841.05	-	-	-	0.00%
SIDEWALKS - DOWNTOWN CORNERS	1665	195,095.02	21,032	22,000	-	-100.00%
SIDEWALK - CEMETERY RD	1666	42,104.77	-	-	-	0.00%
SIDEWALK - WARDEN ST	1667	-	-	30,000	-	-100.00%
SIDEWALK - 3RD STREET	1668	27,679.02	-	-	-	0.00%
PARKING LOTS	1670	-	-	-	-	0.00%
CONSTRUCTION - MISCELLANEOUS	1680	36,517.00	-	50,000	-	-100.00%
LINE PAINTING	1681	-	-	-	-	0.00%
MUNICIPAL DRAINS - RUSSEL	1682	-	-	58,000	58,000	0.00%
MUNICIPAL DRAINS - LANG	1683	-	49,805	46,000	-	-100.00%
MUNICIPAL DRAINS - KAAKE	1684	45,058.01	732	-	15,000	100.00%
TRANSFERS TO RESERVE FUND	1720	-	2,419	-	-	0.00%
TRANSFERS TO OBLIGATORY RESERVE FUND	1960	-	287,011	-	15,000	100.00%
CONCESSION 14 (CTY RD 19 - SDR 20)	2000	-	5,039	25,000	25,000	0.00%
BRIDGE - CHEPSTOW BRIDGE REPLACEMENT	2001	-	355,195	1,395,000	1,395,000	0.00%
BRIDGE - CULVERY REPLACEMENT (AE)	2002	-	49,305	72,000	200,000	177.78%
BRIDGE - CONCESSION 8 REPAIR	2003	-	34,356	525,000	750,000	42.86%
Cold Patch Box for 1 Ton Truck	2004	-	-	8,000	8,000	0.00%
EQUIPMENT - PACKERS	2005	-	68,785	75,000	325,000	333.33%
SIDEWALK - ARCHIE	2006	-	-	30,000	60,000	100.00%
CONCESSION 10 BRANT/QUEEN ST	2007	-	22,885	1,700,000	1,901,000	11.82%
MUNICIPAL DRAIN - VAN NES	2008	-	34,019	12,000	35,000	191.67%

CONCESSION 6W	2009	-	316,460	550,000	150,000	-72.73%
SIDE MOWER	2010	-	20,047	20,000	575,000	2775.00%
CAPITAL EXPENDITURES		2,251,869	2,498,907	5,283,000	5,837,000	10.49%
TOTAL EXPENDITURES		5,693,131	5,718,898	9,459,074	10,136,406	7.16%

(1,303,000)

MUNICIPALITY OF BROCKTON
OPERATING
BUDGET FOR STREETS
2021

125,001

PARTICULARS 01-3130	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
REVENUE:						
Ontario Grants	0126	10,000	-	-	-	0.00%
Canada Grants	0127	-	-	-	-	0.00%
Trans. From Reserve	0141	-	-	-	-	0.00%
Trans. From Reserve Fund	0142	221	-	-	-	0.00%
Equipment Cost Recovery	0145	9,685	9,749	20,000	20,000	0.00%
Miscellaneous Revenue	0150	14,080	19,130	128,000	128,000	0.00%
Community Shade Tree Program	0176	1,000	-	-	-	0.00%
Agreements	0190	-	-	-	-	0.00%
Inter-Department Revenue	0250	-	401	180,600	180,000	-0.33%
TOTAL OPERATING REVENUE		34,985	29,281	328,600	328,000	-0.18%
REVENUE						
Ontario Grants	0126	493,321	251,265	1,354,472	1,324,472	-2.21%
Canada Grants	0127	648,372	287,011	489,276	892,555	82.42%
GRANTS MUNICIPAL	0128	-	10,000	-	-	0.00%
Long-term Borrowing	0129	907,949	-	2,354,000	2,141,445	-9.03%
Trans. From Reserves	0141	-	-	-	-	0.00%
Trans. From Reserve Fd.	0142	113,224	895,023	1,009,046	1,353,528	34.14%
TRANSFERS FROM OBLIGATORY RESERVE FUND	0196	-	-	-	-	0.00%
TOTAL CAPITAL REVENUE		2,162,866	1,443,299	5,206,793	5,712,000	9.70%
NET		3,495,280	4,246,318	3,923,680	4,096,406	4.40%

4.40% 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.

2020 In Review

- Minor street light repairs completed.

2021 Goals and Objectives

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

Summary of Significant Changes

- No changes to the overall budget.

Street Lights Operating Budget Summary

	2020 approved budget	2021 draft budget	2021 budget change	2021 budget change
Expense				
Maintenance	\$13,000	\$13,000	\$0	0.00%
Utilities	\$154,848	\$154,848	\$0	0.00%
General Expense	\$12,500	\$0	(\$12,500)	(100.00%)
Total Expense	\$180,348	\$167,848	(\$12,500)	(6.93%)
Net Difference	\$180,348	\$167,848	(\$12,500)	(6.93%)

**MUNICIPALITY OF BROCKTON
OPERATING
BUDGET FOR STREET LIGHTS
2021**

PARTICULARS 01-3134	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURES						
Supplies Bulbs	1305	4,549	3,989	3,000	3,000	0.00%
Maintenance - Street Lights	1338	13,598	12,125	10,000	10,000	0.00%
MAINTENANCE - STREET LIGHTS - ELM	1339	-	2,290	-	-	0.00%
Utilities - Hydro - Walkerton	1371	119,555	120,098	125,000	125,000	0.00%
Utilities - Hydro - Cargill Brant	1372	4,741	4,490	4,992	4,992	0.00%
Utilities - Hydro - Eden Grove	1373	2,143	2,013	2,392	2,392	0.00%
Utilities - Hydro - Elmwood	1374	2,403	1,910	6,136	6,136	0.00%
Utilities - Hydro - Geeson Ave	1375	915	839	988	988	0.00%
Utilities - Hydro - Cargill Greenock	1376	2,289	2,152	2,756	2,756	0.00%
Utilities - Hydro - Chepstow	1377	5,367	5,087	5,720	5,720	0.00%
Utilities - Hydro - Pinkerton	1378	2,858	2,696	3,120	3,120	0.00%
Utilities - Hydro - Riversdale	1379	3,553	3,357	3,744	3,744	0.00%
UTILITIES-HYDRO-GLAMMIS STREET L	1380	225	186	-	-	0.00%
Transfer to Capital Fund	1710	-	12,500	12,500	-	-100.00%
OPERATING EXPENDITUES		162,196	173,731	180,348	167,848	-6.93%
REVENUE						
Recoveries	0145	-	-	-	-	0.00%
TOTAL REVENUE		-	-	-	-	0.00%
TOTAL OPERATING		162,196	173,731	180,348	167,848	-6.93%

-6.93% Increase/(Decrease)
(\$12,500) Increase/(Decrease)

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

2021

PARTICULARS 02-3134	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURES						
Purchases	1600	119,939	-	-	25,000	100.00%
Purchases	1601	-	-	-	0	0.00%
Transfer to Reserve Fund	1720	-	-	-	-	0.00%
CAPITAL EXPENDITURES		119,939	0	0	25,000	100.00%
REVENUE						
Transfer from Reserve Fund	0142	99,000	-	-	12,500	100.00%
Grant	0126	15,000	-	-	0	0.00%
CAPITAL REVENUE		114,000	0	0	12,500	100.00%
TOTAL CAPITAL		5,939	0	0	12,500	100.00%

TOTAL STREET LIGHTS	168,135	173,731	180,348	180,348	0.00%
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0.00% Increase/(Decrease)
\$0 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.

2020 In Review

- Appointment of a new Manager
- BIA Office closed due to COVID-19
- "In it Together" campaign was created by KB Design and distributed by the Walkerton BIA
- Canada Day drone videos were created by Happy Valley Drones
- BIA Created videos of business re-opening
- Redesign of the Walkerton Dollars with sales over \$100,000
- BIA created new website
- BIA Board of Directors created a 2021 Strategic Plan
- New Social Media Style Guide was created for the BIA

2021 Goals and Objectives

- Create a recognized brand and positive reputation within the community
- Bring our members "ideal customers" to the BIA
- Create a supportive member network with a clear mandate that collaborates for a more effective business area.
- Develop, implement and promote campaigns and content to effectively engage consumers for the Walkerton BIA
- Revamp the operational system of the BIA to designate more funds to the promotions of BIA businesses and to the beautifications of the levied area

Summary of Significant Changes

Walkerton BIA Budget Summary

	2020 approved budget	2021 draft budget	2021 budget change	2021 budget change
Revenue	\$198,595	\$161,075	(\$37,520)	(18.89%)
Expense	\$198,595	\$161,075	(\$37,520)	(18.89%)
Net Difference	\$0	\$0	\$0	0.00%

**MUNICIPALITY OF BROCKTON
OPERATING
BUDGET FOR BIA ADMINISTRATION
2021**

PARTICULARS 90-3196	ACCOUNT NUMBER	2019	2020		2021	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
EXPENDITURE						
WAGES	1200	75,692	58,015	64,308	59,020	-8.22%
BENEFITS	1240	7,226	6,767	7,717	6,575	-14.80%
MILEAGE	1270	1,405	314	800	250	-68.75%
TRAINING & SEMINARS	1271	415	-	700	250	-64.29%
MEMBERSHIPS	1303	225	225	260	260	0.00%
OFFICE EXPENSE/SUPPLIES	1305	2,500	1,486	2,000	2,400	20.00%
OFFICE EXP - AMORTIZATION	1306	-	-	-	-	0.00%
MAINTENANCE - BUILDING	1322	11,421	10,906	12,100	12,100	0.00%
SERVICE AGREEMENTS	1344	2,121	1,614	10,210	2,200	-78.45%
PROFESSIONAL FEES (AUDIT/BOOKKEEPING)	1345	3,231	3,984	7,000	7,000	0.00%
PHONE/INTERNET	1350	2,158	1,828	2,200	1,920	-12.73%
ADVERTISING	1370	(138)	557	1,000	1,000	0.00%
WALKERTON DOLLARS	1374	50,352	67,085	40,000	50,000	25.00%
BUSINESS FUNCTIONS	1467	564	-	800	600	-25.00%
IMAGE EXPENSE	1468	2,450	1,500	1,500	1,500	0.00%
IMAGE - AMORTIZATION	1469	-	-	-	-	0.00%
PROMOTIONAL EXPENSES	1470	17,447	6,819	8,000	8,000	0.00%
DOORS OPEN	1471	1,526	-	10,000	-	-100.00%
VISITOR INFORMATION CENTRE	1500	7,356	98	30,000	8,000	-73.33%
BAD DEBT EXPENSE	1501	1,441	-	-	-	0.00%
TOTAL EXPENSES		187,392	161,198	198,595	161,075	-18.89%
REVENUE						
BANK INTEREST	0136	-	158	300	225	-25.00%
BIA LEVY	0145	83,800	83,800	83,800	83,800	0.00%
BIA MEMBERSHIP: ASSOCIATE MEMBERSHIP	0146	-	-	-	-	0.00%
SPECIAL EVENTS INCOME	0147	12,481	4,360	18,000	19,050	5.83%
WALKERTON DOLLARS	0148	56,900	106,960	40,000	50,000	25.00%
VISITOR INFORMATION CENTRE	0149	25,350	10,000	30,000	-	-100.00%
MISCELLANEOUS REVENUE	0150	10,481	312	16,495	8,000	-51.50%
DOORS OPEN	0151	-	-	10,000	-	-100.00%
TOTAL REVENUE		189,013	205,589	198,595	161,075	-18.89%
TOTAL OPERATING REC-CDCF		(1,620)	(44,391)	-	-	0.00%

Increase/(Decrease)
\$0 Increase/(Decrease)

Projected Reserve and Reserve Funds Balances as of December 31, 2020

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
Equipment Reserve Fund:	
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

Discretionary Reserve Fund	Purpose
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 and 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 and maintenance of existing roads and bridges. *Includes unused Gas Tax Funding
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 and 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.

Discretionary Reserve Fund	Purpose
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	<p>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.</p> <p>This Reserve Fund is a legislative requirement of the Planning Act</p>
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

Appendix B: 2021 Proposed Municipal Capital Projects

MUNICIPALITY OF BROCKTON

2021 CAPITAL BUDGET

Dept.	Project	Description	Estimated Cost	Reserve Fund	Deferred Revenue	Grants	Borrowing	Tax Rate Funded
2020 Carry Forward Projects								
Public Works	McGivern Capital	Long-term Debt	325,000				325,000	-
Public Works	Concession 8 Bridge Repair	Long-term Debt	750,000				750,000	-
Public Works	Municipal Drains - Russel		58,000				58,000	-
Public Works	Concession 14 Engineering (County Rd 19 to SDR 20)	Reserve Fund - Roads	25,000	25,000				-
Public Works	Bridge: Chepstow Bridge	ICIP Funding and Reserve Fund - Roads	1,395,000	372,046		1,022,954		-
Public Works	Concession 8 Bridge Repair	Reserve Fund - Roads	200,000	200,000				-
Public Works	Cold Patch Box for 1 Ton Truck	Reserve Fund - Roads	8,000	8,000				-
Public Works	Sidewalk: Archie		60,000					60,000
Public Works	Concession 10 Brant/Queen St	Long-term Debt and Gas Tax Funding	1,901,000			892,555	1,008,445	-
Material Management - Brant/Green	New Sign	Reserve Fund - Brant/Green Landfill	10,000	10,000				-
Recreation - Community Center	Office Renovations	Reserve Fund - Recreation	10,000	10,000				-
Recreation - Daycamp	Pavilion	Reserve Fund - Recreation	10,000	10,000				-
ERBP	Additional Entrance Sign	Reserve Fund - ERBP	75,000	75,000				-
ERBP	East Ridge Road Construction	Long-term Debt and Utilities RF	5,000,000	435,000		2,500,000	2,065,000	-
2021 Capital Additions								
Fire	Turn out Gear		6,500					6,500
Fire	Radio/Pager		5,000					5,000
Fire	Zico Ladder Lift		15,000					15,000
Fire	Auto Extrication		12,000					12,000
Street Lights	Phase 5 Cargill LEG Lights	Reserve Fund - Streetlights	25,000	12,500				12,500
Public Works	Riverdale Bridge - EA Study/Engineering Plans	For councils consideration, cost ranging from \$350k-\$1.9m						-
Public Works	Crosswalk - Cemtery Rd		35,000					35,000
Public Works	George Street	OCIF Funding '21 & Reserve Fund - Roads	575,000	273,482		301,518		-
Public Works	Tractor	Reserve Fund - Roads	150,000	150,000				-
Public Works	Sidewalk: Napier		15,000					15,000
Public Works	Municipal Drain - Dales		15,000					15,000
Public Works	Tandem Plow	Reserve Fund - Roads	325,000	325,000				-
Recreation - Parks	Tennis Court Restoration	Grant funding pending	105,000			105,000		-
Recreation - Parks	Wong Park	Reserve Fund - NWMO & Recreation	100,000	40,000	50,000	10,000		-
Recreation - Pool	Pool boiler/heater	Grant funding pending	35,000			35,000		-
Recreation - Pool	NEW SLIDE in replacement of diving boards removed in 2020	Grant funding pending	50,000			50,000		-
Recreation - Pool	Lighting upgrades, Deck and wall packs	Grant funding pending	10,000			10,000		-
Recreation - Pool	Shower and Change Room Renovations	Grant funding pending	5,000			5,000		-
Recreation - Community Center	Electrical inspection and repair (as per BCA)	Reserve Fund - Recreation	12,000	12,000				-
Recreation - Community Center	Condenser Cooling Tower		40,000					40,000
Recreation - Lobbies	Gate House Replacement - skating trail and lighting	Donation received in 2020	15,000		15,000			-
Recreation - Soccer	Change Room/Concession - ICIP	Reserve Fund - Recreation	880,000	240,000		640,000		-
Recreation - CDCF	Mower Replacement	Reserve Fund - Recreation	20,000	20,000				-
TOTALS FOR CAPITAL PROJECTS FOR 2020			12,277,500	2,218,028	65,000	5,572,027	4,206,445	216,000