

Municipal Services Review Final Report



Prepared By: Municipality of Brockton
Municipal Services Review Advisory Committee

February 16, 2016

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Executive Summary

Background:

Over fifteen years ago the Town of Walkerton, Township of Brant, and Township of Greenock, were amalgamated and the Municipality of Brockton was incorporated in 1999.

Each of these municipalities brought with them their own by-laws, policies, and services which evolved over their 150 year histories. Since amalgamation, these by-laws, policies, and services have been merged to reflect Brockton's values and vision. In this time Brockton has had two official plan reviews and two strategic plan updates. The provincial government also downloaded significant responsibility to municipalities, while reducing funding.

After fifteen years of adapting to these changes Brockton Council determined a core services review was required. Council then decided all services and volunteer committees receiving funding from the Municipality should be included in this review.

The Co-Chairs recognize that the timeline to assess services and make recommendations was challenging. The Co-Chairs also recognize that the environment the municipality operates in is changing due factors beyond Brockton's borders and that recommendations, in some cases are supported by limited data.

In acknowledging these limitations the Co-Chairs recognize this report will begin to be obsolete the day it is accepted. The Co-Chairs also expect that through 1) the 2016 Operations Review, 2) improved data gathering, and 3) staff and Council focus on these citizen driven recommendations, the Municipality will begin to deliver a better mix of services directed at the unique needs of the citizens of Brockton.

Legislated Services

Legislated services are services that the Province has mandated that municipalities must offer. Brockton provides the following legislated services:

1. Fire Protection – Walkerton and Elmwood Departments; Mutual Aid Agreements with Arran-Elderslie (Paisley) and Hanover
2. Police Services
3. Environmental Protection Services
4. Building Inspection
5. Road and Bridge Construction and Maintenance
6. Cemetery and Related Maintenance

7. Waste Collection, Recycling and Disposal
8. Drinking Water and Water Sanitation

Discretionary Services

Discretionary services are services that the municipality and its citizens have chosen to provide at a municipal level. Brockton provides the following discretionary services:

1. Saugeen Mobility and Regional Transit (SMART)
2. Saugeen Municipal Airport
3. Economic Development and Business Improvement
4. Property Standards
5. Physician Recruitment and Retention Committee
6. Brockton Child Care Centre
7. Parks and Recreation Facilities and Programs
8. Culture and Heritage (includes operation of Walkerton and Cargill Library Buildings)

The Municipality could not provide many of these services without the help of experienced staff, dedicated volunteers, and service clubs.

Municipal Services Review Ad Hoc Committee

The Municipal Services Review Ad Hoc Committee was formed in April 2015. In June 2015 Council approved the Committee's mandate "To facilitate community discussions of the relative merits of municipal services and make recommendations to Council."

The Ad Hoc Committee acted as a steering committee and decided to recruit a citizen advisory committee to assist with the review. Councillors on the Ad Hoc Committee accepted applications from residents to sit on the citizen-based Municipal Services Review Advisory Committee, with the goal to include at least two people from each Brant, Greenock and Walkerton. Ten volunteers were accepted onto the Advisory Committee.

Focus Groups

At the same time the Ad Hoc Committee organized the services Brockton provides into six Focus Groups which reflects the Municipality's financial reporting to the province:

- Environmental Services

- Planning and Development Services
- Protection Services
- Recreation and Culture Services
- Social, Family, Health, and General Government Services
- Transportation Services

Municipal Services Review Advisory Committee

Councillors from the Ad Hoc Committee and the 10 volunteers on the Advisory Committee chose to sit on at least two of the six Focus Groups to review all of the services the Municipality offers. Focus Group members attended numerous meetings (often several each week), participated in six public meetings, and considered feedback received from the public in response to two mail outs, and feedback submitted on the municipal website.

Recommendations

The Municipal Services Review Ad Hoc Committee determined that conflicting recommendations from the public and Focus Groups should not be decided on by the volunteer committee alone and should be forwarded to Council for their review and discussion. It was felt that Council should have the ultimate responsibility to decide which recommendations are most consistent with achieving the Municipality's long term vision.

The recommendations provided through this community driven process should assist Council in:

1. Understanding the community's perceived value of municipal services;
2. Establishing the right level and mix of services to ensure the effective implementation of the Municipality's Sustainable Strategic Plan and;
3. Providing a better understanding of the relative importance of specific Municipal Services as a guide for the 2016 Operation Review.

These recommendations can also provide Council, staff, and volunteers with the information they require to ensure the most effective use of municipal, provincial, and federal funding to achieve Brockton's vision of cultural vibrancy, economic prosperity, environmental integrity, and social equity.

As you read through the Focus Group recommendations you will see that each recommendation has been given a timeline. The staff and/or committee responsible for reviewing the recommendation and providing further analysis before forwarding the recommendation to Council has also been identified. In some cases the upcoming Operational Review is identified as the best way

for a recommendation to be reviewed and considered. Action for each recommendation indicates whether a recommendation has already been implemented, could be implemented by staff without further review or direction from Council, or whether the recommendation requires Council review and approval.

Introduction to Brockton's Municipal Services Review

At a Special Council Meeting on April 14, 2015 Brockton Council began the process of a Municipal Services Review to define our core services and suggest future improvements.

On June 22, 2015 Council approved the mandate for the Municipal Services Review Ad Hoc Committee which included the following Council and staff members:

Co-Chair - Dan Gieruszak, Deputy Mayor

Co-Chair - Steve Adams, Councillor

Bill Bell, Councillor

Mark Gaynor, Acting Chief Administrative Officer (CAO) / Chief Financial Officer (CFO) (Retired)

Richard Radford, Chief Administrative Officer (CAO) (Retired)

Debra Roth, Chief Administrative Officer (CAO) / Clerk

Brandy Patterson, Deputy Clerk / Sustainability Coordinator

Municipal Services Review Ad Hoc Committee

Mandate

- Facilitate community discussions of the relative merits of municipal services and make recommendations to Council.
- Review both legislated and discretionary services, committees receiving funding from the Municipality, as well as services not presently offered but recommended by citizens.
- Make recommendations to Council that are consistent with the Municipality's Sustainable Strategic Plan, understanding the importance of economic, social, environmental, and cultural strengths within the community.
- Use the Recreation Master Plan, Waste Management Plan, and the Energy Conservation and Demand Management Plan as guiding documents as they were developed through Council, Committee, staff, and public consultation.

Goals

1. To provide council with an assessment of the value of municipal services.
2. To establish the right level and mix of services to ensure the effective implementation of the Municipality's Strategic Sustainability Plan and:
3. To provide council, staff and volunteers the information they require to ensure the most effective use of municipal, provincial and federal funding to achieve Brockton's vision of cultural vibrancy, economic prosperity, environmental integrity and social equity.

Municipal Services Review Advisory Committee

The Councillors on the Ad Hoc Committee then accepted applications from residents to sit on the citizen-based Municipal Services Review Advisory Committee, with the goal to include at least two people from each Brant, Greenock and Walkerton. The following ten community volunteers joined the Advisory Committee:

Alex Baran
Colleen Dostle
John Finlay
Darren Holm
Jenny Iserman
Barb Klages
James Lang
John McDougall
George Magwood
Hayley Murray

Focus Groups

The services Brockton provides were organized into six Focus Groups:

- Environmental Services
- Planning and Development Services
- Protection Services
- Recreation and Culture Services

- Social, Family, Health, and General Government Services
- Transportation Services

Councillors from the Ad Hoc Committee and volunteers on the Advisory Committee chose to sit on at least two of the six Focus Groups. Members of these Focus Groups met and reviewed the Service Profiles staff prepared outlining each of the services the Municipality provides. At these meetings the six Focus Groups discussed each service in detail with the appropriate Department Head, staff member, Committee Chair, contractor (i.e. By-Law Enforcement Officer) or external service provider (i.e. Ontario Provincial Police) to answer the following questions:

1. Is the service effective?
2. Are we well served, underserved, or over served?
3. Does the service provide a measurable impact on one or more of the four pillars of Brockton's Sustainable Strategic Plan?
4. What suggestions would you make?
5. How would you measure / recognize successful delivery of service?

Expectations:

Focus Group members were expected to:

- Respect the role and responsibility of other committee members
- Respect the actions taken and recommendations
- Respect the decisions, members, and process of the committee
- Familiarize one's self with the mandate and/or terms of reference of the Focus Groups
- Understand the committee's advisory relationship to Council
- Strive to attend all scheduled meetings
- Prepare for meetings
- Actively participate in the discussion and decision making process
- Undertake any work assigned, including special projects and research
- Be open-minded and allow for a variety of opinions to be heard
- Ask questions, and seek clarification
- Clearly identify any items of pecuniary interest before they are discussed, and refrain from discussion and voting on the same

The Focus Group members provided strategic advice to the Municipal Services Review Ad Hoc Committee through:

- Developing an understanding of community requirements

- Providing “wise counsel” on issues raised by committee members, staff and community
- Providing unbiased insights and ideas
- Encouraging and supporting the exploration of new ideas
- Providing social networking for committee, staff and community
- Monitoring community engagement and communication effectiveness
- Recommending changes to committees, staff, and community that could improve services

Community Open Houses

At the same time that they were meeting to review these services, Focus Group members attended five (5) Community Open Houses:

- Cargill Community Centre - October 27, 2015, 7:00 p.m.
- Elmwood Community Centre – October 29, 2015 7:00 p.m.
- Saugeen Municipal Airport – November 7, 2015 2:00 p.m.
- Family Friendly Open House – November 15, 2015 2:00 p.m.
- Walkerton Community Centre – November 25, 2015 7:00 p.m.

At these Community Open Houses, Focus Group members were available to meet with residents to discuss their ideas and concerns about municipal services; residents also had the chance to share their suggestions or concerns in writing at these Open Houses. Beyond these meetings, residents were also encouraged to fill out paper and online surveys and to fill out the Comment Card that was mailed to each Brockton household. These resident suggestions were considered as each Focus Group made their recommendations.

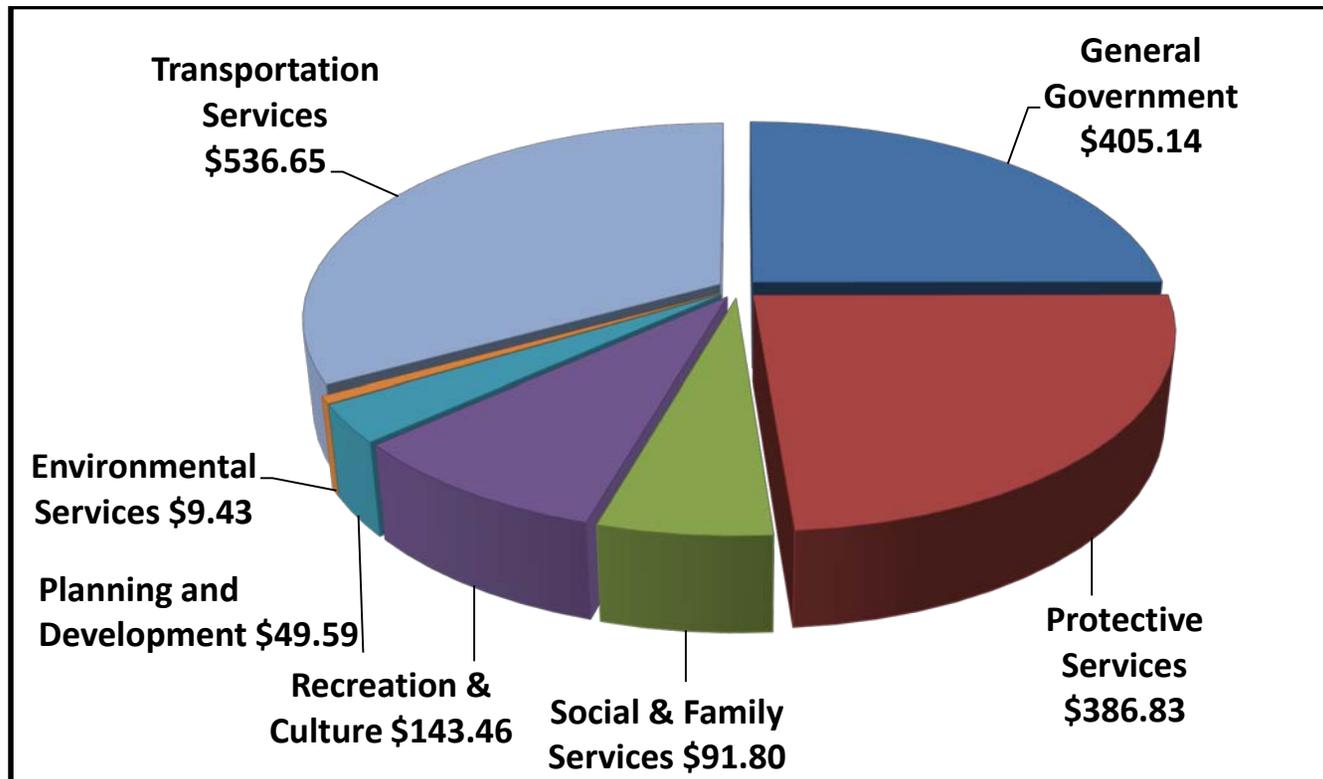
Taxes = Services

The phrase 'Taxes = Services' was used in the posters and materials we used to reach out to Brockton residents to get their opinions about municipal services.

At the first public meeting to discuss the Services Review on May 27, 2015, a number of charts and figures were presented to illustrate how the Municipality funds the services it provides.

The chart below is one of the simplest ways to illustrate how the tax dollars of an average residential owner are spent each year in Brockton:

How Your Tax Dollars Were Spent in 2015



Note: These values are based on an average 2015 residential property owner owning a home with an average property assessment of \$214,624 and paying \$1,623 in property taxes.

Focus Group Recommendations

The next section of this document is organized by each of our six Focus Groups. Here you will find a listing of services each Focus Group reviewed and the recommendations of each of the Focus Groups based on their Focus Group discussions and public feedback received through Community Open Houses as well as online and paper surveys.

You may notice that the recommendations appear in a slightly different format for each Focus Group. This reflects the different thoughts and approaches of the volunteer Advisory Committee members who sat on each of the Focus Groups.

Format

The following format has been used to present the recommendations made by each Focus Group:

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
	Recommended that Council implement this recommendation within: <ul style="list-style-type: none"> • Next 6 Months • Next 12 Months • 1 Year Plus 	This recommendation requires further review by the following staff or committee before it is forwarded to Council for a decision.	This recommendation: <ul style="list-style-type: none"> • Has been Implemented by staff <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Implemented • Could be implemented by staff, without further review or direction from Council <ul style="list-style-type: none"> <input type="checkbox"/> To Be Implemented • Requires Council review and approval <ul style="list-style-type: none"> <input type="checkbox"/> For Council Review
Sample: Review the vision and goals of our Blue Box Recycling service provider, Bruce Area Solid Waste Recycling (BASWR), to make sure they reflect the vision and goals of the seven member municipalities who hold shares in this cooperative.	Next 6 Months	BASWR Councillor Representative & Works Superintendent	<input type="checkbox"/> To Be Implemented

Note: Where Focus Groups were not unanimous in their suggestions, alternate and sometimes opposing suggestions are included.

Environmental Services Focus Group

Focus Group Members

Deputy Mayor Dan Gieruszak – Chair, Alex Baran, Barb Klages, Colleen Dostle, Darren Holm, George Magwood, Hayley Murray, James Lang, Jenny Iserman, John Finlay, John McDougall

Services Reviewed

The Environmental Services Focus Group reviewed the following municipal services:

Materials Management

Bruce Area Solid Waste Recycling Profile (BASWR)
 Materials Management - Brant and Greenock Landfills
 Materials Management - Walkerton-Hanover Landfill
 Household Waste Collection
 Environmental Advisory Committee

Water and Sewer Utilities

Environmental Services Focus Group Recommendations

Highlighted Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Review and assess the cost/benefit of blue box recycling targets to ensure ongoing reduction in landfill costs. Review the vision and goals of our Blue Box Recycling service provider, Bruce Area Solid Waste Recycling (BASWR), to make sure they reflect the vision and goals of the seven member municipalities who hold shares in this cooperative.	Next 6 Months	BASWR Councillor Representative & Works Superintendent	<input type="checkbox"/> To Be Implemented
2. Install signs at all landfill sites showing the cost savings of waste reduction to tax payers. Improve communication with residents to let them know the true	Next 6 Months	Environmental Advisory Committee	<input type="checkbox"/> To Be Implemented

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
costs of their recycling and waste diversion efforts (e.g. signs at each landfill site indicating estimated life of the landfill, costs per cubic metre of full landfill space, costs per cubic metre of diverting waste, maintenance costs per cubic metre to close a landfill etc.).		& Works Superintendent	
<p>3. Review and update the Walkerton-Hanover Landfill Agreement to extend the life of the landfill and ensure a fair distribution of costs to all users.</p> <p>Review the existing Walkerton-Hanover Landfill Agreement to make sure both Hanover and Brockton are both doing their part to extend the life of the landfill; work to ensure the agreement is fair and equitable for Walkerton residents, Brockton residents, and Hanover residents.</p>	Next 12 Months	Works Superintendent & Brockton's Walkerton-Hanover Waste Management Committee Representatives	<input type="checkbox"/> For Council Review

Bruce Area Solid Waste Recycling (BASWR) Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Review the vision and goals of BASWR to make sure they reflect the vision and goals of the seven member municipalities who hold shares in this cooperative.	Next 12 Months	BASWR Board; Works Superintendent	<input type="checkbox"/> To Be Implemented
2. Establish and regularly review the cost per cubic metre of landfill so that the true costs and benefits of Bruce Area Solid Waste Recycling services can be monitored.	Next 6 Months Ongoing	Works Superintendent	<input type="checkbox"/> To Be Implemented
3. Improve communication with the public and member municipalities so that the true cost and value of recycling are understood.	Next 6 Months Ongoing	BASWR Board	<input type="checkbox"/> To Be Implemented

Water and Sewer Utilities Recommendation

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Investigate the opportunity to supply municipal water to more properties in the Lakes area, and in Elmwood.	Next 12 Months	Director of Operations	<input type="checkbox"/> For Council Review

Materials Management – Brant and Greenock Landfills Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Establish and regularly review the cost per cubic metre of landfill so that the true cost/benefit of Bruce Area Solid Waste Recycling services, recycling and diversion can be monitored.	Next 6 Months (Ongoing Annually)	Works Superintendent	<input type="checkbox"/> To Be Implemented
2. Improve communication with residents so that the true costs and value of recycling are understood (e.g. signs at each landfill site to show estimated life, cost per cubic metre of fill, cost per cubic metre of diversion, cost per cubic metre once the landfill is closed). Increase communication and signage to inform residents and landfill users of the positive impact of their recycling and waste diversion efforts.	Next 6 Months	Works Superintendent	<input type="checkbox"/> To Be Implemented
3. Investigate the costs, potential savings, and requirements to set up a Re-Use Centre at the Brant Landfill.	Next 6 Months	Works Superintendent	<input type="checkbox"/> For Council Review

Materials Management – Walkerton-Hanover Landfill Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Review the existing Walkerton-Hanover Landfill agreement to confirm that it adequately contributes to the goals and objectives of Brockton. e.g. diversion targets.	Next 12 Months	Works Superintendent & Brockton's Walkerton-Hanover Waste Management Committee Representatives	<input type="checkbox"/> For Council Review
2. Review the existing governance for consistency with current goals. Items such as ensuring that someone other than the manager for the site is the Chair of the committee should be reviewed.	Next 6 Months	Works Superintendent & Brockton's Walkerton-Hanover Waste Management Committee Representatives	<input type="checkbox"/> To Be Implemented
3. Review existing landfill administration and operation costs to identify alternatives and cost savings.	Next 6 Months	Works Superintendent & Brockton's Walkerton-Hanover Waste Management Committee Representatives	<input type="checkbox"/> To Be Implemented
4. Compare usage rates of Walkerton and Hanover residents to determine if a fairer cost sharing agreement is appropriate.	Next 12 Months	Works Superintendent & Brockton's Walkerton-Hanover Waste Management Committee Representatives	<input type="checkbox"/> For Council Review
5. Review current fees and volume rates; come up with ways to divert more waste from the landfill and ensure users pay fair costs.	Next 12 Months	Works Superintendent & Brockton's Walkerton-Hanover	<input type="checkbox"/> For Council Review

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
		Waste Management Committee Representatives	
6. Review auditor's reports for the last five years to confirm which actions have been recommended and acted upon. Can the auditors confirm whether the site is operated in a cost effective manner?	Next 12 Months	Works Superintendent & Brockton's Walkerton-Hanover Waste Management Committee Representatives	<input type="checkbox"/> To Be Implemented
7. Conduct a survey of neighbouring residents to determine satisfaction level with the expanded site; specifically lack of berm, site noise (complaints of the high decibel back up beepers), and litter.	Next 6 Months Ongoing	Works Superintendent & Brockton's Walkerton-Hanover Waste Management Committee	<input type="checkbox"/> To Be Implemented
8. Establish and regularly review the cost per cubic metre of landfill space so that the true costs and benefits of services, recycling, and diversion can be monitored.	Next 6 Months Ongoing	Works Superintendent & Brockton's Walkerton-Hanover Waste Management Committee	<input type="checkbox"/> To Be Implemented
9. Improve communication with residents so that the true costs and value of recycling can be shared (e.g. signs at landfill sites indicating estimated life, costs per cubic metre of fill, costs per cubic metre of diversion, cost per cubic metre once the landfill is closed).	Next 6 Months Ongoing	Works Superintendent & Brockton's Walkerton-Hanover Waste Management Committee	<input type="checkbox"/> To Be Implemented
10. Review long term recycling, population estimates, and provincial extended producer responsibility legislation to determine long term requirements for landfill; i.e. does Brockton need three landfill sites? Can Brockton afford three landfill sites?	Next 6 Months Ongoing	Works Superintendent & Walkerton-Hanover Waste Management Committee	<input type="checkbox"/> For Council Review

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
11. Request that Walkerton-Hanover Landfill Committee meetings also be hosted in Walkerton, as well as Hanover.	Next 6 Months	Works Superintendent	<input type="checkbox"/> To Be Implemented

Sustainability Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Dedicate staff time to sustainability; research available grants, funding, and community partnerships to fund staff time for this work.	Next 6 Months	Organizational Review; CAO/Clerk	<input type="checkbox"/> For Council Review

Planning and Development Services Focus Group

Focus Group Members

James Lang - Chair, Alex Baran, Colleen Dostle, Darren Holm, Jenny Iserman, Deputy Mayor Dan Gieruszak

Services Reviewed

Development Services

Walkerton Business Improvement Area (BIA)
Community Improvement Committee (CIC) Profile
Economic Development Committee (EDC)
East Ridge Business Park (ERBP)
Saugeen Valley Conservation Authority (SVCA)
Visitor Information Centre (VIC)

Planning Services

Municipal Drains
Planning Services (Provided by County of Bruce Planning Department)

The Planning and Development Services Focus Group reviewed the following municipal services:

Planning and Development Services Focus Group Recommendations

Highlighted Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Develop a plan and provide resources to build, retain, and create business and jobs in Brockton.	Next 12 Months	Economic Development Committee; CAO/Clerk	<input type="checkbox"/> For Council Review
2. Review the Walkerton Business Improvement Area (BIA) to determine the impact of reducing the BIA budget to the member levy.	Next 6 Months	CAO/Clerk; Walkerton BIA	<input type="checkbox"/> For Council Review

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
3. Improve communication between Municipal planning / building department, the County and SVCA to streamline / ease permitting requirements.	Next 12 Months	Deputy Mayor Gieruszak, 1 st Vice Chair Saugeen Valley Conservation Authority Board	<input type="checkbox"/> To Be Implemented

Economic Development Committee Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Develop a comprehensive Economic Development Strategy that details the roles and responsibilities of the Economic Development Committee, Walkerton Business Improvement Area, Community Improvement Committee, municipal staff, volunteers and Council.	Next 12 Months	Economic Development Committee; CAO/Clerk	<input type="checkbox"/> For Council Review
2. Memorandums of Understanding or Terms of reference should be established between the Walkerton Business Improvement Area (BIA), Economic Development Committee, Visitor Information Centre and Community Improvement Committee to ensure expectations and services do not overlap.	Next 12 Months	Economic Development Committee; CAO/Clerk	<input type="checkbox"/> For Council Review
3. Address vacant retail, commercial, and industrial properties with a Brockton Property Strategy. Actions should include Economic Development Committee or Economic Development Officer meeting with owners of current vacant retail/commercial, industrial, and institutional properties, and buildings in Cargill, Elmwood, and Walkerton to discuss strategies to fill these buildings. Should also consider East Ridge Business Park lands, and vacant Airport land.	Next 12 Months	Economic Development Committee; CAO/Clerk	<input type="checkbox"/> For Council Review
4. Identify issues that are limiting economic growth in Brockton.	Next 12 Months	Economic Development Committee	<input type="checkbox"/> To Be Implemented
5. Separate the East Ridge Business Park and Economic Development Committee budgets.	Next 6 Months	CFO	<input checked="" type="checkbox"/> Implemented

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
6. Survey business owners to discuss satisfaction, expectations, and priorities of local businesses. Conduct exit interviews with owners of any businesses that are closing.	Next 6 Months; Ongoing	Economic Development Committee	<input type="checkbox"/> To Be Implemented
7. Survey business owners to identify any municipal barriers to business development (i.e. zoning, policies or by-laws, tax rates, responsiveness of municipal staff, utility rates etc.; identify solutions.	Next 6 Months; Ongoing	Economic Development Committee	<input type="checkbox"/> To Be Implemented
8. Meet with local businesses and the Four County Labour Market Planning Board to identify recruitment and staffing solutions to meet needs for continued business growth and expansion.	Next 6 Months; Ongoing	Economic Development Committee	<input type="checkbox"/> To Be Implemented
9. Work with school board job programs to ensure local youth are aware of trade opportunities.	Next 6 Months; Ongoing	Economic Development Committee	<input type="checkbox"/> To Be Implemented
10. Promote local jobs to local youth.	Next 6 Months; Ongoing	Economic Development Committee	<input type="checkbox"/> To Be Implemented
11. Consult with the agriculture industry and Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) to identify the role the Municipality and Economic Development Committee can play in supporting the growth and prosperity of agriculture in Brockton.	Next 6 Months; Ongoing	Economic Development Committee	<input type="checkbox"/> To Be Implemented
12. The Community Improvement Committee should be a subcommittee of Economic Development Committee to ensure Brockton wide focus.	Next 6 Months	Economic Development Committee	<input type="checkbox"/> For Council Review
13. Determine the local economic impact of various industry sectors before investing in business attraction and retention strategies; identify more detailed business statistics to identify what exactly Brockton's economy is built on.	Next 12 Months; Ongoing	Economic Development Committee	<input type="checkbox"/> To Be Implemented
14. Work with other communities to make the most of regional economic development opportunities.	Next 12 Months; Ongoing	Economic Development Committee	<input type="checkbox"/> To Be Implemented
15. Promote the benefits of Brockton to urban residents under age of 35 and over age of 55; i.e. low cost housing, rural and	Next 12 Months; Ongoing	Economic Development Committee	<input type="checkbox"/> To Be Implemented

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
small-town lifestyle and recreation opportunities, stability of local agriculture and power generation sectors etc.			
16. Establish an action plan with LiveGreyBruce.ca and local employers to connect with the people who live outside of the region and would like to move to Brockton.	Next 12 Months; Ongoing	Economic Development Committee	<input type="checkbox"/> To Be Implemented
17. Continue to support initiatives that will preserve our environment and brand Brockton as a natural choice for an active, healthy lifestyle.	Next 12 Months; Ongoing	Economic Development Committee	<input type="checkbox"/> To Be Implemented
18. Update Brockton's logo and brand to reflect the benefits of living here. Use this branding to update signage, marketing materials, and overall appearance of the Municipality to make it more attractive to business and visitors.	Next 12 Months; Ongoing	Economic Development Committee	<input type="checkbox"/> For Council Review
19. Collect more accurate demographic and economic data so that staff, Council, and the Economic Development Committee can make solid, evidence based decisions.	1 Year Plus	Economic Development Committee	<input type="checkbox"/> To Be Implemented
20. Identify existing business owners who are looking to sell their business or retire; connect these business owners with someone who specializes in business succession planning to find a buyer or new owner and to support them through the transition.	Next 12 Months; Ongoing	Economic Development Committee	<input type="checkbox"/> To Be Implemented

Economic Development Officer (EDO) Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Hire, or contract, an Economic Development Officer who will report to Council through the CAO/Clerk. Make a minimum 2-3 year commitment so there is a likelihood measureable success will be achieved. Council needs to be a very strong advocate and supporter. If there is an Economic Development Officer, Council needs to give them resources, backing, and support. Council's commitment needs to be for longer than just a year in order to support the growth and the success of the role of the Economic Development Officer.	Next 6 Months	Economic Development Committee	<input type="checkbox"/> For Council Review

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
2. The Economic Development Officer should determine: 1) The economic value of various industry sectors to Brockton; 2) Threats to existing industry sectors; 3) Cost/benefit to supporting existing sectors; 4) Cost/benefit of attracting new businesses.	Next 12 Months	Economic Development Committee; CAO/Clerk	<input type="checkbox"/> For Council Review
3. The Economic Development Officer should work closely with, and support, volunteer groups that promote economic development within Brockton.	Next 12 Months to 2 Years	Economic Development Committee; CAO/Clerk	<input type="checkbox"/> For Council Review
4. The Economic Development Officer should promote business networking among existing and new businesses, potential employers, and employees, local, County, Regional, Provincial, and Federal economic development organizations and agencies.	Next 12 Months to 2 Years	Economic Development Committee; CAO/Clerk	<input type="checkbox"/> For Council Review
5. A detailed Economic Development Officer job description should outline roles and responsibilities of municipal staff, Walkerton Business Improvement Area (BIA), Community Improvement Committee, Economic Development Committee, and volunteers – as well as relationships with other committees such as Parks and Recreation, Physician Recruitment and Retention, and organizations such as school boards and government agencies.	Next 12 Months to 2 Years	Economic Development Committee; CAO/Clerk	<input type="checkbox"/> For Council Review
6. Clear goals and objectives (such as Key Performance Indicators) should be established for the Economic Development Officer; this should include the level of networking with internal and external business and economic development interests.	Next 12 Months to 2 Years	Economic Development Committee; CAO/Clerk	<input type="checkbox"/> For Council Review
7. Measures of Success for the Economic Development Officer should include greater social equity and improved income levels, among other workforce data.	Next 12 Months to 2 Years	Economic Development Committee; CAO/Clerk	<input type="checkbox"/> For Council Review
8. Economic Development Officer and / or Economic Development Committee should work co-operatively with neighbouring communities to make the most of regional economic development opportunities; this could start with a pilot program.	Next 12 Months; Ongoing	Economic Development Committee	<input type="checkbox"/> To Be Implemented

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
9. Economic Development Committee should apply to Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) for Rural Economic Development (RED) funding; where project oversight and management is required, this should be the responsibility of the Economic Development Officer.	Next 12 Months to 2 Years	Economic Development Committee; CAO/Clerk	<input checked="" type="checkbox"/> Implemented <input type="checkbox"/> For Council Review
10. Do not hire an Economic Development Officer; continue to work with, and rely on, existing businesses, provincial and federal government programs, and volunteers to support business growth and our already robust agriculture and nuclear power industries.	Ongoing	Economic Development Committee	<input type="checkbox"/> To Be Implemented

Walkerton Business Improvement Area (BIA) Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. The Walkerton BIA is currently funded by a tax levy on commercial and retail properties located in the Town of Walkerton, and with general tax dollars. Research alternate funding models to determine if there is a fairer tax levy formula that could be applied to these properties and still raise the same total levy amount.	Next 6 Months	CFO	<input type="checkbox"/> For Council Review
2. Council provides funding to the BIA over and above the BIA tax levy with general tax dollars; Council should clearly define what it expects from the BIA in return for providing this funding.	Next 6 Months	CAO/Clerk	<input type="checkbox"/> For Council Review
3. Review the Walkerton Business Improvement Area (BIA) budget to see if it is possible for them to become self-sufficient through the tax levy provided.	Next 6 Months	CFO; BIA Board	<input type="checkbox"/> For Council Review

Visitor Information Centre (VIC) Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Council should consider advertising a contract for a multi-year agreement to operate the Visitor Information Centre; agreement should include measureable goals and targets.	Next 6 Months	Council	<input type="checkbox"/> For Council Review
2. Council needs to consider the value of the Visitor Information Centre as: 1) a welcoming place for those who are visiting; 2) an Information Centre for potential business growth and expansion; and 3) an information service for local residents and their visiting friends and relatives.	Next 6 Months	Council	<input type="checkbox"/> For Council Review
3. Investigate the cost / benefit of using Information Kiosk(s) in other high traffic areas in Brockton to supplement the Visitor Information Centre service which would likely be located in Walkerton.	Next 6 Months	Council	<input type="checkbox"/> For Council Review
4. Council/Economic Development Committee needs to determine the cost / value of local events such as Doors Open, the Santa Claus Parade, and Homecoming as these and other events are dependent on resources and staffing from the Visitor Information Centre.	Next 6 Months	Economic Development Committee; CAO/Clerk	<input type="checkbox"/> For Council Review

Community Improvement Committee (CIC) Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Review Community Improvement Committee activities and deliverables to align them with community wants and needs for all of Brockton.	Next 6 Months	Economic Development Committee; CAO/Clerk	<input type="checkbox"/> For Council Review
2. Goals and activities of Community Improvement Committee and Walkerton Business Improvement Area (BIA) need to be clearly defined; clearly outline Council's direction to Community Improvement Committee.	Next 6 Months	Economic Development Committee; CAO/Clerk	<input type="checkbox"/> For Council Review

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
3. Determine if Community Improvement Committee's primary function is focussed on community appearance and image or Economic Development.	Next 6 Months	Economic Development Committee; CAO/Clerk	<input type="checkbox"/> For Council Review
4. Community Improvement Committee needs to meet or exceed Brockton conflict of interest and procurement policies.	Next 6 Months; Ongoing	CAO/Clerk	<input type="checkbox"/> To Be Implemented
5. Community Improvement Committee must work closely with Parks and Recreation Department to ensure effective communication and there is no duplication or overlap of efforts.	Next 6 Months	Director of Operations; CAO/Clerk	<input type="checkbox"/> To Be Implemented
6. The Community Improvement Committee needs to be dissolved.	Next 6 Months	Council	<input type="checkbox"/> For Council Review
7. The Community Improvement Committee needs to improve communication with Council and the broader community.	Next 6 Months; Ongoing	Council	<input type="checkbox"/> For Council Review

Planning and Development Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Improve communication between Municipal planning / building department, the County and SVCA to streamline / ease permitting requirements.	Next 12 Months	Deputy Mayor Gieruszak, 1 st Vice Chair Saugeen Valley Conservation Authority Board	<input type="checkbox"/> To Be Implemented
2. Updated Walkerton Community Official Plan to confirm community vision for the area.	Next 6 Months	Zoning Administrator; County of Bruce Planning Department	<input type="checkbox"/> To Be Implemented
3. Investigate sharing building inspectors with neighbouring municipalities to reduce cost of service and streamline processes.	Next 6 Months	CAO/Clerk	<input type="checkbox"/> For Council Review
4. Each committee of Council needs to establish goals and measures of success that contribute to Brockton's Sustainable Strategic Plan.	Next 12 Months	CAO/Clerk	<input type="checkbox"/> For Council Review

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
5. There is lack of accountability at the County level for decisions that are made County wide. Perhaps our Council should support elections at the county level.	Next 12 Months	Council	<input type="checkbox"/> For Council Review
6. Mayor provide regular reports to Brockton Council on upcoming County Council agenda items and seek Council's input on decisions that will be made at County Council to facilitate better planning and cooperation.	Next 6 Months	Council	<input type="checkbox"/> For Council Review
7. Municipality should strive to exceed minimum provincial standards when it comes to notifying neighbouring property owners about planning applications and decisions to make sure property owners who will be impacted are informed directly.	Next 12 Months	Zoning Administrator; County of Bruce Planning Department	<input type="checkbox"/> For Council Review
8. Ask Saugeen Valley Conservation Authority to commit to timelines for building and development permit review and approval. If Saugeen Valley Conservation Authority is unable to commit to a reasonable timeline perhaps Brockton should go elsewhere to get things done.	Next 6 Months	Council	<input type="checkbox"/> For Council Review
9. Introduce development fees in order to support future infrastructure costs (i.e. sewage treatment infrastructure).	Next 12 Months	Zoning Administrator; Council	<input type="checkbox"/> For Council Review
10. Economic Development Committee and municipal staff meet with developers and real estate agents to identify barriers that could be eliminated through changes to municipal policy or by-laws.	Next 6 Months	Zoning Administrator; Economic Development Committee	<input type="checkbox"/> For Council Review
11. Review the 3,000 square foot limit (Historic Walkerton) in the regulations. This rule does not appear to service the community and places many buildings in legal non-conforming status.	Next 6 Months	Zoning Administrator; Council	<input type="checkbox"/> For Council Review
12. Combine Council Committees in order to prevent overlap, Committees working against each other, and to make the most effective use of limited resources. Consider the six Focus Group categories and creating sub-committees when reorganizing Council Committees.	Next 6 Months	Organizational Review	<input type="checkbox"/> For Council Review
13. Department heads should be tasked with "building bridges" throughout the municipality.	Next 6 Months; Ongoing	Council; CAO/Clerk	<input type="checkbox"/> For Council Review

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
14. Committees based in smaller communities in Brockton are working in isolation. Develop a plan to help all of Brockton's communities to pool resources and work together for the good of the entire municipality.	Next 12 Months	Council; CAO/Clerk	<input type="checkbox"/> For Council Review
15. Find a way to expand beautification efforts to smaller communities in Brockton.	Next 6 Months	Council; CAO/Clerk	<input checked="" type="checkbox"/> Implemented

Protection Services Focus Group

Focus Group Members

Darren Holm - Chair, George Magwood, John McDougall, Councillor Bill Bell

Services Reviewed

Animal Control
 By-Law Enforcement
 Building Department Profile
 Emergency Management and Planning
 Fire Protection
 Health and Safety
 Police Protection Services Provided by Ontario Provincial Police (OPP)
 Police Services Board
 Property Standards

Protection Services Focus Group Recommendations

Highlighted Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
<p>1. Brockton's policing costs are too high. About 60 percent of policing costs are charged as part of the OPP contract base rate and the other 40 percent is charged to the Municipality based on the number of calls for service that the OPP receive. The OPP agree that they receive a large number of calls for service that they are not best suited to handle (i.e. dogs at large). Come up with a strategy to reduce OPP calls for service by 15 percent to save policing costs in Brockton.</p>	Next 12 Months	Police Services Board; Staff; Council	<input type="checkbox"/> For Council Review
<p>2. Fire protection costs are too high. Reviewing our mutual aid contracts with bordering fire departments, and reviewing full-time staffing costs could result in savings.</p>	Next 12 Months	Organizational Review; Council; CAO/Clerk	<input type="checkbox"/> For Council Review

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
3. Animal control, by-law enforcement, and property standards functions are split between several departments resulting in spotty administration, and residents feeling their issues are not being properly addressed. Reorganizing these functions under one department would mean minimal savings, however the service level could improve.	Next 6 Months	Organizational Review; Council	<input type="checkbox"/> For Council Review

Animal Control Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Investigate the benefits of sharing animal control between municipalities.	Next 6 Months	CAO/Clerk	<input type="checkbox"/> For Council Review
2. Dogs should not be released from the vet clinic or pound until all expenses are paid by the owner and owner has purchased a dog licence if they do not already have one. Review dog pick-up policy and procedure with vet clinic to make sure all costs have been recovered before an animal is released.	Next 6 Months	CAO/Clerk	<input type="checkbox"/> To Be Implemented
3. Benefits of having a dog tag should be communicated to the public to encourage all dog owners in the municipality to purchase tags. Easier payment methods should be explored (i.e. online registration and payments, sell dog tags at local retail locations like Household Waste Bag Tags and offer \$4 commission to retailer). Include dog licencing invoice in tax bill to save postage.	Next 6 Months	CAO/Clerk CFO	<input type="checkbox"/> To Be Implemented

By-Law Enforcement and Property Standards Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. In the case of issuing tickets for by-law infractions, consider using Part 3 Provincial Offence where warranted.	Next 6 Months	CAO/Clerk	<input type="checkbox"/> To Be Implemented
2. Consider sharing By-Law Enforcement services with other municipalities.	Next 6 Months	CAO/Clerk	<input type="checkbox"/> For Council Review
3. Duties of By-Law Enforcement Officer should be clarified. Existing profile is incorrect.	Next 6 Months	CAO/Clerk	<input type="checkbox"/> For Council Review
4. Animal control, by-law enforcement, and property standards functions are split between several departments resulting in spotty administration, and residents feeling their issues are not being properly addressed. Reorganizing these functions under one department would mean minimal savings, however the service level could improve.	Next 6 Months	Organizational Review; Chief Building Official CAO/Clerk	<input type="checkbox"/> For Council Review
5. Improve communication and response times to ratepayers and complainants regarding By-Law Enforcement concerns.	Next 6 Months	CAO/Clerk	<input type="checkbox"/> To Be Implemented
6. Property Standards Process should comply with the Property Standards - Process Flow Chart on the Brockton website. Staff should provide ratepayers and complainants with a written response if the timeline cannot be met. Staff should provide Council with a monthly report on By-Law Enforcement and Property Standards Enforcement.	Next 6 Months	Chief Building Official CAO/Clerk	<input type="checkbox"/> To Be Implemented

Emergency Management and Planning Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Disaster and Emergency Management Planning should be coordinated at the County level. County of Bruce should hire a single Community Emergency Management Coordinator (CEMC) to serve all municipalities in the County.	Next 6 Months	CAO/Clerk	<input type="checkbox"/> For Council Review

Fire Protection Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Discuss setting up a Fire Department sub-station in Cargill.	Next 6 Months	Fire Chief; CAO/Clerk	<input type="checkbox"/> For Council Review
2. Change name of Walkerton Fire Department to Brockton Fire Services with the existing departments to be known as "Brockton Fire Services - Walkerton Station".	Next 6 Months	Fire Chief	<input type="checkbox"/> To Be Implemented
3. Hold discussion with Ontario Provincial Police (OPP) to implement a policy so that in the future the OPP does not abandon the Fire Departments at an emergency scene to attend another emergency.	Next 6 Months	Fire Chief	<input type="checkbox"/> To Be Implemented
4. Review By-Law 2015-053 – Establish and Regulate Walkerton Fire Department , to clarify intent of Paragraph 21 and the Fire Chief's authority over all persons at fires and emergencies	Next 6 Months	Fire Chief; CAO/Clerk	<input type="checkbox"/> For Council Review
5. That Council direct the joint purchasing of fire gear and supplies with other municipalities	Next 6 Months	Fire Chief	<input type="checkbox"/> For Council Review
6. Share fire administration with other municipalities (e.g. Municipality of South Bruce).	Next 12 Months	Fire Chief; CAO/Clerk	<input type="checkbox"/> For Council Review
7. Combine Property Standards, By-Law Enforcement, and Fire Inspections under one position or department.	Next 6 Months	Organizational Review; Chief Building Official Fire Chief CAO/Clerk	<input type="checkbox"/> For Council Review
8. Review By-Law 2015-052 - Establish and Regulate Elmwood Fire Department to ensure it is in harmony with By-Law 2015-053 – Establish and Regulate Walkerton Fire Department .	Next 6 Months	Fire Chief; CAO/Clerk	<input type="checkbox"/> For Council Review
9. Explore opportunity to rent space in the Walkerton Fire Hall to other EMS services.	Next 6 Months	Fire Chief	<input type="checkbox"/> For Council Review
10. Offer opportunities to train citizens as Emergency Medical Technicians in areas in Brockton that are far from service.	Next 12 Months	Fire Chief	<input type="checkbox"/> For Council Review

Health and Safety Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
Contract Health and Safety services for municipal staff and facilities to a private company.	Next 12 Months	CAO/Clerk	<input type="checkbox"/> For Council Review
Explore other cost effective ways to deliver Health and Safety mandate.	Next 12 Months	CAO/Clerk	<input type="checkbox"/> For Council Review
Chief Administrative Officer (CAO) and Council take more active role in maintaining Health and Safety for municipal staff and facilities. Staff provide regular Health and Safety reports to Council and publish reports listing hazards and resolved issues.	Next 6 Months	CAO/Clerk	<input type="checkbox"/> For Council Review

Police Protection Services Provided by Ontario Provincial Police (OPP) Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Brockton's policing costs are too high. About 60 percent of policing costs are charged as part of the OPP contract base rate and the other 40 percent is charged to the Municipality based on the number of calls for service that the OPP receive. The OPP agree that they receive a large number of calls for service that they are not best suited to handle (i.e. dogs at large). Come up with a strategy to reduce OPP calls for service by 15 percent to save Brockton \$120,000 a year.	Next 12 Months	Police Services Board; Staff; Council	<input type="checkbox"/> For Council Review
2. Investigate other policing options before next contract renewal with OPP. Should policing be at the county level?	Next 12 Months	Mayor; CAO/Clerk	<input type="checkbox"/> For Council Review

Property Standards Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Property standards should be given a higher priority with more staff resources.	Next 6 Months	Organizational Review; Chief Building Official CAO/Clerk	<input type="checkbox"/> For Council Review
2. There should be more communication between property standards complainants and property standards officer.	Next 6 Months	Chief Building Official	<input type="checkbox"/> To Be Implemented
3. Combine Property Standards, By-Law Enforcement, and Fire Inspections under one position or department.	Next 6 Months	Organizational Review; Chief Building Official Fire Chief CAO/Clerk	<input type="checkbox"/> For Council Review
4. Property Standards Process should comply with the Property Standards - Process Flow Chart on the Brockton website. Staff should provide ratepayers and complainants with a written response if the timeline cannot be met. Staff should provide Council with a monthly report on By-Law Enforcement and Property Standards Enforcement.	Next 6 Months	Chief Building Official CAO/Clerk	<input type="checkbox"/> To Be Implemented

Recreation and Culture Services Focus Group

Focus Group Members

Hayley Murray - Chair, Alex Baran, Colleen Dostle, John Finlay, James Lang, Councillor Steve Adams

Services Reviewed

Culture Services

Heritage Committee

Libraries - Walkerton and Cargill Buildings (Library services provided by County of Bruce)

Recreation Services

Administration

Assets

Centennial Park Swimming Pool

Community Centres (Bradley, Cargill, Elmwood, Walkerton)

Lobies Park Campground

Parks and Playgrounds

Recreation Programs

Recreation and Culture Services Focus Group Recommendations

Highlighted Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
<p>1. Be more inclusive. Bring our recreation committees together under a new Brockton Recreation Committee. Rename the Walkerton Parks and Recreation Committee the Brockton Recreation Committee. Invite existing committees such as the Chepstow Lions Park, Cargill & District Community Fund, Elmwood Community Centre Board, and residents from the Lakes to join under one Brockton recreation committee to reflect the work the Parks and Recreation Department does throughout</p>	Next 6 Months	Organizational Review; Director of Operations	<input type="checkbox"/> For Council Review

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
Brockton. Start a Brockton Recreation and Culture Fund to fund recreation projects and programs throughout Brockton.			
2. Plan now for future replacement of our recreation assets like the arena and pool. Begin now to plan for long-range asset management and replacement for facilities like the arena and swimming pool. This is a long term goal that requires extensive planning to begin now. Staff and Committees must remember to inform and work with the community in developing these plans.	Next 6 Months to 1 Year Plus	Director of Operations	<input type="checkbox"/> For Council Review
3. Support recreation staff in improving efficiencies so they can continue to focus on providing high quality recreation programs in Brockton. Purchase new software to improve program registration process so that Recreation Department staff can spend less time manually entering data and more time planning and providing quality programs.	Next 6 to 12 Months	Director of Operations	<input type="checkbox"/> For Council Review

Asset Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Develop a long range plan for a permanent location for Brockton's heritage collection; the current collection is stored in several locations throughout Brockton, with little public access	1 Year Plus	Heritage Committee CAO/Clerk	<input type="checkbox"/> For Council Review
2. Revisit parkland reserve and focus attention on creating green space east of Yonge Street.	1 Year Plus Ongoing	Parks and Recreation Committee; Director of Operations	<input type="checkbox"/> For Council Review
3. Conduct regular review of recreation assets use long term planning to plan for asset replacement.	1 Year Plus; Ongoing	Director of Operations	<input type="checkbox"/> To Be Implemented
4. Serious consideration needs to be made regarding replacement of the arena. Acknowledge this is a long term goal that requires extensive planning beginning in the short term. Challenge will be to inform and work with the community in	Next 6 Months Ongoing	Parks and Recreation Committee; Director of Operations	<input type="checkbox"/> For Council Review

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
developing these plans. Need to reinforce that grant programs require "shovel ready" projects.			
5. Develop shared service model with neighbouring municipalities when considering asset replacement.	Next 6 Months Ongoing	Parks and Recreation Committee; Director of Operations	<input type="checkbox"/> For Council Review
6. Monitor impact of splash pad on swimming pool and consider replacement of the pool accordingly.	Next 12 Months Ongoing	Parks and Recreation Committee; Director of Operations	<input type="checkbox"/> To Be Implemented

Program Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Review committee appointment process, applying consistent terms, limits etc. throughout all Brockton committees.	Next 6 Months	CAO/Clerk	<input type="checkbox"/> To Be Implemented <input type="checkbox"/> For Council Review
2. Focus Group examined many successful programs such as Doors Open, recreation programming etc.; continue to build on the success of these programs.	Next 12 Months Ongoing	Parks and Recreation Committee; Director of Operations	<input type="checkbox"/> To Be Implemented
3. Do not implement higher user fees for non-residents.	Next 6 Months	Director of Operations	<input type="checkbox"/> For Council Review
4. Acknowledge consistent revenues generated at Lobies Park. Consider small improvements with big impact: larger sites, an online presence for booking/viewing sites, and wireless internet service.	Next 6 to 12 Months	Director of Operations	<input type="checkbox"/> To Be Implemented
5. Soccer: the debate has not ended, there are still concerns regarding costing, maintenance, and revenues. Recognize opportunities to market Brockton as a "regional" soccer hub,	Next 6 to 12 Months Ongoing	Director of Operations	<input type="checkbox"/> To Be Implemented

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
leverage this with neighbouring municipalities to encourage them to eliminate their non-resident user fees.			
6. Work with surrounding regional municipalities to rotate which regional arena will host summer ice each year.	Next 6 Months Ongoing	Director of Operations	<input type="checkbox"/> To Be Implemented

Inclusiveness Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Bring our recreation committees together under a new Brockton Recreation Committee. Rename the Walkerton Parks and Recreation Committee the Brockton Recreation Committee. Invite existing committees such as the Chepstow Lions Park, Cargill & District Community Fund, Elmwood Community Centre Board, and residents from the Lakes to join under one Brockton recreation committee to reflect the work the Parks and Recreation Department does throughout Brockton. Start a Brockton Recreation Fund to fund recreation projects and programs in Brockton.	Next 6 Months	Organizational Review; Director of Operations	<input type="checkbox"/> For Council Review
2. Expand horticulturalist function throughout all of Brockton.	Next 6 Months	Organizational Review; Director of Operations	<input type="checkbox"/> For Council Review
3. Address concerns of invasive species (e.g. emerald ash borer) throughout the municipality; acknowledge the proactive work done by Parks and Recreation Department in this area.	Next 6 Months Ongoing	Director of Operations	<input type="checkbox"/> To Be Implemented
4. Continue to engage senior recreation users; consider creating a 'community hub' as a gathering place.	Next 12 Months	Parks and Recreation Committee; Director of Operations	<input type="checkbox"/> To Be Implemented
5. Continue to financially support Chepstow Lions Park.	Ongoing	Director of Operations	<input type="checkbox"/> To Be Implemented

Efficiency Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Upcoming Organizational Review should address need for Recreation Director position and assess the feasibility of continuing a shared position under the Director of Operations position.	Next 6 Months	Organizational Review	<input type="checkbox"/> For Council Review
2. Current savings from eliminated Recreation Director position should funnel towards improving efficiencies for current staff: update software program to streamline registration process for programs and bookings at Lobies Park etc.	Next 6 Months	Director of Operations	<input type="checkbox"/> For Council Review
3. Design a shared service model with bordering municipalities for both programs and assets.	1 Year Plus Ongoing	Director of Operations	<input type="checkbox"/> For Council Review
4. Consider additional staff to manage expansion of duties i.e.: horticulturist throughout all of Brockton, soccer complex, splash pad.	Next 6 Months	Organizational Review	<input type="checkbox"/> For Council Review
5. Consider succession planning for Heritage Committee volunteers.	Next 12 Months	Heritage Committee; CAO/Clerk	<input type="checkbox"/> To Be Implemented
6. Support the need for an Economic Development Officer to assist staff in applying for essential grant applications.	Next 6 Months	Organizational Review	<input type="checkbox"/> For Council Review

Communication Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Consider sharing knowledge of Heritage Committee with local schools	Next 12 Months	Heritage Committee	<input type="checkbox"/> To Be Implemented
2. Expand postal delivery of recreation and cultural information and publications.	Next 6 to 12 Months	Recreation Programmer	<input type="checkbox"/> To Be Implemented
3. Improve advertising of tree planting program (particularly in light of recent invasive species).	Next 6 Months	Works Superintendent	<input type="checkbox"/> To Be Implemented
4. Start a Brockton Recreation and Culture Fund to fund recreation projects and programs throughout Brockton.	Next 6 to 12 Months	Parks and Recreation Committee;	<input type="checkbox"/> For Council Review

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
		Director of Operations	
5. Encourage dialogue with neighbouring municipal councils, taking a more shared and inclusive approach to recreation. They reap the economic benefits of our users in their communities.	1 Year Plus Ongoing	Director of Operations	<input type="checkbox"/> For Council Review
6. Identify broader means of reaching out to recreation and culture users and potential users; engage both visitors to Brockton and residents themselves.	Next 6 Months Ongoing	Recreation Programmer	<input type="checkbox"/> To Be Implemented

Social, Family, Health, and General Government Services Focus Group

Focus Group Members

Jenny Iserman - Chair, John Finlay, Barb Klages, Hayley Murray, Councillor Steve Adams

Services Reviewed

Brockton Child Care Centre
Cemeteries
Municipal Administration
Municipal Council
Physician Recruitment and Retention Committee

Social, Family, Health, and General Government Services Focus Group Recommendations

Summary Overview

Our job has been to review programs grouped in the Social, Family, Health and General Government Services category. This includes municipal administration, Council and its committees, the Child Care Centre, Cemeteries and Physician Recruitment Committee.

Our focus is on suggesting ways municipal services can be delivered more efficiently and effectively. Some of these suggestions might result in savings, but finding savings was not our main objective.

Unfortunately we had neither the time nor the expertise to delve as deeply into budgets and financial statements as we would have liked. Our observations and suggestions should be seen as a starting point. More detailed analysis and discussion will be required should Council choose to follow up on any of our suggestions. These are suggestions, not implementation plans.

We assessed each service in terms of effectiveness and whether we felt we have been well-served, over-served, or underserved. Our municipal services should not function in silos. Most of our suggestions fall into groups and are linked in a way that reflects the belief that Brockton should operate within a system of services, whether Municipal, County or Provincial, and sharing resources whenever possible.

Highlighted Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
<p>1. Streamline Council Committees to improve accountability. Reduce number of Council Committees to focus on the 4 pillars in the Sustainable Strategic Plan or 6 Service Focus Group areas. Create volunteer sub-committees to function without formal Council or staff involvement. Make the committee appointment process more transparent, establish clear committee mandates and goals, limit the term for all committee members, make conflict of interest policy clear, and develop a consistent approach to volunteer committee member reimbursement.</p>	Next 6 Months	Organizational Review; CAO/Clerk	<input type="checkbox"/> For Council Review
<p>2. Rewrite the mandate of the Brockton Area Physician Recruitment & Retention Committee to include a focus on wider local health system issues. Local health system planning can be better integrated. Establish a Brockton sub-committee to focus on broader local health issues with a regional focus. The mandate should include recruitment and retention of all health professionals, such as Nurse Practitioners, and issues such as palliative care.</p>	Next 6 Months	Organizational Review; CAO/Clerk	<input type="checkbox"/> For Council Review
<p>3. Turn Brockton Child Care Centre over to non-profit or cooperative board. The Brockton Child Care Centre currently spends \$80,000 more than its annual revenue to operate the Centre. While expanding programs to include children under two years of age could increase revenues, it will also increase expenses and may not close the gap. Turning the Centre over to a non-profit or cooperative board would eliminate this line item in Brockton's budget and may help the Centre to find some economies of scale without compromising quality.</p>	1 Year Plus	Organizational Review; CAO/Clerk	<input type="checkbox"/> For Council Review

Shared Services and Divestment Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Consolidate cemetery management functions within one department. Create 5 year maintenance plan, consistent maintenance standards, and guidelines for all local cemetery boards. Work with local boards to establish standard fee structure and consider fee increases.	Next 6 Months	Organizational Review	<input type="checkbox"/> For Council Review
2. Transfer Cemetery Management to outside contractor (e.g. funeral home). Timing of transfer could coincide with staff retirements.	Next 6 Months	Organizational Review; CAO/Clerk	<input type="checkbox"/> For Council Review
3. Turn Brockton Child Care Centre over to non-profit or cooperative board. The Brockton Child Care Centre currently spends \$80,000 more than its annual revenue to operate the Centre. While expanding programs to include children under two years of age could increase revenues, it will also increase expenses and may not close the gap. Turning the Centre over to a non-profit or cooperative board would eliminate this line item in Brockton's budget and may help the Centre to find some economies of scale without compromising quality.	1 Year Plus	Organizational Review; CAO/Clerk	<input type="checkbox"/> For Council Review

Physician Recruitment and Retention Committee Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Rewrite the mandate of the Brockton Area Physician Recruitment & Retention Committee to include a focus on wider local health system issues. Local health system planning can be better integrated. Establish a Brockton sub-committee to focus on broader local health issues with a regional focus. The mandate should include recruitment and retention of all health professionals, such as Nurse Practitioners, and issues such as palliative care.	Next 6 Months	Organizational Review; CAO/Clerk	<input type="checkbox"/> For Council Review

Administration and General Government Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Upcoming Organizational Review should address suggestions and observations in this Municipal Services Review Final Report.	Next 6 Months	Organizational Review; CAO/Clerk	<input type="checkbox"/> For Council Review
2. Identify all staff functions and responsibilities that could potentially be shared with other municipalities or with County.	Next 6 Months	Organizational Review; CAO/Clerk	<input type="checkbox"/> For Council Review
3. Develop a long term plan to implement a shared services model. Identify senior management responsibilities that could be delegated to lower cost staff. (Would free up senior staff, help with succession planning, and provide career training and opportunities.)	Next 6 Months	Organizational Review; CAO/Clerk	<input type="checkbox"/> For Council Review
4. Eliminate Chief Administrative Officer (CAO) position and consider using savings to retain Economic Development Officer.	Next 6 Months	Organizational Review	<input type="checkbox"/> For Council Review

Engagement and Transparency – Council and Committees of Council Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Assess adequacy of councillors’ stipends and expense allowances. Develop a policy in relation to honoraria from Saugeen Valley Conservation Authority, Westario Power, County Council, etc.	Next 12 Months	CAO/Clerk	<input type="checkbox"/> For Council Review
2. Live stream Council meetings	Next 12 Months	CAO/Clerk	<input type="checkbox"/> For Council Review
3. Streamline Council Committees to improve accountability. Reduce number of Council Committees to focus on the 4 pillars in the Sustainable Strategic Plan or 6 Service Focus Group areas. Create volunteer sub-committees to function without formal Council or staff involvement. Make the committee appointment process more transparent, establish clear committee mandates and goals, limit the term for all committee members, make conflict	Next 6 Months	Organizational Review; CAO/Clerk	<input type="checkbox"/> For Council Review

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
of interest policy clear, and develop a consistent approach to volunteer committee member reimbursement.			
4. Committees of Council should have clear mandates, deliverables and performance measures.	Next 6 Months	Organizational Review; CAO/Clerk	<input type="checkbox"/> For Council Review
5. Identify sub-committees that could function on a volunteer basis without formal Council or staff involvement.	Next 6 Months	Organizational Review; CAO/Clerk	<input type="checkbox"/> For Council Review
6. Institute transparent Committee appointment process and standard committee operating procedures.	Next 12 Months	CAO/Clerk	<input type="checkbox"/> For Council Review
7. Introduce term limits and clear conflict of interest guidelines (both pecuniary AND non-pecuniary).	Next 12 Months	CAO/Clerk	<input type="checkbox"/> For Council Review
8. Develop standard policy for equitable volunteer reimbursement and stipends.	Next 12 Months	CAO/Clerk	<input type="checkbox"/> For Council Review

Planning and Asset Management Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Brockton's Sustainable Strategic Plan needs to be updated and pared down into a more focussed document with clear and achievable objectives.	1 Year Plus	Sustainability Coordinator; CAO/Clerk	<input type="checkbox"/> To Be Implemented
2. Consolidate management of all assets, owned and leased buildings etc. under one department, e.g. Chief Building Official (CBO)	Next 6 Months	Organizational Review	<input type="checkbox"/> For Council Review
3. Create long term accommodation plan for municipal staff that makes optimum use of owned and leased accommodation, including sharing space with neighbouring municipalities, and County. (It is noted that there is no public demand for building a new administration office.)	1 Year Plus	CAO/Clerk	<input type="checkbox"/> For Council Review
4. Conduct regular review of all municipal assets, including vehicles, and consolidate the list of priorities so that the most urgent needs are identified and addressed first.	Next 6 Months	CFO	<input type="checkbox"/> For Council Review

Transportation Services Focus Group

Focus Group Members

George Magwood - Chair, Barb Klages, John McDougall, Councillor Bill Bell

Services Reviewed

Saugeen Mobility and Regional Transit (SMART)
 Saugeen Municipal Airport (SMA)
 Streets and Roads
 Streetlights
 Winter Control

Transportation Services Focus Group Recommendations

Highlighted Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Create long term Roads and Streets Plan. Roads department should establish long range planning goals for future maintenance, improvement, and expansion of roads and streets.	Next 12 Months	Works Superintendent	<input type="checkbox"/> For Council Review
2. Carry out complete Roads Department review. A complete review of management, manpower, and equipment needs of Roads Department to be undertaken in near future to become more efficient, accountable, and transparent.	Next 6 to 12 Months	Organizational Review; Works Superintendent	<input type="checkbox"/> For Council Review
3. Determine how Saugeen Municipal Airport benefits Brockton Review the benefit of the Saugeen Municipal Airport to Brockton; renegotiate operating agreement and establish more equitable cost sharing, and work towards self-sufficiency.	1 Year Plus	CAO/Clerk Council	<input type="checkbox"/> For Council Review

Saugeen Mobility and Regional Transit (SMART) Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Currently Saugeen Mobility and Regional Transit serves residents in nine of the seventeen municipalities in Bruce and Grey Counties. Recommend Saugeen Mobility and Regional Transit Board of Directors approach both Bruce and Grey County Councils to explore possibility of expanding the system to all Bruce and Grey municipalities.	1 Year Plus	SMART Board Chair; Council	<input type="checkbox"/> For Council Review
2. Collaborate with other local services to add long-distance trips for appointments outside the region; review maximum mileage for trips to appointments outside the region.	Next 6 Months	SMART Board Chair; Council	<input type="checkbox"/> For Council Review
3. Municipality assist in promoting Saugeen Mobility and Regional Transit more regularly to offset advertising costs.	Next 6 Months	CAO/Clerk	<input type="checkbox"/> To Be Implemented
4. Saugeen Mobility and Regional Transit Board of Directors establish minimum cost recovery policy.	Next 12 Months	SMART Board Chair; Council	<input type="checkbox"/> For Council Review
5. All paid advertising should be cancelled. This is an unnecessary cost as Saugeen Mobility and Regional Transit has no direct competition and is well promoted by all local health care agencies.	Next 6 Months	SMART Board Chair; Council	<input type="checkbox"/> For Council Review

Saugeen Municipal Airport (SMA) Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Renegotiate cost sharing formula to be equal between all members of corporation.	Next 12 Months	Council	<input type="checkbox"/> For Council Review
2. Impose five year time period on the Airport Commission to become financially sustainable.	Next 6 Months Ongoing	Council	<input type="checkbox"/> For Council Review
3. If unable to become self-sufficient, sell assets to private operators and divide proceeds as per the municipal agreement.	5 Years Plus	Council	<input type="checkbox"/> For Council Review

Streets/Roads, Winter Control, Streetlights Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Establish long term Roads and Streets Plan for future maintenance, improvement, and expansion of roads and streets. This will help focus resources, assist in determining the funds that need to be set aside in reserves, help to prioritize projects, and assist future councils and staff in understanding the needs of the municipality in the event of senior staff turnover.	Next 12 Months	Works Superintendent	<input type="checkbox"/> For Council Review
2. Review equipment needs and consider disposal of surplus equipment (backhoes etc.)	Next 6 to 12 Months	Works Superintendent	<input type="checkbox"/> For Council Review
3. Consider bulk purchases with other municipalities for commonly used items and material (i.e. calcium chloride)	Next 6 to 12 Months	Works Superintendent	<input type="checkbox"/> For Council Review
4. Establish policies for inter-departmental use and sharing of equipment; too many pick-up trucks throughout the municipality sit unused.	Next 6 Months	Department Heads CAO/Clerk	<input type="checkbox"/> To Be Implemented <input type="checkbox"/> For Council Review
5. Continue with plans to change street lights to LED fixtures and establish reserves to complete conversion.	Next 6 Months Ongoing	Works Superintendent	<input type="checkbox"/> To Be Implemented <input type="checkbox"/> For Council Review
6. Explore possible use of solar powered street lights for use in remote areas with no immediate power hook up.	Next 6 Months	Works Superintendent	<input type="checkbox"/> For Council Review
7. Offer more frequent snow removal on sidewalks and streets to businesses in Downtown Walkerton at a cost.	Next 6 Months	Works Superintendent	<input type="checkbox"/> For Council Review

Conclusion

The Municipal Services Review Ad Hoc and Advisory Committees were given the monumental task of reviewing all municipal services, engaging the public to provide insight, feedback, and direction, and to do this on a strict time schedule without external consultants. Staff, volunteers, and all who dedicated their time and energy to the betterment of the Municipality need to be congratulated.

Brockton's ability to maintain and enhance its vision of being "a proud rural community strengthened by a balance of social equity, culture, environmental integrity, and progressive economic development" can only be achieved through an appropriate mix of affordable services tailored to the unique requirements of Brockton.

With more time and funding allocated to data gathering, more detailed analysis could have provided more prescriptive and more clearly defined recommendations in some situations.

While the task of reviewing all Municipal Services was challenging, time consuming, and at times added additional stress to staff, there was valuable sharing of information among staff, Councillors, and volunteers which may contribute significantly to future community engagement.

The detailed review of Brockton's municipal services reveals how integrated, social, environmental, and economic issues are within Brockton and that in order to maintain reasonable tax levels, Council, staff, and the community need to remain open to innovative ways of partnering to ensure we can maintain and grow our thriving community.

The most significant long term impact of the review may be the learning gained through the process of community engagement; using a local team of volunteers, working collaboratively with staff, being open to community feedback, connecting with the community in different ways, entering the process without a rigid, predetermined format, and continually following the advice of community and volunteers.

Appendix 1

Municipal Service Profiles

In this section you will find the Municipal Service Profiles that the six Focus Groups referenced as they reviewed each of the municipal services included in this Review:

Environmental Services Profiles

- Bruce Area Solid Waste Recycling Association (BASWRA) Profile
- Materials Management Brant and Greenock Landfills Profile
- Materials Management Walkerton-Hanover Landfill Profile
- Wastewater Profile
- Water Utility Profile

Planning and Development Services Profiles

- Community Improvement Committee (CIC) Profile
- Economic Development Committee (EDC) Profile
- Planning and Municipal Drains Profile
- Visitor Information Centre Profile
- Walkerton Business Improvement Area (BIA) Profile

Protection Services Focus Group Profiles

- Animal Control Profile
- Brockton Fire Services Profile
- Brockton Police Services Board Profile
- Building Department Profile
- By-Law Enforcement Profile
- Property Standards Profile

Recreation and Culture Services Focus Group Profiles

- Heritage Committee Profile
- Libraries Profile
- Recreation Administration Profile
- Recreation Community Centre Profile
- Recreation Lobies Park Profile
- Recreation Parks Profile
- Recreation Playground Profile
- Recreation Pool Profile
- Recreation Programs Profile

Social, Family, Health, and General Government Services Focus Group Profiles

- Brockton Child Care Centre Profile
- Cemeteries Profile
- Municipal Administration Profile
- Municipal Council Profile
- Physician Recruitment and Retention Committee Profile

Transportation Services Focus Group Profiles

- Saugeen Mobility and Regional Transit (SMART) Profile
- Saugeen Municipal Airport Profile
- Saugeen Municipal Airport Agreement - Effective January 1, 2006
- Streetlights Profile
- Streets and Roads Profile
- Winter Control Profile
- Streets, Roads and Streetlights Assets

Environmental Services Profiles

Bruce Area Solid Waste Recycling (BASWR)

Legislated or Discretionary: Legislated as per the municipality's agreement with BASWR.

Purpose Statement (Who, What, Why): To provide a recycling program in order to reduce the amount of material entering the landfill sites, which extends the life of the landfill.

Service Description: BASWR provides bi-weekly household collection throughout the municipality, as well as depots at all three landfill sites.

Mandated Services: As per the service agreement between the municipality and BASWR.

Inputs:

Outputs (Products/Services Produced): N/A

Outcomes (What Do We Want this Service to Accomplish?): Divert recyclables from the landfills

Which Pillar(s) of Sustainability Does this Service Support?

Cultural Vibrancy Economic Prosperity Environmental Integrity Social Equity

2014 Total Expenditures: \$104,665

2014 Total User Fees/Alternative Revenues: \$0

2014 Net Impact on Taxes: \$104,665

Environmental Advisory Committee (EAC)

Legislated or Discretionary: Discretionary

Purpose Statement (Who, What, Why): To protect and enhance our community's environment by taking action in a responsible and sustainable manner. To advise Council on matters, to protect and enhance our community's environment.

Service Description: The Environmental Advisory Committee is as Advisory Committee to Council

Mandated Services: The mandate of the EAC is as follows:

- Acts as champions for the integration of environmental values and cooperative problem solving in every aspect of municipal activities.
- Makes recommendations to Brockton Council regarding best practices and planning priorities.
- Promotes and supports environmentally responsible practices and policies in the areas of waste reduction, energy conservation, greenhouse gas reduction, sustainable development and maintaining the health of our ecosystem.
- Monitors the implementation of Brockton initiatives to ensure they achieve a positive environmental impact and contribute to broader efforts to address climate change.
- Evaluate the implementation of specific Brockton initiatives.
- Communicates relevant information to the community to foster a sense of environmental stewardship.

Inputs: Deputy Clerk/Sustainability Coordinator acts as staff liaison to the committee.

Outputs (Products/Services Produced):

Community Garden

Since 2012 a volunteer on the EAC has coordinated the operation of the [Community Garden](#) (located at the east end of Jane Street behind the Fire Hall). The garden has 26 plots and the fees for plot rental are based on cost recovery (approximately \$500 is budgeted every year). Gardeners work to maintain the common spaces in the garden and assist with maintenance of compost bins, fencing, water tank, and tool shed. Other Municipal Departments assistance: Fire Department fills the water tank, Works Department provides materials as needed, Parks and Recreation Department provides grass cutting around the site.

Recycling and Waste Reduction Programs

The EAC has initiated a number of waste reduction and recycling pilot projects which have become permanent programs including: clamshell plastics recycling which became a permanently accepted item in our area blue box recycling program (BASWRA), polystyrene recycling

Outcomes (What Do We Want this Service to Accomplish?):

Which Pillar(s) of Sustainability Does this Service Support?

Cultural Vibrancy Economic Prosperity Environmental Integrity Social Equity

2014 Total Expenditures: \$5,000

2014 Total User Fees/Alternative Revenues: \$0

2014 Net Impact on Taxes: \$5,000

Materials Management – Brant and Greenock Landfills

Legislated or Discretionary: Both

Purpose Statement (Who, What, Why): The municipality plans for a revenue neutral budget with revenues covering the complete operating costs.

Service Description: The service provides garbage collections for the rural area of Brockton, along with the option of residents visiting the landfill sites twice a week for their own needs. The Greenock site is set up as a transfer station with all garbage going to the Brant location because Brant has the proper compactor to bury the garbage and extend the life of the landfill with proper compaction.

Mandated Services: Engineers must provide an annual report to the MOE along with water sampling throughout the year.

Inputs:

- **Staff Compliment (FTE):** The municipality utilizes its own staff and equipment for all the covering operations.
- **Assets/Equipment:** Weigh Scales and Compactor at the Brant Landfill Site
- **2015 Tax Dollars Allocated to Service:** \$17,073

Outputs (Products/Services Produced):

Outcomes (What do we want this service to accomplish?): To provide a service for garbage collection that meets the needs of the residents of Brockton.

Existing Service Agreements with Other Municipalities: The municipality has a service agreement with Bruce Service & Sales for the collection of garbage on a weekly basis during the summer months, and bi-weekly during the winter.

Opportunities for Shared Services:

Which pillar(s) of Sustainability does this service support?

Cultural Vibrancy Economic Prosperity Environmental Integrity Social Equity

2014 Total Expenditures: \$374,135

2014 Total User Fees/Alternative Revenues: \$385,530

2014 Net Impact on Taxes: \$(11,395)

Threats/Challenges to Delivery of Service in the Future: With the increasing costs of expansion of landfills and the capping of filled sections, extra funds will be required to be set aside. A waste management fee across the board should be put in place.

Materials Management – Walkerton / Hanover Landfill

Legislated or Discretionary: Both

Purpose Statement (Who, What, Why): To provide a waste disposal site for the residents of Walkerton.

Service Description: The service provides garbage collections/disposal for Walkerton, along with the option of residents visiting the landfill sites which is open Tuesday thru Saturday 8:00 to 3:00 for their own needs. Recycling services are also included on site at no charge.

Mandated Services: Engineers must provide an annual report to the MOE along with water sampling throughout the year.

Inputs:

- **Staff Compliment (FTE):** The Town of Hanover is charged with the recorded keeping for the landfill. The landfill is operated under a contract.
- **Assets/Equipment:**
- **2015 Tax Dollars Allocated to Service:** \$107,132

Outputs (Products/Services Produced):

Outcomes (What do we want this service to accomplish?): To provide a service for garbage collection/disposal that meets the needs of the residents of Walkerton.

Existing Service Agreements with Other Municipalities: The municipality has a service agreement with Bruce Service & Sales for the collection of garbage on a weekly basis during the summer months, and bi-weekly during the winter.

Opportunities for Shared Services: The landfill is operated on a 50/50 shared basis with the Town of Hanover.

Which pillar(s) of Sustainability does this service support?

Cultural Vibrancy Economic Prosperity Environmental Integrity Social Equity

2014 Total Expenditures: \$304,127

2014 Total User Fees/Alternative Revenues: \$224,473

2014 Net Impact on Taxes: \$79,654

Threats/Challenges to Delivery of Service in the Future: With the increasing costs of expansion of landfills and the capping of filled sections, extra funds will be required to be set aside. A waste management fee across the board should be put in place.

Sewer Utilities

Legislated or Discretionary: Legislated

Purpose Statement (Who, What, Why): To collect and treat municipal sewage releasing it to the environment within the limits as set out in the ECA (environmental compliance approval)

Service Description: To maintain the collection system and treatment plant under the ECA as regulated by the MOE (Ministry of the Environment)

Mandated Services: Release of treated wastewater into the receiving stream within the limits set out in the ECA

Inputs:

- **Staff Compliment (FTE):** 2 plus service contract with 6 employees
- **Assets/Equipment:** 1 Treatment plant. 1 truck, shop tools, pumps, misc. equipment too numerous to list, list is attached to the profile.
- **2015 Tax Dollars Allocated to Service:** User pay system. Zero tax dollars

Outputs (Products/Services Produced): Environmentally safe water within the compliance limits, entering the receiving stream.

Outcomes (What do we want this service to accomplish?): No degradation to the receiving water. Safe and healthy aquatic life.

Existing Service Agreements with Other Municipalities: None

Opportunities for Shared Services: None at this time.

Which pillar(s) of Sustainability does this service support?

Cultural Vibrancy Economic Prosperity Environmental Integrity Social Equity

2014 Total Expenditures: \$1,620,094.00

2014 Total User Fees/Alternative Revenues: \$1,688,248.00

2014 Net Impact on Taxes: \$ 0.00

Threats/Challenges to Delivery of Service in the Future: Lack of infrastructure funding from the provincial and federal governments.

Water Utilities

Legislated or Discretionary: Legislated

Purpose Statement (Who, What, Why): Public protection and safety.

Service Description: Supplying potable water to the Walkerton, Lake Rosalind and Chepstow water systems

Mandated Services: To deliver potable water as regulated by the Safe Drinking Water Act.

Inputs:

- **Staff Compliment (FTE):** 2, plus a service contract with 6 employees.
- **Assets/Equipment:** Three water treatment plants. 1 Truck, pumps, shop tools, misc. equipment too numerous to list, list is attached to the profile.
- **2015 Tax Dollars Allocated to Service:** User pay system. Zero tax dollars

Outputs (Products/Services Produced): Clean potable water

Outcomes (What do we want this service to accomplish?): A safe and secure water system for the users of the municipal systems. Positive health benefits.

Existing Service Agreements with Other Municipalities: None at this time.

Opportunities for Shared Services: None

Which pillar(s) of Sustainability does this service support?

Cultural Vibrancy Economic Prosperity Environmental Integrity Social Equity

2014 Total Expenditures: \$ 918,720.00

2014 Total User Fees/Alternative Revenues: \$ 872,011.00

2014 Net Impact on Taxes: \$ 0.00

Threats/Challenges to Delivery of Service in the Future: In need of infrastructure funding from the province and the federal government.

Planning and Development Services Profiles

Community Improvement Committee

Legislated or Discretionary: Discretionary

Purpose Statement (Who, What, Why): The mandate of the CIC is to build on the Spruce the Bruce program created to revitalize Bruce County downtowns. The CIC utilizes the four pillar approach (organization, physical design, economic development, marketing promotion) to encourage the strengthening of downtown Walkerton as the commercial, retail and service centre of the community.

Service Description: The CIC strives to improve and beautify downtown Walkerton beyond what is accomplished by the Municipality of Brockton and the Walkerton BIA. The committee also carries out improvement projects outside of the downtown core as funds permit.

Mandated Services: None.

Inputs: Municipal and BIA staff time, volunteer efforts

Outputs (Products/Services Produced): Streetscape improvement and beautification projects that benefit Brockton as a whole.

Outcomes (What Do We Want this Service to Accomplish?): Through the efforts of some dedicated volunteers the CIC has been able to accomplish six significant streetscape projects in 2015.

Which Pillar(s) of Sustainability Does this Service Support?

Cultural Vibrancy Economic Prosperity Environmental Integrity Social Equity

2014 Total Expenditures: \$19,200

2014 Total User Fees/Alternative Revenues: \$6,600

2014 Net Impact on Taxes: \$12,600

Economic Development Committee

Legislated or Discretionary: Discretionary

Purpose Statement (Who, What, Why):

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

Service Description:

The committee strives to provide the above mentioned services to those already conducting business in Brockton and those willing to relocate or start a new business here.

Mandated Services:

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

Inputs: Clerks acts as liaison to Committee and to the public

Outputs (Products/Services Produced):

Provides information for businesses wishing to locate in the ERBP. As a committee, provides support to our business trade and industry in all of Brockton.

Outcomes (What Do We Want this Service to Accomplish?):

To attract and retain business trade and industry to Brockton and to make the process orderly and timely

Which Pillar(s) of Sustainability Does this Service Support?

Cultural Vibrancy Economic Prosperity Environmental Integrity Social Equity

2014 Total Expenditures: \$220,616

2014 Total User Fees/Alternative Revenues: \$140,987

2014 Net Impact on Taxes: \$79,629

Planning and Municipal Drains

(Municipal Drains and Tile Drain loans fall under this heading for budget purposes)

Legislated or Discretionary: Legislated

Purpose Statement (Who, What, Why): Assist Municipal Council, staff, developers, government agencies, and the public in their efforts to strengthen the economic, environmental and social fabric of the community.

Service Description: Develop Walkerton Official Plan, follow the County of Bruce Official Plan and develop Brockton Zoning by law.

Mandated Services: N/A

Inputs:

- **Staff Compliment (FTE):** Two
- **Assets/Equipment:** Two leased Vehicles
- **2015 Tax Dollars Allocated to Service:** \$109,792

Outputs (Products/Services Produced): Solid Planning documents that allow growth within our community. Municipal Drains

Outcomes (What do we want this service to accomplish?): Provide a foundation upon which the residents of Brockton are able to prosper. Promote an image designed to attract businesses to Brockton.

Existing Service Agreements with Other Municipalities: None

Opportunities for Shared Services: Brockton shares the services of our Drainage Superintendent with West Grey. Building officials are also Zoning Planning Administrators, Septic System Inspectors and Property Standards Officers

Which pillar(s) of Sustainability does this service support?

Cultural Vibrancy **Economic Prosperity** **Environmental Integrity** **Social Equity**

2014 Total Expenditures: \$283,867

2014 Total User Fees/Alternative Revenues: Municipal Drains are paid for by the land owners that benefit from the drain

2014 Net Impact on Taxes: \$77,867

Threats/Challenges to Delivery of Service in the Future: Requirement to update OP and zoning documents on a five year cycle.

Visitor Information Centre

Legislated or Discretionary: Discretionary

Purpose Statement (Who, What, Why): The Municipality of Brockton has a verbal agreement with the Walkerton BIA for BIA staff to operate the municipal Visitor Information Centre on its behalf. BIA staff assist members of the public who email, telephone or visit the centre with a variety of requests. The BIA also creates and distributes promotional items that advertise Brockton has a destination for day-trippers and overnight visitors. In addition, BIA staff administer or participate in tourism-related projects such as Doors Open and Walkerton Homecoming.

Service Description: Through the operation of Brockton Visitor Information Centre, BIA staff create and distribute Brockton promotional items such as the Visitors Guide, Brockton map, Lobies Park Campground brochure, post cards, fridge magnets, annual events card and more. The exchange of tourism materials with other visitor information centres from across Bruce and Grey Counties occurs annually at the spring “brochure swap”. We also promote community events through the BIA website, coming event signs, post office board and downtown street banners.

Mandated Services: The Municipality of Brockton approved a budget of \$38,100 for the BIA to operate the Visitor Information Centre in 2014. Please see the service description above.

Inputs: [click to enter text here]

Outputs (Products/Services Produced): [click to enter text here]

Outcomes (What Do We Want this Service to Accomplish?): The promotion of Brockton aids in bringing visitors into the municipality who will ideally spend time and money to enjoy the amenities available here. The goal has never been to advertise Brockton as a tourist destination but rather a day-tripping or overnight stop for those who enjoy recreational pursuits.

Which Pillar(s) of Sustainability Does this Service Support?

Cultural Vibrancy Economic Prosperity Environmental Integrity Social Equity

2014 Total Expenditures: \$38,100

2014 Total User Fees/Alternative Revenues: \$0

2014 Net Impact on Taxes: \$38,100

Walkerton Business Improvement Area (BIA)

Legislated or Discretionary: Legislated

Purpose Statement (Who, What, Why): The Walkerton BIA was developed to create a positive commercial atmosphere in Walkerton; it includes every commercial and industrial property within the former town lines. Property owners pay an annual levy to the BIA of no less than \$150 and no more than \$600; individual amounts are based on the assessed value of each property. Walkerton has approximately 220 levied BIA members and an additional 60 voluntary members.

Service Description: The Walkerton BIA's mandate is to promote the area as a business, shopping and service destination. We also strive to improve, beautify and maintain the area within the BIA, beyond what is provided by the Municipality of Brockton.

Mandated Services: The BIA is responsible for business promotion and shop local advertising campaigns, streetscape improvement projects including a business façade program, networking opportunities for business members, and public events that attract people into the BIA.

Inputs: [click to enter text here]

Outputs (Products/Services Produced): [click to enter text here]

Outcomes (What Do We Want this Service to Accomplish?): The BIA encourages co-operation between businesses as it is our goal to help all members realize success. We strive to increase the number of people who choose to do business in Walkerton by hosting special events, organizing promotions, planning and executing streetscape improvement projects, and partnering regularly with other groups and organizations focused on bettering our community.

Which Pillar(s) of Sustainability Does this Service Support?

Cultural Vibrancy Economic Prosperity Environmental Integrity Social Equity

2014 Total Expenditures: \$209,892

2014 Total User Fees/Alternative Revenues: \$134,992

2014 Net Impact on Taxes: \$74,900 - BIA levy charged to commercial and industrial property owners within Walkerton

Protection Services Profiles

Animal Control

Legislated or Discretionary: Legislated – DOLA, Livestock and Poultry, Pounds, Predation
Discretionary – Dog Control (other than DOLA)

Purpose Statement (Who, What, Why): Animal Control allows relief for farmers whose livestock suffer the consequence of predation as well as to control the licencing of dogs and kennels, boarding and/or euthanization of strays

Service Description: To provide protection to both citizens and animals

Mandated Services: DOLA, Livestock and Poultry, Pounds, Predation

Inputs:

- **Staff Compliment (FTE):** Animal Control Officer, Livestock evaluators, Fence viewers Clerk and Deputy Clerk (P/T)
- **Assets/Equipment:** N/A
- **2015 Tax Dollars Allocated to Service:** Revenue generating - \$9,000 (net)

Outputs (Products/Services Produced):

Fines under DOLA, compensation for livestock predation, remuneration to trappers for Beaver predation on both private and public lands.

Outcomes (What do we want this service to accomplish?):

To protect the public from dangerous dogs; to allow farmers compensation for livestock and/or poultry lost to predation, to provide compensation to the trapper for time spent on trapping nuisance beavers on both private and public land. To provide licencing of dogs and for the proper kenneling of dogs

Existing Service Agreements with Other Municipalities: None

Opportunities for Shared Services: Animal control – Chatsworth has already expressed an interest

Which pillar(s) of Sustainability does this service support?

Cultural Vibrancy Economic Prosperity Environmental Integrity Social Equity

2014 Total Expenditures: \$15,149

2014 Total User Fees/Alternative Revenues: \$20,662

2014 Net Impact on Taxes: (\$5,513)

Threats/Challenges to Delivery of Service in the Future: None identified.

Building Department

Legislated or Discretionary: Legislated

Purpose Statement (Who, What, Why): Public safety

Service Description: Inspections, Permit issuance, Zoning compliance

Mandated Services: Number of inspections based on building type, required to issue permits unless applicable law is contravened. Number of days required to issue permits also based on building type.

Inputs:

- **Staff Compliment (FTE):** Two
- **Assets/Equipment:** Two leased vehicles
- **2015 Tax Dollars Allocated to Service:** Zero to building. Building permits cover cost of operation

Outputs (Products/Services Produced): Safe buildings

Outcomes (What do we want this service to accomplish?): Ensure public are able to construct buildings that are safe

Existing Service Agreements with Other Municipalities: None at this time, we have however assisted with inspection duties in two other municipalities over the last eight years

Opportunities for Shared Services: The option is always available to share services the logistics is sometimes cumbersome. Building officials are also Property Standards Officers, Septic Inspection Officers and Zoning/Planning Administrators

Which pillar(s) of Sustainability does this service support?

Cultural Vibrancy Economic Prosperity Environmental Integrity Social Equity

2014 Total Expenditures: \$112,219

2014 Total User Fees/Alternative Revenues: \$184,573

2014 Net Impact on Taxes: \$0.00

Threats/Challenges to Delivery of Service in the Future: Law Suits, claims against building department. The retirement of current building staff within the next five years. Changing legislation requires continual training.

By-Law Enforcement

Legislated or Discretionary: Legislated – DOLA, Livestock and Poultry, Pounds, Predation
Discretionary – Dog Control (other than Dog Owners Liability Act), Bylaw: Open Air Burns, Noise, ATV, Gun, Traffic and Parking, Taxi Licencing by Law, Anti Idling, Fireworks

Purpose Statement (Who, What, Why): The By-Law Officer is responsible for enforcing municipal by-laws in order to ensure the protection of residents, property and employees.

Service Description: To provide protection to residents, property and employees. By-laws are created as a way to address issues and concerns of the community. They are created to protect the environment, public health, safety and to maintain a pleasant community for everyone.

Mandated Services: Dog control enforcement is addressed under Animal Control Service
The remaining services are regulated by Municipal By-law at the discretion of Council (listed above)

Inputs:

- **Staff Compliment (FTE):** By-Law Enforcement Officer, Clerk and Deputy Clerk (P/T)
- **Assets/Equipment:** N/A
- **2015 Tax Dollars Allocated to Service:** BLO Wage - \$22,500 POA - Legal fees \$1,000
Revenue from fines - \$5,000 Net \$18,500

Outputs (Products/Services Produced):

Protect the environment, public health, safety and to maintain a pleasant community for everyone by the adoption and enforcement of Municipal By Laws.

Outcomes (What do we want this service to accomplish?):

To protect the public, municipal property and staff by enforcing municipal by laws.

- to increase public awareness of the municipality's current by-laws
- to assist residents to become more familiar with their responsibilities and rights as property owners or tenants
- to achieve compliance with our by-laws through education rather than fines

Existing Service Agreements with Other Municipalities: None

Opportunities for Shared Services: An interest to share by law enforcement for dog control has been expressed by Chatsworth

Which pillar(s) of Sustainability does this service support?

Cultural Vibrancy Economic Prosperity Environmental Integrity Social Equity

2014 Total Expenditures: \$14,062.09 (special circumstances) 2013 - \$27,080.04
Legal - \$1,134

2014 Total User Fees/Alternative Revenues: \$4,860 Fines

2014 Net Impact on Taxes: \$10,336.09

Threats/Challenges to Delivery of Service in the Future: none identified

Brockton Fire Services

Legislated or Discretionary: Legislated

Purpose Statement (Who, What, Why): The primary mission of the Walkerton Fire Department is to provide a range of programs to protect the lives and property of the inhabitants of the Municipality from the adverse effects of fire or exposure to dangerous conditions created by man or nature.

Service Description: Fire prevention, public fire safety education, inspections, rescue, emergency medical aid and fire suppression services

Mandated Services: Smoke Alarm/Home Escape Planning Program

Fire safety education program including educational material distributed to residents/occupants

Fire safety inspections upon complaint, when requested, all vulnerable occupancies or through an annual inspection program to assist with code compliance including any code enforcement.

Simplified risk assessment

Inputs:

Staff Compliment (FTE):

- 1 Fire Chief/CEMC FT
- 1 Deputy Chief Volunteer
- 1 FPO/H&S Coordinator FT (Shared)
- 1 Training Coordinator Volunteer
- 4 Captains Volunteer
- 1 Acting Captain Volunteer
- 15 Firefighters Volunteer
- 6 Probationary Firefighters Volunteer

Assets/Equipment:

Asset	Details
Fire Hall	510 Napier St Walkerton
Communication Building	Communication for Fire
BUNKER GEAR	SECURITEX GEAR FROM 2003
BUNKER GEAR	SECURITEX GEAR FROM 2004
BUNKER GEAR	SECURITEX GEAR FROM 2005
BUNKER GEAR	SECURITEX GEAR FROM 2007
BUNKER GEAR	SECURITEX GEAR FROM 2008

Asset	Details
SNUFFER UNIT	SNUFFER UNIT-KOHLER COMMAND 2540
HAZARD HOUSE	HAZARD HOUSE MODERL FHH-22
JAWS OF LIFE	HURST HP 310 SPREADER, 311 CUTTER, TRIMO GAS
TRUCKS	2004 SUPERIOR CUSTOM PUMPER T/M "C" & EQUIPMENT
TRUCKS	1998 FREIGHTLINER TANKER
TRUCKS	1988 HUB PUMPER
TRUCKS	1988 GRUMMAN RESCUE
Elmwood Fire Hall	34000807400 Con 10 Pt Lt 34 TP 3R1095 Pt 4
Fire Hall	36000117300 PI 7 Lts 81 82 & Pt 83 N Napier Lts 79 80 S Jane Pt Lts 51-54 N Jane ETC RP3R7677 Pts 1 to 6
SCBA AIRMASK	FIRE DEPARTMENT MSA SCBA AIRMASKS 4500MMR-17 units

Tax Dollars: \$896,137.00

Outputs: Call Data January 2012-December 2014 (attached)

Outcomes: (What does this service accomplish?) Preservation of life and property through Prevention/Public Education, Inspection/Enforcement and Emergency Response.

Service Agreements – Other Municipalities: Cargill \$6,000 (Snow Removal Dry Hydrant), Elmwood \$158,251 (Joint Board), Paisley \$53,139 and Hanover \$61,107. Total \$278,497

Self-Generated Fees/Charges: Fire Fees

Description	Fees and Charges
Commercial, Industrial and Institutional Inspection - Single occupancy less than 20,000 sq. ft.	\$200.00
Commercial, Industrial and Institutional Inspection - Single occupancy greater than 20,000 sq. ft.	\$275.00
Commercial, Industrial and Institutional Inspection - Multi-tenant less than 20,000 sq. ft.	\$100.00 first 3 units, plus \$50.00 for each additional unit **

Description	Fees and Charges
Commercial, Industrial and Institutional Inspection - Multi-tenant greater than 20,000 sq. ft.	\$105.00 first 3 units, plus \$50.00 for each additional unit **
Commercial, Industrial and Institutional Inspection - Multi-tenant greater than 20,000 sq. ft.	\$300.00
Commercial, Industrial and Institutional Inspection - Re-inspection	\$175.00 for second re-inspection and all subsequent re-inspections
Residential Inspection - Multi-tenant (up to and including 6 units)	\$200.00**
Residential Inspection - Multi-tenant (over 6 units)	\$300.00**
Residential Inspection - Multi-tenant (over 12 units)	\$300.00 ** First 6 units, plus \$50.00** for each additional unit
Residential Inspection - Two unit House Registration, S.9.8 Ont. Fire Code	\$300.00**
Residential Inspection - Two unit Registration Part 2, Ont. Fire Code	\$200.00**
Residential Inspection - Single Residential Unit	\$150.00**
Residential Inspection - Re-inspection	\$175.00 for second re-inspection and all subsequent re-inspections
Other Inspections - Liquor Licence	\$75.00**
Other Inspections – Day Care (Bruce County)	\$100.00**
Other Inspections – Day Care (home based) and group home	\$150.00**
Other Inspections - Business licence inspection fee	\$75.00 per hour**
Fire inspection for shows, exhibitions, demonstrations	\$200.00**
Fireworks or pyrotechnics inspections	\$100.00 per hour**
Response - Motor Vehicle Accident Response (non-resident, non-taxpayer)	\$610.00 per Unit for first hour, \$305.00 per unit for each additional ½ hour, plus supply material and expenses used during the response including staffing @ hourly rate, not to exceed full cost recovery
Response - Fire Response Charges – Contravention to Burn By-Law	\$410.00 per Unit for first hour, \$205.00 per unit for each additional ½ hour, plus supply material and expenses used during the response including staffing @ hourly rate, not to exceed full cost recovery
Response - Fire apparatus response and/or stand-by	\$610.00 per Unit for first hour, \$305.00 per unit for each additional ½ hour, plus supply material and expenses used during the response including staffing @ hourly rate, not to exceed full cost recovery

Description	Fees and Charges
Response - Show, Exhibitions, Demonstrations	Not to exceed full cost recovery per staff per hour rate
Response - Check calls, drug lab, arson, illegal activity, other assist or investigation	\$610.00 per Unit for first hour, \$305.00 per unit for each additional ½ hour, plus supply material and expenses used during the response including staffing @ hourly rate, not to exceed full cost recovery
Response - Fire Watch includes all assigned apparatus at scene	\$410.00 per hour per apparatus, \$205.00 per half hour per apparatus, staffing costs (actual costs), miscellaneous costs (actual)
Response - Post fire property or security	Same as Fire Watch
Response - Technical rescue including water, hazardous materials, high angle, rope rescue, trench rescue.	Actual costs for all agencies involved
Response - Industrial Wind Turbine (IWT)	\$410.00 per Unit for first hour, \$205.00 per unit for each additional ½ hour, plus supply material and expenses used during the response including staffing at hourly rate, not to exceed full cost recovery
Miscellaneous Fees - File Search	\$75.00
Miscellaneous Fees - Copies of fire reports	\$90.00
Miscellaneous Fees - Request for fire investigation reports	\$200.00 (with photos)
Miscellaneous Fees - Burn Permits	\$35.00
Miscellaneous Fees - Burn Permit - Site Inspection	\$200.00
Miscellaneous Fees - Fire responses to property for burn complaint with no current burn permit per hour for first hour per truck.	\$410.00 each additional half hour or part thereof \$205.00 per truck
Miscellaneous Fees - Invoicing for Vehicle Accidents	\$610.00 per Unit for first hour, \$305.00 per unit for each additional ½ hour, plus supply material and expenses used during the response including staffing @ hourly rate, not to exceed full cost recovery
Miscellaneous Fees - Training other fire departments, agencies	\$75.00 per hour per trainer plus course materials and expenses.
Miscellaneous Fees - Letters to lawyer or insurance companies including file searches for outstanding orders	\$75.00
Miscellaneous Fees - Rental of fire station meeting Room	\$50.00 per half day - 4 hours and \$100.00 per full day - greater than 4 hours
Miscellaneous Fees - Smoke or CO detector	\$95.00**
Miscellaneous Fees - Wireless Interconnected	\$95.00 per detector
Miscellaneous Fees - Lockbox	\$80.00 ** per unit

Description	Fees and Charges
Miscellaneous Fees - Requesting of fire extinguisher training for employees (Industrial or Commercial Occupancies)	\$10.00 per person minimum \$100.00 charge
Environmental-Service Calls (Haz-mat or other) - Fire services required on scene.	\$610.00 per hour per apparatus plus staffing, materials and supplies.
Environmental-Service Calls (Haz-mat or other) - Third Party Services	Actual Costs
Environmental-Service Calls (Haz-mat or other) - Air refills – SCBA	\$8.00 per cylinder.
Environmental-Service Calls (Haz-mat or other) - Larger than SCBA cylinder	\$50.00 per cylinder.
If necessary to retain private contractor, rent special equipment to determine origin and cause, suppress or extinguish fire, preserve property, prevent fire spread, make safe.	Actual Costs
Propane Risk and Safety Management Plan Review	\$45.00 per hour - municipal staff review. Actual Cost including Admin Cost for third party reviews including but not limited to engineers and lawyers
Fire Safety Plan Approval (vulnerable occupancies)	\$45.00 per hour - municipal staff review. Actual Cost including Admin Cost for third party reviews including but not limited to engineers and lawyers

2014 Total Expenditures:	\$1,228,939.87	\$265,000 Rescue Truck
2014 Total User Fees/Revenues:	\$348,217.65	(\$265,000) Rescue Truck
2014 Net Impact on Taxes:	\$880,722.22	

Brockton Police Services Board

Legislated or Discretionary: Legislated

Purpose Statement (Who, What, Why): 5 member board composed of 2 provincial appointees, 2 members of Brockton Council and one community representative appointed by Brockton Council. A Board Secretary is appointed by Brockton Council as well.

The establishment of a Police Services Board is mandated by the Police Act (1990) when a municipality enters into a Section 10 contract with the O.P.P

The Police Board acts as an oversight body between the Municipality of Brockton and the O.P.P.

Board members review policing initiatives and support (sometimes monetarily) specific initiatives undertaken by the O.P.P. (Rachel's Challenge, Wes for Youth hockey tournament).

Board members also bring forward citizen concerns and questions that require police involvement.

The Board is informed of policing activities but does NOT make decisions regarding deployment.

Service Description: Police Act 1990 states:

31. (1) A board is responsible for the provision of adequate and effective police services in the municipality and shall,

- (a) appoint the members of the municipal police force; N/A
- (b) generally determine, after consultation with the chief of police, objectives and priorities with respect to police services in the municipality;
- (c) establish policies for the effective management of the police force; N/A
- (d) recruit and appoint the chief of police and any deputy chief of police, and annually determine their remuneration and working conditions, taking their submissions into account; N/A
- (e) direct the chief of police and monitor his or her performance; N/A
- (f) establish policies respecting the disclosure by chiefs of police of personal information about individuals; N/A
- (g) receive regular reports from the chief of police on disclosures and decisions made under section 49 (secondary activities);
- (h) establish guidelines with respect to the indemnification of members of the police force for legal costs under section 50; N/A
- (i) establish guidelines for dealing with complaints under Part V, subject to subsection (1.1); N/A
- (j) review the chief of police's administration of the complaints system under Part V and receive regular reports from the chief of police on his or her administration of the complaints system. R.S.O. 1990, c. P.15, s. 31 (1); 1995, c. 4, s. 4 (7); 1997, c. 8, s. 21 (1-3); 1997, c. 17, s. 8; 2007, c. 5, s. 9 (1)

Some of the above responsibilities do not apply to the Section 10 Contract with the O.P.P.

Police Services Board meets a minimum of 4 times a year with the O.P.P. detachment commander and staff sergeant. The number of meetings each year was decreased from 10 to 6 as a result of the cut back in honorarium funds. The Board will review the number of meetings before year end to establish specific dates for 2016. The number of meetings may increase for 2016. The agenda includes correspondence, payment of bills, updates from O.P.P. Zone meetings, Detachment Commander's report including police statistics, by-law officer report, school officer report and any other business regarding policing issues.

Mandated Services:

Meet as a board a minimum of 4 times a year.

Participate in the hiring process for a detachment commander.

Provide a budget proposal to Brockton Council annually.

Inputs:

Community concerns brought forward to Board members are presented at the Board meetings.

Policing initiatives and overall policing trends were presented to the Police Services Board after the chair attended the annual Ontario Association of Police Services Board Annual General Meeting in Toronto.

Detachment Commander provides input from the officers' activities.

Chair attends the Safe Communities meetings and provides information about the direction this group is taking.

School Officer Report provides detailed information regarding activities taking place with the youth. The report also details initiatives undertaken by the School Officer to educate and inform the student body – elementary and secondary school levels.

Social network input is often a factor in knowing about and understanding youth activities and sometimes criminal activities in the community. (The Board has continued and will continue to support the position of a School Resource Officer.)

The Board supports the application for R.I.D.E grants on an annual basis.

Outputs (Products/Services Produced):

Provide a copy of the Board minutes to Brockton Council.

Support for the Wes for Youth initiatives also provides an opportunity for the Police Services Board to be proactive in establishing ties with the youth of the community.

Rachel's Challenge was planned and organized by the O.P.P. and was provided with monetary and manpower support from Board members.

Organize and run an auction for unclaimed items gathered by the Police. Proceeds are donated to a charitable organization determined on a yearly basis.

The Board occasionally asks for a media release regarding a specific topic. O.P.P. media personnel provide the information to the media outlets.

The Board submits letters of support or objection to the Ministry of Community Safety and Correctional Services as agreed to by Board members.

The Board submits letters of recommendation to Brockton Council regarding by-law issues, recommendation for O.P.P. contract discussions, budgetary requests etc. as agreed to by Board members.

The Board is a member of the Zone 5 Ontario Association of Police Services Boards. Attendance at 4 meetings a year often includes multiple members of the Board who exercise voting rights on specific policing issues.

Outcomes (What Do We Want this Service to Accomplish?):

Provide an opportunity for community involvement in the form of membership, attendance at all open meetings and media coverage.

Provide an opportunity for community members to express concerns about policing issues.

Encourage Board members to develop an understanding of the needs of the community in order to suggest programs and initiatives to move towards a safer and healthier community.

Which Pillar(s) of Sustainability Does this Service Support?

Cultural Vibrancy – less crime equals a more involved and active community

Economic Prosperity – less crime promotes a healthy economic network of businesses and activities

Environmental Integrity – policing creates a culture of awareness and knowledge about our local environmental needs and how we can care for our community

Social Equity – an awareness of the lifestyle needs of members of the community (mental health, drug addiction, domestic abuse, healthy youth), an understanding of how to deal with policing issues and developing strategies to provide support to those in need

Cultural Vibrancy Economic Prosperity Environmental Integrity Social Equity

2014 Total Expenditures: \$2,992,230

2014 Total User Fees/Alternative Revenues: \$ 631,760

2014 Net Impact on Taxes: \$2,360,470

NOTE: The Police Act is presently under review and the depth and scope of the responsibilities of Police Board members could expand significantly. Extensive discussion occurred at the OAPSB Annual Meeting about the impact that changes could have – both monetarily and in responsibilities expected of Board members.

Property Standards

Legislated or Discretionary: Discretionary

Purpose Statement (Who, What, Why): Maintenance of property within Brockton's towns, villages and hamlets including our inland lakes. Provide an acceptable minimum maintenance standard acceptable to local society

Service Description: Upon written complaint the property standards officer will conduct an investigation of the property. If the complaint has merit the officer will issue orders to the property owner. The property owner does have the right of appeal.

Mandated Services: No

Inputs:

- **Staff Compliment (FTE):** Two
- **Assets/Equipment:** Two lease vehicles
- **2015 Tax Dollars Allocated to Service:** \$8,733

Outputs (Products/Services Produced): Properties that meet the expectations of the community

Outcomes (What do we want this service to accomplish?): Provide an environment that visitors and residents alike enjoy visiting and living here

Existing Service Agreements with Other Municipalities: None

Opportunities for Shared Services: Property Standards Officer is also Building Official and Septic inspector

Which pillar(s) of Sustainability does this service support?

Cultural Vibrancy Economic Prosperity Environmental Integrity Social Equity

2014 Total Expenditures: \$8,328

2014 Total User Fees/Alternative Revenues: None

2014 Net Impact on Taxes: \$8,328

Threats/Challenges to Delivery of Service in the Future: Staffing

Recreation and Culture Services Profiles

Heritage

Legislated or Discretionary: Discretionary

Purpose Statement (Who, What, Why): To advise Council of Heritage issues and to ensure that the historical continuity of the community is maintained

Service Description: The Heritage Committee is an Advisory Committee to Council on Heritage matters to enable the community to participate in the decision making process on Heritage decisions. The committee manages the archives located at the Library and Fire Hall and provides public access to historical records in Brockton through the VITA software/ Organized the bi annual Doors Open event.

Mandated Services: To the Municipality - to advise Council on heritage issues as defined by the statutory requirements of the Ontario Heritage Act and the requirements set out in the Heritage Section of the Official Plan as well as other assigned duties as defined by Council.

To the citizens of Brockton - to help ensure that plans for change and progress are developed in a manner that recognizes the historical continuity of the community.

Inputs: Clerk acts a Liaison, Committee chair manages the Heritage loans application with staff input

Outputs (Products/Services Produced): Provides management for the Heritage Loans Applications; provides assistance to property owners with Heritage Designations. Maintains the Heritage Designations /List.

Outcomes (What Do We Want this Service to Accomplish?): To further the preservation of Brockton's Heritage properties and make the public aware of Brockton's rich heritage.

Which Pillar(s) of Sustainability Does this Service Support?

Cultural Vibrancy Economic Prosperity Environmental Integrity Social Equity

2014 Total Expenditures: \$16,223

2014 Total User Fees/Alternative Revenues: \$10,502

2014 Net Impact on Taxes: \$5,720

Walkerton and Cargill Library Buildings

Legislated or Discretionary: Discretionary

Purpose Statement (Who, What, Why):

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.

Service Description:

To provide a facility for the deliverance of County Library Services

Mandated Services:

The Walkerton and Cargill Libraries will foster a culture of reading and thought by serving this area's need for information, lifelong learning and leisure pursuits and cultural activities.

Inputs:

- **Staff Compliment (FTE):** Staff Liaison to Committee – Clerk
- **Assets/Equipment:** Buildings – 249 Durham St, East, Walkerton
1012 Major St, Cargill
Digital scanning equipment
All furnishings except shelving which is supplied by Bruce County Library
- **2015 Tax Dollars Allocated to Service:** Cargill – (\$0) Walkerton – (\$27,229)

Outputs (Products/Services Produced):

Provides facilities for the operation of the Bruce County Libraries in Walkerton and Cargill

Outcomes (What do we want this service to accomplish?):

To provide access to a Public Library for all Brockton residents

Existing Service Agreements with Other Municipalities:

Shared – Brockton provides the facility for Bruce County Library Service

Opportunities for Shared Services:

Shared – Brockton provides the facility for the Library Service

Which pillar(s) of Sustainability does this service support?

Cultural Vibrancy Economic Prosperity Environmental Integrity Social Equity

2014 Total Expenditures: Cargill - \$7,342 Walkerton - \$59,204

2014 Total User Fees/Alternative Revenues: Cargill - \$8,568 Walkerton \$42,706

2014 Net Impact on Taxes: Cargill (\$ 1226) Walkerton \$16,497

Threats/Challenges to Delivery of Service in the Future: Bruce County Library Service is dependent on the provision of a facility by Brockton

Recreation Administration

Legislated or Discretionary: Discretionary

Purpose Statement (Who, What, Why): Administration for the Parks and Recreation department.

Service Description: Administration for the Parks and Recreation department, including grant applications, bookings of facilities and programs, accounts receivable and training.

Mandated Services: none

Inputs:

- **Staff Compliment (FTE):** Recreation administration compliments the Parks and Recreation department and utilizes employees as the job requires.
- **Assets/Equipment:** Office equipment including computers, copiers, desks.
- **2015 Tax Dollars Allocated to Service:** \$246,420.00

Outputs (Products/Services Produced): Well organized system of bookings, financial income from grants and receiving user fees.

Outcomes (What do we want this service to accomplish?): A safe healthy and engaged public.

Existing Service Agreements with Other Municipalities: none

Opportunities for Shared Services: none

Which pillar(s) of Sustainability does this service support?

Cultural Vibrancy Economic Prosperity Environmental Integrity Social Equity

2014 Total Expenditures: \$246,420.00

2014 Total User Fees/Alternative Revenues: \$1,500.00

2014 Net Impact on Taxes: \$246,420.00

Threats/Challenges to Delivery of Service in the Future: Keeping the number of users in the recreation system at a current level to justify the expenses incurred.

Walkerton Community Centre

Legislated or Discretionary: Discretionary

Purpose Statement (Who, What, Why): To maintain a facility that is functional, accessible, and safe for sports and family use.

Service Description: Maintaining the community centre hall and kitchen.

Mandated Services: none

Inputs:

- **Staff Compliment (FTE):** Utilizing the same staff as the parks department. Seven full time, four seasonal.
- **Assets/Equipment:** Arena complex. Two ice resurfacers.
- **2015 Tax Dollars Allocated to Service:** \$142,709.00

Outputs (Products/Services Produced): Maintaining top quality ice for recreational purposes, upstairs community centre, ball diamonds and children's outside play area.

Outcomes (What do we want this service to accomplish?): A healthy and engaged public of all age levels for sports and leisurely activities.

Existing Service Agreements with Other Municipalities: None

Opportunities for Shared Services: None

Which pillar(s) of Sustainability does this service support?

Cultural Vibrancy **Economic Prosperity** **Environmental Integrity** **Social Equity**

2014 Total Expenditures: \$477,909.00

2014 Total User Fees/Alternative Revenues: \$335,200.00

2014 Net Impact on Taxes: \$142,709.00

Threats/Challenges to Delivery of Service in the Future: The arena facility is getting close to the end of its life span. A long term plan is needed to address this future expenditure. Maintaining a balance between user fees and tax dollars will continue to be a challenge.

Lobies Park

Legislated or Discretionary: Discretionary

Purpose Statement (Who, What, Why): To offer camping, public washrooms, soccer and public boat launch facilities.

Service Description: Lobies Park has a serviced trailer park along the Saugeen river. The park includes a public washroom with showers. Staff also maintains a grassed area for soccer and recreational activities. There is also a boat launch maintained by parks staff.

Mandated Services: none

Inputs:

- **Staff Compliment (FTE):** Full and part time staff from the Parks department maintain the park.
- **Assets/Equipment:** Washroom. Serviced campsites.
- **2015 Tax Dollars Allocated to Service:** \$(8,844.00)

Outputs (Products/Services Produced):

Outcomes (What do we want this service to accomplish?): Satisfied campers, canoeists, soccer players and recreational users.

Existing Service Agreements with Other Municipalities: none

Opportunities for Shared Services: none

Which pillar(s) of Sustainability does this service support?

Cultural Vibrancy **Economic Prosperity** **Environmental Integrity** **Social Equity**

2014 Total Expenditures: \$14,656.00

2014 Total User Fees/Alternative Revenues: \$23,500.00

2014 Net Impact on Taxes: \$(8,844.00)

Threats/Challenges to Delivery of Service in the Future: Continue to upgrade the campsites. Revive the ball diamond to accommodate the loss of the diamond at Centennial Park.

Brockton Parks

Legislated or Discretionary: Discretionary

Purpose Statement (Who, What, Why): To create and maintain a system of parks that are functional and safe for recreational activities in Brockton.

Service Description: Maintaining the parks and outside sports facilities in Brockton, including tree and flower planting and maintenance. .

Mandated Services: none

Inputs:

- **Staff Compliment (FTE):** Seven full time, Four seasonal.
- **Assets/Equipment:** 4 trucks, 3 zero turn mowers, 2 tractors, 1 front tractor mount brush, 1 EZ load trailer, 2 dump trailers, 1 aerator, 1 seed drill, 1 broadcast spreader, 1 trail groomer, 1 top dresser, 1 ball diamond drag, 1 tractor mount snowblower, 5 weed eaters, 1 edger, 3 chainsaws, 1 leaf blower, 1 leaf sucker, 1 1200 watt generator, 1 hedge trimmer, 1 pressure washer, 2 push mowers.
- **2015 Tax Dollars Allocated to Service:** \$ 238,705.00

Outputs (Products/Services Produced): Clean, useable, parks and playing fields

Outcomes (What do we want this service to accomplish?): A safe, healthy and engaged public

Existing Service Agreements with Other Municipalities: none

Opportunities for Shared Services: none

Which pillar(s) of Sustainability does this service support?

Cultural Vibrancy **Economic Prosperity** **Environmental Integrity** **Social Equity**

2014 Total Expenditures: \$ 337,329.00

2014 Total User Fees/Alternative Revenues: \$ 98,624.00

2014 Net Impact on Taxes: \$ 238,705.00

Threats/Challenges to Delivery of Service in the Future: Ability to keep the user fees reasonable and tax dollar allocation at a sustainable level to deliver the service. Future growth of parks to maintain without increasing staff.

Brockton Playgrounds

Legislated or Discretionary: Discretionary

Purpose Statement (Who, What, Why): To offer a recreational camp for kids that supports the need for day supervision as well as recreational opportunities for direct play for life for kids

Service Description: The Summer Day Camp is for kids 5-12 years of age throughout the summer months which provides a supervised program which fosters emotional, social, physical & creative growth through a range of interactive activities

Mandated Services: not mandated

Inputs:

- **Staff Compliment (FTE):** One FT Recreation/Wellness Programmer
One FT Administrative Assistant

Seasonal-1 Summer Day Camp Supervisor, 3 Summer Day Camp Leaders, 2 Summer Camp Leaders in Training, occasional cross over with Pool staff

- **Assets/Equipment:** none
- **2015 Tax Dollars Allocated to Service:** \$0.00

Outputs (Products/Services Produced): **Happy Participants and Guardians!**

Outcomes (What do we want this service to accomplish?): To operate a successful, safe camp meeting the needs of the participants and their guardians. To provide work experiences for students which develop leadership, supervisory, team building and communication skills.

Existing Service Agreements with Other Municipalities: N/A

Opportunities for Shared Services: We have partnered with Hanover Parks and Recreation this year to offer day programs for youth 10+. We have worked & shared cost with this department and the Brockton Child Care Centre to bring outside programs to our venues.

Which pillar(s) of Sustainability does this service support?

Cultural Vibrancy Economic Prosperity Environmental Integrity Social Equity

2014 Total Expenditures: \$23,539.00

2014 Total User Fees/Alternative Revenues: \$40,800.00

2014 Net Impact on Taxes: (\$17,261.00) generates Revenue

Threats/Challenges to Delivery of Service in the Future: The Summer Day camp has continued in its success again this summer. Offering a day registration verses a weekly registration presents a manual registration processes that can be very challenging but is one of the reason for the success of this program.

As this program and other new youth summer offering continue to grow, further discussion on managing the summer youth programming as a result of reorganization with in the Parks and Recreation Department should be reviewed.

Although we have been successful again this year with various youth grants (Rural Summer Jobs, Employment Ontario Bruce County Summer Jobs and Canada Summer Jobs) there continues to be a decline in the amount of funding we receive through these grants. Budget lines within the various Parks and Recreation Departments should not be depended on receiving these funds.

Centennial Park Swimming Pool

Legislated or Discretionary: Discretionary

Purpose Statement (Who, What, Why): To maintain a safe and functional pool and pavilion, including attendants, offering lessons, programs, and public use.

Service Description: Maintaining the pool including capital upgrades and staffing for safe water quality. To maintaining a qualified staff of pool attendants, offering programs for lessons, public swimming and rentals.

Mandated Services: none

Inputs:

- **Staff Compliment (FTE):** Summer staff compliment of 13 part time, 1 full time recreation staff.
- **Assets/Equipment:** Pool, Building, including change rooms, washrooms, pump room and administration area. Pavilion with solar heating system.
- **2015 Tax Dollars Allocated to Service:** \$42,931.00

Outputs (Products/Services Produced): Programs including, lessons, aqua fit, mom's and tot's, public swimming,

Outcomes (What do we want this service to accomplish?): A healthy and engaged public.

Existing Service Agreements with Other Municipalities: none

Opportunities for Shared Services: none

Which pillar(s) of Sustainability does this service support?

Cultural Vibrancy **Economic Prosperity** **Environmental Integrity** **Social Equity**

2014 Total Expenditures: \$108,891.00

2014 Total User Fees/Alternative Revenues: \$65,500.00

2014 Net Impact on Taxes: \$42,931.00

Threats/Challenges to Delivery of Service in the Future: Keeping the level of participants to justify the staffing and expense of maintaining the facility. Constantly looking at the programs to offer that a relevant to current use trends.

Brockton Parks and Recreation - Programs

Legislated or Discretionary: Discretionary

Purpose Statement (Who, What, Why): Brockton will be a community where residents and visitors participate in a wide range of recreation and leisure activities, offered in parks, facilities and programming to enjoy a vibrant and healthy lifestyle.

Service Description: To enhance the quality of life and liveability for the residents and visitors by offering parks, facilities and programs that maximize community benefits through participation.

To provide recreation and leisure services which are sustainable, flexible and affordable in response to changing demographics and recreation trends.

Mandated Services: none

Inputs:

- **Staff Compliment (FTE):** 1 FT Recreation/Wellness Programmer
1 FT Administrative Assistant
Approx. 20 Service/Program Leaders
- **Assets/Equipment:** Gymnastic Equipment (approx.. value \$)
Fitness Equipment (approx.. value \$)
- **2015 Tax Dollars Allocated to Service:** \$0.00

Outputs (Products/Services Produced): A range of active/passive programs for seniors/adults/youth offered on a break even basis whenever possible – that accounts for facility cost, administrative overhead etc. Special circumstances may require a program subsidy

Outcomes (What do we want this service to accomplish?): Provide recreation/leisure programs that educate, instill and engage all populations re health life style choices/opportunities

Existing Service Agreements with Other Municipalities: Reciprocal agreements are in place with the BGCDSB and the BWDSB

Opportunities for Shared Services: [click to enter text here]

Which pillar(s) of Sustainability does this service support?

Cultural Vibrancy Economic Prosperity Environmental Integrity Social Equity

2014 Total Expenditures: \$52,604.49

2014 Total User Fees/Alternative Revenues: \$76,423.25

2014 Net Impact on Taxes: \$0.00

Threats/Challenges to Delivery of Service in the Future: Facility space for programs can be challenging as gym time at the schools is limited and school programs becoming priority which sometimes bumps a Brockton program.

Qualified instructors.

Brockton Child Care Centre

Legislated or Discretionary: Discretionary

Purpose Statement (Who, What, Why): The Brockton Child Care Centre (former Walkerton Day Care Centre) has been existence for over 40 years and has brought many parents security and peace knowing their children are well cared for while they are at work. The Centre is under the Ministry of Education umbrella and therefore has a curriculum that must be followed. The teachers at the Centre challenge the children to learn about and experience the world around them.

Service Description: Provide educational opportunities and child care for children from ages 15 months to 12 years old.

Mandated Services: The Centre is licenced by the Ministry of Education and must follow all policies of the Ministry of Education and the Day Nurseries Act.

Inputs:

- **Staff Compliment (FTE):** 10 full time staff and 4 part time staff
- **Assets/Equipment:** listing attached
- **2015 Tax Dollars Allocated to Service:** \$70,000

Outputs (Products/Services Produced): Provide well cared for children who are educated at a very young age. Children are encouraged to grow in all aspects of development. Teachers provide stimulating learning centres and situations to encourage mental and physical growth.

Outcomes (What do we want this service to accomplish?): The service allows parents to join and remain in the work force. It gives the parents a secure feeling knowing their children are well cared for. The service allows children to grow and learn in a caring atmosphere.

Existing Service Agreements with Other Municipalities: The Centre has a Service Agreement with the County of Bruce. This agreement allows subsidy for families who otherwise couldn't afford to use the Centre. The Centre is able to apply for many grants from the County to continue the educational atmosphere the teachers have produced.

Opportunities for Shared Services: The Centre offers two School Age programs. One program is housed at the Walkerton District Community School and the other is housed in the Mother Teresa School.

Which pillar(s) of Sustainability does this service support?

Cultural Vibrancy Economic Prosperity Environmental Integrity Social Equity

2014 Total Expenditures: \$767,296

2014 Total User Fees/Alternative Revenues: \$685,485

2014 Net Impact on Taxes: \$81,811

Threats/Challenges to Delivery of Service in the Future: Money is always an issue in the child care field. It is a very fine line between raising fees and pricing yourself out of business. We are blessed with a brand new Centre and must market ourselves to encourage enrollment. It is

difficult to find qualified teachers in this field. Typically the pay is very low and most teachers would rather work in the Schools where the pay is much higher.

Sharon Bross RECE, Supervisor
Brockton Child Care Centre

Brockton Cemeteries

Legislated or Discretionary: Legislated

Purpose Statement (Who, What, Why): To provide lands for interment of human remains for residence as per the Funeral, Burial and Cremation Services Act, 2002 which came into effect on July 1, 2012.

Service Description: Provide lands within a save environment to be used for the interment of human remains and includes a mausoleum, columbarium or other structure intended for the interment of human remains for the residence of Brockton.

Mandated Services: The Funeral, Burial and Cremation Services Act, 2002 provides the framework for the regulation of the bereavement sector including cemeteries, funeral establishments and funeral directors, transfer services, crematoriums and staff employed by these businesses. This includes the activities of cemeteries owned and operated by a Municipality. Cemeteries, funeral establishments, crematoriums and transfer services must be operated by a licensed operator and it is the licensed operator who has the obligation of ensuring that the business is operated in accordance with the Act. In our case the municipality is the licensed operator.

Inputs:

- **Staff Compliment (FTE):** 1 employee from April to November
- **Assets/Equipment:** List attached
- **2015 Tax Dollars Allocated to Service:** \$45,218

Outputs (Products/Services Produced): To provide the services to the Brockton residence with the secure knowledge that our Cemeteries are being operated in accordance with the new Funeral, Burial and Cremation Act 2002.

Outcomes (What do we want this service to accomplish?): A safe environment for our residences to use for the interment of their family members.

Existing Service Agreements with Other Municipalities: No

Opportunities for Shared Services: No

Which pillar(s) of Sustainability does this service support?

Cultural Vibrancy Economic Prosperity Environmental Integrity Social Equity

2014 Total Expenditures: \$85,905

2014 Total User Fees/Alternative Revenues: \$40,687

2014 Net Impact on Taxes: \$45,218

Threats/Challenges to Delivery of Service in the Future: possible land, equipment and staff required.

Municipal Administration

Legislated or Discretionary: Both

Purpose Statement (Who, What, Why): provides services to the ratepayers of Brockton and to provide Council with Administrative support as they carry out their policy making.

Service Description: To provide administration to the Municipal Council, Staff and Ratepayers

Mandated Services: Clerk, Treasurer, Taxation

Inputs:

- **Staff Compliment (FTE):**

- Chief Administrative Officer
- Clerk
- Executive Assistant/Deputy-Clerk
- Chief Financial Officer
- Tax Collector/Deputy Treasurer
- Senior Accounting Clerk
- Utility Clerk
- Tax/Cemetery Clerk
- Administrative Assistant
- Clerical Assistant
- GIS/IT /TCA Technician

Assets/Equipment: See attached Citywide Capital Asset Management spreadsheet

2015 Tax Dollars Allocated to Service: \$3,302,629

Outputs (Products/Services Produced):

Role of Staff:

A key feature of effective and efficient councils is a well-developed understanding of council-staff relations, more specifically the role of each party.

Section 224 of the Municipal Act, 2001 outlines the role of council, section 227 sets out the role of staff:

It is the role of the officers and employees of the municipality,

- (a) to implement council's decisions and establish administrative practices and procedures to carry out council's decisions;
- (b) to undertake research and provide advice to council on the policies and programs of the municipality; and
- (c) to carry out other duties required under this or any act and other duties assigned by the municipality."

There are also some specific provisions about the duties of some officers of the municipality, such as the clerk and the treasurer.

Many municipalities realize the importance of council-staff relations. Some councils have established programs that require employee input into operational policies and procedures. Programs like this recognize the experience and expertise of staff. They also encourage communication between management staff and council.

To assist staff in meeting council's expectations, council could:

- Have a policy requiring comprehensive job descriptions for all staff that specify individual duties and responsibilities.
- Provide clear policy decisions and directions.
- Develop policies in an open and consistent manner.
- Adopt policies that complement and reinforce staff efforts to improve administrative operations.
- Consult with staff before deciding on policies and programs.
- Direct that orientation be provided to new staff.
- Establish a staff training and development policy.

As a councillor, you can also assist staff by:

- Making yourself aware of the full range of duties and responsibilities of staff.
- Preparing for council meetings (reviewing the agenda, talking to staff about the history and background of issues, and knowing your constituents' situations and concerns).

Staff, in turn could:

- Provide well-organized agendas, with supporting materials.
- Provide sufficient, timely information and analysis to make council's decision making easier.
- Notify council of changes to legislation and programs.
- Provide advice on policy (including options and recommended actions) that identifies the costs and benefits for the community in human and financial terms.
- Notify council immediately of any unintended or unexpected impacts of policy decisions.

Continuing education is increasingly important to municipal staff and councillors. Reflecting this trend, many municipalities have developed a detailed policy on training and educational opportunities for staff. Training, development and networking opportunities are provided through:

- courses run by colleges and universities
- conferences, seminars and meetings delivered by professional associations
- books and journals that are designed for municipal government; and
- workshops, information sessions and conferences offered by the Ministry of Municipal Affairs and Housing, the Association of Municipalities of Ontario (AMO), the Association of Municipal Clerks and Treasurers of Ontario (AMCTO), the Ontario Municipal Management Institute (OMMI), the Ontario Building Officials Association (OBOA) and other well-recognized Municipal Organizations

Outcomes (What do we want this service to accomplish?): To satisfy the requirement of Provincial Legislation in relations to Local Governance: The Municipal Act, The Municipal Elections Act, Municipal Freedom of Information and Protection to Privacy Act, The Planning Act. The Assessment Act, Cemetery Act, Water related legislation and many others.

Existing Service Agreements with Other Municipalities: Fire, SWP, Joint Recreation Board, Childcare, Roads, Materials Management, Airport. SMART, individual Staff Sharing agreements as needed

Opportunities for Shared Services: At present all relevant opportunities have been utilized

Which pillar(s) of Sustainability does this service support?

Cultural Vibrancy **Economic Prosperity** **Environmental Integrity** **Social Equity**

2014 Total Expenditures: \$3,302,629

2014 Total User Fees/Alternative Revenues: \$4,021,033 includes Government Grants

2014 Net Impact on Taxes: \$(718,404) Revenue includes Taxes

Threats/Challenges to Delivery of Service in the Future: Succession Planning

Municipal Council

Legislated or Discretionary: Legislated

Purpose Statement (Who, What, Why):

Section 224 of the Municipal Act.

It is the role of council,

- a. to represent the public and to consider the well-being and interests of the municipality
- b. to develop and evaluate the policies and programs of the municipality
- c. to determine which services the municipality provides
- d. to ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of council
(d.1) to ensure the accountability and transparency of the operations of the municipality, including the activities of the senior management of the municipality
- e. to maintain the financial integrity of the municipality and
- f. to carry out the duties of council under this or any other act.”

Municipal councils have a broad range of responsibilities and work load. For this reason, councils often have a number of standing committees consisting of councillors only, or advisory committees made up of a mix of councillors and appointees from the public. These committees carry out much of the work of council and then report back to council with recommendations. Examples of council committees include: planning, parks and recreation, public works, finance, administration, personnel, etc.

A committee of council is subject to similar legislative requirements that council is subject to under the act, e.g., open meetings, procedure bylaw, etc.

Previously, councils generally delegated only administrative matters to committees. Now, the Municipal Act, 2001 provides for broad delegation of council’s legislative powers and duties to a committee of council. However, further delegation is subject to certain restrictions and requirements discussed in more detail under the subheading “Delegation” in Section 3 of this guide.

Service Description:

Policy-Making Role

Policies provide direction for municipal operations. Policy-making is a key council responsibility identified in section 224 of the Municipal Act, 2001.

Many council decisions are routine, dealing with the ongoing administration of the municipality, but others establish general principles to help guide future actions. Those are often considered policy decisions. Some policies can be specific, such as a bylaw requiring dogs to be kept on leashes in public areas, and others can be broader and more general, such as approval of an official plan.

Mandated Services:

Role of Head of Council

Depending on your municipality, the head of council may be called a warden, chair, reeve, or mayor. Whatever title is preferred, the role of head of council as set out by the Municipal Act, 2001 remains the same:

Section 225 of the Municipal Act.

It is the role of the head of council,

- a. to act as the municipality's chief executive officer
- b. to preside over council meetings so that its business can be carried out efficiently and effectively
- c. to provide the council with leadership
(c.1) without limiting clause (c), to provide information and recommendations to the council with respect to the role of council described in clauses 224 (d) and (d.1)
- d. to represent the municipality at official functions and
- e. carry out the duties of a head of council under this or any other act."

As chief executive officer of the municipality, the head of council has special responsibilities, which are set out in section 226.1 of the Municipal Act, 2001: "226.1 As chief executive officer of a municipality, the head of council shall,

As chief executive officer of the municipality, the head of council has special responsibilities, which are set out in section 226.1 of the Municipal Act, 2001: "226.1 As chief executive officer of a municipality, the head of council shall,

- a. uphold and promote the purposes of the municipality
- b. promote public involvement in the municipality's activities
- c. act as the representative of the municipality both within and outside the municipality, and promote the municipality locally, nationally and internationally and
- d. participate in and foster activities that enhance the economic, social and environmental well-being of the municipality and its residents."

With such responsibilities, the head of council has a prominent and highly public profile. Many citizens within your municipality will have high and often varied expectations for the head of council. The head of council must find a way to balance these expectations.

Nevertheless, decisions of the municipality are made by council as a whole. The head of council does not have any more power than any other member of council to make decisions on behalf of the municipality.

Role of the Councillor

As a councillor, you have a representative, a policy-making, and a stewardship role to play in your municipality. Often these roles will overlap. You will be called on to consider and make decisions on issues that will sometimes be complex and controversial. Most of those decisions will have long-

term consequences for your municipality that extend beyond your four-year term of office, and should be made in the context of your municipality's directions for the long-term health and welfare of your community.

Inputs:

- **Council Compliment**
 - Mayor, Head of Council as well as municipal representative to County Council
 - Deputy Mayor
 - 5 Councillor

Outputs (Products/Services Produced):

Representative Role

Looking back to section 224 of the Municipal Act, 2001, you will see that the representative role of council is clearly indicated in legislation. At first glance, the representative role appears to be fairly simple and straightforward. But what does it involve?

On the one hand, you were elected by your constituents to represent their views as closely as possible when dealing with issues that come before council. However, your constituents have many views and opinions, and you cannot represent all of them all of the time.

On the other hand, election to office requires you to have a broader understanding of the issues. With many issues you will have to consider a variety of conflicting interests and make decisions that will not be popular with everyone.

You should use your judgment and decide based on the best interests of the municipality as a whole. In practice, there is no single, correct approach to the representative role and on most issues you may find that you fall somewhere between the two opposing viewpoints. You will quickly develop a case-load of citizen inquiries that will need to be investigated and, if possible, resolved. You may attract these inquiries because of your background and interests, or because of the issues in your particular ward if your municipality operates with a ward structure.

Understandably, you will want to try to help your constituents. However, be sure to familiarize yourself with any policies or protocols that your municipality may have in place regarding the handling of complaints and citizen inquiries. Although you may want to find some way of helping, remember to consult municipal staff.

Furthermore, there may be circumstances where decisions are made by designated staff that operate at arm's length from the municipality, and where it would be inappropriate for elected officials to interfere or be seen to be interfering. Examples of this would include decisions made by the fire chief, the chief building official or the medical officer of health.

Established policy usually prevails, and a councillor who has made promises that cannot be kept may lose credibility with the citizens and strain the working relationship with staff. If your municipality does not have a policy for handling citizen inquiries, complaints, and frequently asked questions, you may want to consider working with council and staff to develop such a policy.

However approachable or sympathetic you try to be, you represent your constituents by providing the services and programs that they need, not everything they want.

Accountability and Transparency

Accountability and transparency are paramount in maintaining public trust in council and in the management of your municipality. Section 224 of the act explicitly includes accountability and transparency as part of the role of council. Councillors are, of course, accountable to the public every four years through municipal elections, but it is important that procedures and policies be clearly set out and accessible, and that the day-to-day operations of the municipality be transparent.

The importance of documenting municipal policies is becoming more and more apparent. Many municipalities have developed policy manuals to provide a basis for sound decision-making and to help ensure that policies are implemented and applied in a consistent way. The policy manual is a reference and information source for council, the administration and the public. Because the policies and procedures it contains cover most of your municipality's functions and responsibilities, it can also be a valuable training and orientation tool for new councillors and staff.

Section 270 of the Municipal Act, 2001 requires municipalities to have policies on:

- sale and disposition of land
- hiring of employees
- procurement of goods and services
- when and how notice is provided to the public
- how they try to ensure accountability and transparency to the public
- delegation of powers and duties

Section 270 also requires local boards to have policies with respect to sale and deposition of land, hiring of employees, and procurement of goods and services.

To help ensure integrity and accountability in public office, Part V.1 of the act (sections 223.1 to 223.24) provides that municipalities may pass bylaws to establish:

- a code of conduct for council and local board members
- an Integrity Commissioner
- a municipal Ombudsman
- an Auditor General
- a lobbyist registry and registrar

The Integrity Commissioner reports to council and performs in an independent manner. His or her role is to perform the functions assigned by council with respect to the application of a code of conduct for members of council and local boards as well as the application of procedures, rules and policies governing the ethical behaviour of members of council and local boards. The Commissioner's functions may include conducting inquiries into complaints from council or a local

board, a member of council or a board, or a member of the public. If the Commissioner reports that a member of the council or local board has contravened the code of conduct, the municipality may impose a penalty in the form of a reprimand or a suspension of pay for a period of up to 90 days.

The municipal Ombudsman's function is to investigate, in an independent manner, decisions, recommendations and actions of a municipality, local boards or certain municipal corporations.

In addition, section 239.2 of the act provides that municipalities may appoint investigators for closed meetings. Should a municipality not appoint an investigator, the Ontario Ombudsman is the closed meeting investigator, by default, for the municipality (see Public Business is the Public's Business below).

The Auditor General may assist council in holding itself and municipal administrators accountable for the quality of stewardship over public funds and achieving value for money in municipal operations. The Auditor General's responsibilities do not include the responsibilities of the municipal auditor.

The Municipal Act, 2001 authorizes a municipality to establish a public registration system for lobbyists and to do other things in relation to the lobbyist registration system, such as establishing a code of conduct for lobbyists and prohibiting former public office holders from lobbying for a designated time period.

Other statutes may require specific or general codes of conduct as well. For example, section 7.1 of the Building Code Act, 1992 (BCA) requires municipalities to establish and enforce a code of conduct for the chief building official and inspectors. Municipalities may choose to include the code of conduct in their building bylaw. The BCA outlines the purposes of the code of conduct and requires that the code of conduct provide for its enforcement. The code of conduct must include policies or guidelines to be used in responding to allegations that the code of conduct has been breached and must set out the necessary disciplinary actions. The BCA also requires the municipality to ensure that the code of conduct is brought to the attention of the public.

Stewardship Role

The public may view council as responsible for ensuring that the municipality's financial and administrative resources are being used as efficiently as possible, and in a way that is consistent with council's objectives. To refer back to section 224 of the Municipal Act, 2001, part of your role, together with the rest of council, is to ensure that administrative policies, practices and procedures are in place to implement the decisions of council and to maintain the financial integrity of the municipality. All of this can be promoted through good policy and monitoring practices.

Specific legal standards may be set out in legislation. For example, section 19 of the Safe Drinking Water Act, 2002 states that owners of municipal drinking water systems shall exercise "the level of care, diligence and skill in respect of a municipal drinking water system that a reasonably prudent person would be expected to exercise in a similar situation." This statutory standard of care is expected to come into force on January 1, 2013, and would carry potential penalties for those who fail to carry out their duty.

To be effective in this stewardship role, council should be satisfied that policies are in place on staff reporting requirements and processes to help ensure that:

- Policies adopted by council are being implemented.

- Staff are administering services and programs as council intended.
- Rules and regulations are being applied correctly and consistently, and everyone is being treated equally.
- Funds are being spent only as authorized, and the municipality's resources (financial and otherwise) are being used as efficiently as possible.

There is a fine line between council's overall stewardship of the municipality and the administration's management of day-to-day activities. Council monitors the implementation of its approved policies and programs, but the practical aspects of its implementation and administration are a staff responsibility.

Several things should be done before council can monitor and measure the municipality's administrative effectiveness and efficiency. With input from municipal staff, council may wish to:

- Define corporate objectives and set goals and priorities.
- Establish clear administrative practices.
- Provide specific guidelines and directions to staff on the applications of those policies.
- Delegate appropriate responsibilities to staff to the extent such delegation is permitted under municipal legislation.
- Establish a personnel management policy that emphasizes the recruitment, hiring, evaluation, training and development of staff.
- Ensure that policies with respect to most operations of the municipality are in place, with special note to mandatory policies required by the Municipal Act, 2001.
- Establish a policy and procedure for staff to report to council on administrative activities.
- Develop protocols for the flow of information between council and staff.
- Consider establishing a protocol for sharing approaches with other local governments and Aboriginal communities that share a common interest in community health, culture and economy.

Establishing and following such policies and guidelines enables council to leave the day-to-day details for the staff to manage. Council is then more free to:

- Deal with exceptional situations.
- Concentrate on ensuring that policies are current.
- Listen to issues raised by the public and represent the broader community interest.

Measuring performance in key program areas is another excellent way that council can better understand and make improvements to the way your municipality delivers services to residents. Under section 299 of the Municipal Act, 2001, the Minister of Municipal Affairs and Housing has established the Municipal Performance Measurement Program (MPMP), which collects and reports information from all Ontario municipalities on the efficiency and effectiveness of municipal services.

The Municipal Councillor and the Strategic Plan

A strategic plan can be considered an essential part of municipal governance. It is a document that looks to the future, clearly setting out the municipality's vision and priorities. Becoming familiar with your municipality's strategic plan is an effective way of understanding both the organization and the broader environment in which you will be working. Your municipality's administrative, financial and planning decisions should reflect and support the strategic plan.

Decisions, both popular and unpopular, are more easily made when seen in the context of your municipality's broader, long-term strategy. The plan is a framework that encourages consistency in municipal decision-making among both councillors and staff. When developed with public input, the plan represents a shared view of the municipality's future and encourages public commitment to achieving it.

Not all municipalities have a strategic plan. If yours does not, you should consider all the ways that having a strategic plan in place would benefit your community, and encourage your council colleagues, municipal staff, and the public to work together to develop and implement one.

If your municipality does have a strategic plan, you may want to find out when it was developed and determine if the time has come to review the plan, and perhaps update it.

Outcomes (What Do We Want this Service to Accomplish?): Leadership and Governance

Which Pillar(s) of Sustainability Does this Service Support?

Cultural Vibrancy Economic Prosperity Environmental Integrity Social Equity

2014 Total Expenditures: \$117,793.74

2014 Total User Fees/Alternative Revenues: \$0.00

2014 Net Impact on Taxes: \$117,793.74

Physician Recruitment and Retention Committee of Brockton & South Bruce

Legislated or Discretionary: Discretionary

Purpose Statement (Who, What, Why): Volunteer citizen committee, tasked with promoting Brockton and area and providing a welcoming environment for potential new doctors to the area. We have three doctors currently at or near retirement.

Service Description: Design a welcoming environment and competitive compensation package to attract or new doctors. Facilitate the transition for new doctors setting up a practice here. Promote health services as a potential career to high school students with the MedLINCS program.

Mandated Services: none

Inputs: We have opened lines of communications with Health Force Ontario and Universities that have medical schools across Ontario.

Outputs (Products/Services Produced): 3 new doctors to our area over the last 10 years.

Outcomes (What Do We Want this Service to Accomplish?): Our goal is to have doctors available for all citizens of our community.

Which Pillar(s) of Sustainability Does this Service Support?

Cultural Vibrancy Economic Prosperity Environmental Integrity Social Equity

2014 Total Expenditures: \$36,278

2014 Total User Fees/Alternative Revenues: \$2,341

2014 Net Impact on Taxes: \$33,937

Transportation Services Profiles

Saugen Mobility and Regional Transit (SMART)

Legislated or Discretionary: Discretionary

Purpose Statement (Who, What, Why): Provide safe specialized transportation

Service Description: To provide specialized transportation solutions to residents with mental and physical challenges, visual impairments and cognitive challenges.

Mandated Services: [click to enter text here]

Inputs: [click to enter text here]

Outputs (Products/Services Produced): [click to enter text here]

Outcomes (What Do We Want this Service to Accomplish?): [click to enter text here]

Which Pillar(s) of Sustainability Does this Service Support? All

Cultural Vibrancy Economic Prosperity Environmental Integrity Social Equity

2014 Total Expenditures: \$1,193,727, grand total

2014 Total User Fees/Alternative Revenues: \$262,215, grant total

2014 Net Impact on Taxes: \$76,744.94 Brockton's share

Saugeen Municipal Airport

Legislated or Discretionary: Discretionary

Purpose Statement (Who, What, Why): The SMA is owned by three municipalities (Brockton, Hanover and West Grey and through its operation provides opportunities for economic development.

Service Description: Other organizations such as ORANGE, OPP & MNR purchase fuel and use the airport. Restaurant service and emergency response centre.

Mandated Services: None

Inputs: Brockton municipal grant \$53,000

Outputs (Products/Services Produced): fuel sales; restaurant; air shows and competitions; flight training facilities; mechanical services and rentals

Outcomes (What Do We Want this Service to Accomplish?): economic development; bring visitors into the community; and encourage business and industry

Which Pillar(s) of Sustainability Does this Service Support?

Cultural Vibrancy Economic Prosperity Environmental Integrity Social Equity

2014 Total Expenditures: \$53,000.00 from Brockton

2014 Total User Fees/Alternative Revenues: \$13,641.00 taxes on hangers

2014 Net Impact on Taxes: \$39,359.00

Streetlights

Legislated or Discretionary: Both

Purpose Statement (Who, What, Why): The municipality plans to change all streetlights to LED fixtures over a 4-5 year plan, reducing the amount of electricity used.

Service Description: Provides streetlights to the urban areas of Brockton.

Mandated Services: Streetlights are mandated at all major intersections with high traffic counts.

Inputs:

- **Staff Compliment (FTE):** 0
- **Assets/Equipment:** [click to enter text here]
- **2015 Tax Dollars Allocated to Service:** \$171,000

Outputs (Products/Services Produced): The municipality owns all the fixtures, in many cases using another utilities pole to attach the fixtures.

Outcomes (What do we want this service to accomplish?): Streetlights are installed for the safety of the residents, providing better visibility for driving and protecting properties in Brockton.

Existing Service Agreements with Other Municipalities: N/A

Opportunities for Shared Services: N/A

Which pillar(s) of Sustainability does this service support?

Cultural Vibrancy Economic Prosperity Environmental Integrity Social Equity

2014 Total Expenditures: \$178,275

2014 Total User Fees/Alternative Revenues: 0

2014 Net Impact on Taxes: 100%

Threats/Challenges to Delivery of Service in the Future: Increasing electricity costs.

Streets and Roads

Legislated or Discretionary: Both

Purpose Statement (Who, What, Why): To provide maintenance and construction to road allowances in a cost efficient manner.

Service Description: The streets and roads budget includes a wide range of services, from maintenance of roadways, sidewalks, street signage, bridges, culverts etc. and anything dealing with roadsides, in addition to all the equipment required to perform these services.

Also covered is all capital projects such as road reconstruction, paving, bridge replacement, new sidewalks as well as equipment replacement.

Most of the required work is mandated under the Minimum Maintenance Standards.

Gravel and calcium is applied on a yearly basis for dust control and road stability.

Bridges must to be inspected by a certified engineer every two years.

Mandated Services: The Minimum Maintenance Standards dictates how often roads need to be patrolled, and the acceptable time frame for when repairs are required.

Inputs:

- **Staff Compliment (FTE):**
- **Assets/Equipment:**
- **2015 Tax Dollars Allocated to Service:** \$2,851,380

Outputs (Products/Services Produced):

Outcomes (What do we want this service to accomplish?): To provide maintenance that meets the minimum standards and that are acceptable to the residents of Brockton.

Existing Service Agreements with Other Municipalities: There are service agreements for boundary roads with all neighbouring municipalities.

There are numerous services contracted out e.g. paving, gravel crushing and applying, calcium application, as well as major construction projects.

Opportunities for Shared Services:

Which pillar(s) of Sustainability does this service support?

Cultural Vibrancy Economic Prosperity Environmental Integrity Social Equity

2014 Total Expenditures: \$3,089,110

2014 Total User Fees/Alternative Revenues:

2014 Net Impact on Taxes:

Threats/Challenges to Delivery of Service in the Future: If certain services were going to increase, others would fall behind or have to be eliminated with the current budget.

Winter Roads Control

Legislated or Discretionary: Both

Purpose Statement (Who, What, Why): To provide snow removal in a cost efficient manner.

Service Description: To provide snow removal to meet the needs of the residents of the Municipality of Brockton.

Due to financial reality, it has been determined that not all sidewalks in the municipality can receive winter maintenance.

Snow removal from the main street and parking lots results in some work that is contracted out, as Brockton does not have enough equipment or manpower to haul away snow and plow the roads at the same time.

Mandated Services: The Minimum Maintenance Standards dictates how much snow can accumulate before plowing is required on roadways.

Inputs:

- **Staff Compliment (FTE):** The municipality uses its own equipment and manpower to maintain 95% of winter maintenance.
- **Assets/Equipment:** equipment is under roads department
- **2015 Tax Dollars Allocated to Service:** \$272,999

Outputs (Products/Services Produced):

Outcomes (What do we want this service to accomplish?): To provide snow removal to meet the needs of the residents of the Municipality of Brockton

Existing Service Agreements with Other Municipalities: There are agreements with other municipalities for boundary roads.

Opportunities for Shared Services:

Which pillar(s) of Sustainability does this service support?

Cultural Vibrancy Economic Prosperity Environmental Integrity Social Equity

2014 Total Expenditures: \$429,700

2014 Total User Fees/Alternative Revenues: \$0

2014 Net Impact on Taxes: \$429,700

Threats/Challenges to Delivery of Service in the Future: If a higher standard for winter control was desired, additional equipment and manpower would be required.

Appendix 2

Have Your Say Survey Responses

During the Municipal Services Review, Brockton residents were encouraged to share their feedback about municipal services through an online and paper based survey.

The online survey was hosted through our iSurvey tool on our website and respondents could link to the survey via www.Brockton.ca/HaveYourSay. 22 Respondents filled out the online version of the survey.

The online survey was modified into a paper survey and was available at the Brockton Municipal Office, Walkerton Community Centre Arena, as well as the Walkerton and Cargill Library locations. 21 Respondents filled out a paper version of the survey.

A total of 43 respondents submitted a survey and answered the following questions.

Responses to Survey Question:

What are the best things about Brockton?

safety, hospital facility including lab, CT scanner, mammography, schools, knowing your retailers, friendliness, dedicated municipal staff, volunteers dedicated to many projects, generosity of service clubs and individuals, variety of recreational opportunities, rail trail paths, soccer field project, growth in the industrial park, new restaurant coming, expansion of Best Western Conference Centre, housing opportunities for seniors,

The small hamlets and villages within Brockton have enormous sense of community spirit!!!

Programs for the kids.

Rural feel with great amenities

Our access to great healthcare, its members of the community. We have access to wonderful equipment and activities for the children in the area. MOST of our roads are paved.

The business section. The industry. The cleanliness and beauty of our streets. The friendliness of our citizens. The way shop owners take pride in their businesses and beautify their store fronts. The police presence. Just the beauty of Brockton takes my breath away.

Love the friendly small community minded businesses, parks and recreation programs!

The natural landscape and geography of the area.

It's usually quiet. Friendly people. Considering our winters, the roads are kept clear most of the time.

The shops

Walking trail and rail trail, river, main street beauty, recycle depot

Nice part of the world to live in. Lots of nice well-kept farms.

I like Walkerton because of its historical architecture and its proximity to the river and the trail.

Nice quiet town and friendly people.

Because farm and family are here!

The area very scenic and location - Riverwalk by the Saugeen River.

Library is excellent! VJH - Winner! Love Busker Fest!

Responses to Survey Question:

What are the best things about Brockton?

availability of natural gas

Community spirit especially how quickly our fund raising projects come to fruition.

Friendly, caring, safe community. Good Hospital, Doctors and Medical Services. Good road services. Schools. Pretty town with heritage buildings and a nice downtown. Pride in ownership. Beautiful town flowerbeds, etc.

Medical facilities, education and people.

There are lots of pretty girls with big smiles, and gorgeous eyes!

There are regular community events and recreation with good access. Programs for children have good variety and prices. Community is well kept in all seasons.

Very few that come to mind - Negativity rather than positive thoughts usually come first when dealing with Walkerton who seems to be back in the times when they had government based services here - That time is over and we must re-invent ourselves in today's climate and economy. Best to have a closer liaisons with Hanover similar to West Grey Get over the old animosity!

I like our nice shops and friendly neighbors

The Saugeen watershed

I like the mix of rural and small town that makes up Brockton.

Small friendly community. Ecumenical support.

Scenery. Cute small towns.

Good garbage pickup, blue box pickup.

Walkerton merchants, steering shoppers to other towns, one's that are - help by neck (grocery stores, etc) are one's with no transportation.

The river trail and variety of friendly shops. Our library and art wall.

There are so many activities, stores, people, other things

Responses to Survey Question:

What is the most important community service to you as a Brockton resident?

community safety, snow removal and road maintenance,

The support of Brockton towards the expenses of Cargill Park and its facilities. Even though we must fund raise to keep the place going it sure helps when we get some of our expense covered through tax dollars

Getting garbage pick-up would be nice. Since we have not had it in four years now!

transportation, recreation, and daycare

Community activities, paved roads, cleanliness.

Grocery shopping, hospital, dental, overnight accommodations i.e. Best Western, food places i.e. independent restaurants, barber shops, hair salons, clothing stores, the library, beautiful condos, Brucelea Haven Maple Court

Health care and education! Which I realize are provincially mandated, however our youth need better access to funded learning assessments and course selection.

The Bruce County Library system.

Road cleaning and maintenance is probably the only one that applies to us.

Police, fire department and library

snow removal

Snow removal, landfill, police services

Sidewalk snow clearing and a responsible, open Council are important to me.

Sidewalks and streets kept in good shape.

Road snow removal, policing

Walking trails are excellent. Love fish decorations.

water

The diversity of stores.

Library Services

Recreation and leisure opportunities.

Drinking water, solar and wind electricity. Emergency response teams, Snow removal, and highway maintenance, Federal Funding Funneling

Infrastructure planning to ensure money is spent efficiently and effectively.

Close commute to Hanover!

fire dept

Arena and sports facilities

Garbage pick up

Senior support.

Meaningful employment. Access to healthy food/safe water. Providing services to those that need them.

Apvment provide staff

Cameron's Funeral Service - ever see Walkerton's obituaries 2015?

Nurse practitioners, library, yoga classes at Community Centre, and fire service.

The houses, people, schools, other stuff

Family related services

Responses to Survey Question:

What could we do better? How do you think we can get there?

the lot to the south of Tim Horton's needs to be cut during the summer months, weeds along the sidewalks need to be removed - if the town crews are overloaded could Community Living work crews assist? Councillors were all elected and need to find a way to work together for the betterment of the whole municipality reduce the traffic logjam at Tim Horton's - can the empty lot be used as part of the drive through?

Get the dog catcher a key to the pound for the weekend pick-ups!!!!!! Cheryl should not have to tell people who pick up stray dogs for their safety to keep them until Monday morning as she has nowhere to keep them until the pound in open Monday morning. Need to do something to attract more businesses and industries to Brockton.

Get your Garbage pick-up company to actually come down my road and pick up garbage!

Provide affordable daycare for all - not just for people that are approved for assistance. Keep taxes low!!!!

We have wonderful equipment/facilities for children, however, there really is a lack of equipment and facilities that adults are able to utilize (which make up most of our population). This area of Ontario is placing a huge burden on our provincial healthcare system due to its high rates of obesity and chronic disease, therefore I would love to see an outdoor gym or equipment somewhere that people are able to access for free. The new soccer field complex in Walkerton would be a great place to put this! (I already know a few people who would be interested in helping out with building this!) Please feel free to contact me if you have any questions. If a project like this were to happen I would love to be a part of the process!

What we could do better is sell the idea of Walkerton as a thriving business community, where one can open an independent business and earn a decent living. The empty stores are so disheartening i.e. Daisy Mart, Shoetopia, just to name a few right on main street. Daisy Mart-something must be done-has anyone tried to sell this business to another milk /convenience store? I can imagine it will be overrun with rats soon. It looks like hell in particular. There are so many places for sale (businesses) in Walkerton right now. It'll be a ghost town if we don't start advertising our Brockton.

opportunities for newcomers to integrate e.g. low cost social events- dj dance, coffee social etc.

Would really like to see a compost program. Truly believe it would help reduce our environmental foot print and teach conversation awareness, as well as, save our landfills. Additional economic spin off from employment opportunities would also have a positive impact on our community.

I am always baffled by the Globe's real estate section where they feature homes in Vancouver and around the country. Many homes in Vancouver sell for a million and a half and the taxes are 3426.00 per year. I live in Cargill, my home is assessed at 138000 and my taxes are over 1700. I have no water, and no sewage. What is going on? and I do not play soccer. Where are your heads at? I pay for my own garbage and in the winter I pay someone to clear the snow the municipality pushes into my driveway.

1. Fix the road into Elmwood from Side Road 30 to Bruce Road 10. Frankly, it's a disgrace. It should be asphalt (considering the traffic), it is poorly drained (I splash water on my own windshield when driving), and it has terrible bumps. Accidents will occur here. It is far more important than new soccer fields.2. Allow more severance. When farms are sold, the buyers really only want the land. If you allowed houses to be severed it would: give the farmers more working capital; allow young families to move in (giving a reliable tax base and

Responses to Survey Question:

What could we do better? How do you think we can get there?

students for schools as well as bolstering declining communities); and keep transient people (who are not always a selling point in a community) out. It is time Brockton entered the 21st century when it comes to farming - the 100 acre family farm is dead.³ Just one fee for garbage, please. Taxes, bag tags, and special dump fees are just a sneaky way of gouging rate payers. Be up front - let us see what garbage really costs. (In fact, keep all taxes simple. Nickel and diming people is annoying. We know there are costs for services so just be open about it.)Thank you.

Better communication. Less conflicts. Read in the paper about secret meetings and a committee wanted a council member removed from the committee, soccer fields etc. I would like to see people getting along and working well together. I am not saying that everyone has to agree just to respect each other and to be patient and kind.

Compost area for brush, grass, etc in or at edge of Walkerton vs Hanover landfill. Extend weekly garbage pickup to Oct. 1 each year.

Keep the cost of our taxes down. It is getting hard to pay. By reviewing costs, you are going in the right direction. Keep the good work up.

Weed control all over town is needed.

Try to keep Municipal Expenses down as some seniors only have so much money. On tight budgets!

We could avoid perk-barrel projects like the east ridge recreational complex. Shame on Council for ignoring the will of a clear majority of taxpayers on this one!

Better policing. Better planning to prevent eye-sores in the country side.

Have By Law Officer enforce By Law regulations without involving the neighbours to complain direct (complainant). Control of speeding on the streets in school areas (McNab). Travelling in excess of speed limit. Leaf pickup too early in October.

Lower taxes! Larger, serviced building lots are needed! Need lights going up stairs (bush) to Rotary Nature Park. Wishlist - indoor aquatic center.

Burning permit in 2 day notice is no good. In 2 days, we could have high wind and you would have a big fire. Why can't they judge for themselves (Farmers) When it is safe? Farmers are not people that are careless. It is our way or life.

I would like to see the banning of the burning of leaves. When Lambertus INS nominated the new soccer fields for an AVIVA grant like Wes for Youth won, why didn't we know about it - Hanover did much better letting everyone know last year when the Sacred Heart school needed help with their yard and they won \$.

I feel we could save taxpayers' dollars by not wasting the money on the number of times the street cleaners run especially when I see them out before the last snow is even finished. Last Monday (the 23rd) the snow plow trucks were out very early with the blades down scraping what was next to bare pavement. I realize they were out and about to spread sand but with the blades down they were 1. Putting unnecessary wear and tear on the bare pavement 2. Using more fuel and time doing something that wasn't needed because there was nothing to scrape, therefore wasting taxpayers' dollars. Promoting and/or insisting on property clean ups to show pride in our lovely town.

Generally, I am pleased with municipal services.

Plan now for the future - do not wait till it passes us by!! Just because it always has been this way does not mean it is right.

We could stop decorating the town with little fish things and pretty looking eyesores, and allocate some money towards creating more venues for pedestrian traffic. Such as plazas

Responses to Survey Question:

What could we do better? How do you think we can get there?

and pavilions. If we compare North America with most other thriving countries, we see a huge lack in public meeting places, part of the key to attracting tourists, but also a nice way to cause people to go for more walks and see more things. Maybe these structures can be arranged with the trails and they could host a bunch of low maintenance gardens... I'm willing to put in the work myself actually. It wouldn't even cost very much for materials. I would use local materials and maybe some volunteers to help. If you get interested and want to know more, I welcome emails and texting or calls to my phone number. As far as urban areas go, I think they can be improved, if not created from scratch. The agricultural areas are laughing though! Good work people! :) We are thriving in Brockton if you ask me! But I think we still have a lot of untapped potential!

Development. The ongoing discussion of administration offices is a prime example of how local government fails to acknowledge the importance of core development over periphery development. The development of new recreation fields and facilities seems to polarize the community instead of uniting it. I wouldn't claim to have the answers as a bi stander primarily and I appreciate the ongoing public consultation on these issues.

County wide municipal policing with dispatching in Walkerton

Businessmen do not wish to serve their clients with extended hours, good deals, etc. That is why most people including the hierarchy of the Town Council shop in Hanover. We must rethink our lot in life rather than continually attempting to compete with Hanover. We lost that battle years ago when the town fathers were more interested in their back pockets than the good of the Town!

i think everything is running quite well in town

promote an environmentally sustainable living environment local farms with local food solar initiatives for home owners

Wanted - Indoor walking spaces for winter and bad weather.

Walking rooms wanted in winter months

More activities for seniors

Hospice - VERY important to have - Not necessary within hospital INDOOR swimming would be an ASSET. More support to keep seniors in their homes.

Look into the possibility of bringing natural gas to Chepstow, Cargill, Pinkerton and Eden Grove and surrounding areas.

Would like more regulations regarding cutting down our healthy mature trees. Trees, not only provide beauty and shade, but act as filters absorbing carbon dioxide and giving off/out oxygen, in other words improving our environment and our health.

More community gardens to provide fresh food to those that can't afford it.

Clear sidewalks in town, better in wintertime.

The Walkerton Public School was eliminated and the promise of a replacement park for the east side of Walkerton neighbourhood was promised but as yet has not come about. Money in lieu of parkland at Centretown Condos was taken by the municipality for the replacement green space. It has been several years and the promise is not forgotten.

I think you can get a new restaurant or stores. New things

Stroller ramp access from Maple St. to Centennial Park Splash Pad. A lot of mothers do not frequent that park by foot because of the steep hill. Stroller negotiation down that hill is impossible. Please consider a stroller friendly path down that hill.

Appendix 3

Community Open House Comments and Questions

The Municipal Services Review Advisory Committee hosted five Community Open Houses:

- Cargill Community Centre – October 27, 2015, 7:00 p.m.
- Elmwood Community Centre – October 29, 2015 7:00 p.m.
- Saugeen Municipal Airport – November 7, 2015 2:00 p.m.
- Family Friendly Open House – November 15, 2015 2:00 p.m.
- Walkerton Community Centre – November 25, 2015 7:00 p.m.

At these Community Open Houses, Brockton residents mingled with Council and volunteer members of the Advisory Committee to discuss Brockton services in the six Focus Group categories:

- Environmental Services Focus Group
- Planning and Development Services Focus Group
- Protection Services Focus Group
- Recreation and Culture Services Focus Group
- Social, Family, Health, and General Government Services Focus Group
- Transportation Services Focus Group

Throughout the Community Open Houses, Brockton residents shared their ideas, suggestions, and concerns with Advisory Committee members and wrote them on sticky notes and posted them at each of the six Focus Group stations around the room. Each of the ideas, suggestions, and concerns that were written down and shared at these Open Houses has been included here.



Environmental Services

- Leaf pick-up in all urban areas outside of Walkerton
- Need to extinguish hogweed on this very road (airport)
- Cardboard pick-up or drop-off bin located at the Lakes because many residents are Burning Cardboard
- Request that the Hanover Dump TURN DOWN THE BACKUP BEEPERS ON THE DOZERS because they can be heard all day at Marl Lake
- Sea Gulls have usually been 30-40 in number on the Lake and this has been the Worst Year Ever with 400plus!
- There has been some brush burning in the past with large smoke plumes and odour
- We should have Brockton pass to go to landfill. Landfill is for Brockton residents only I hope. Brockton is paying all the taxes so people from West Grey, Hanover etc. should not use our landfills.
- Establish municipal water services agreement with Hanover to provide potable and treated water for all residences
- Municipal water and sewer service for the Lake Rosalind and Marl Lakes would improve water quality and help with overpopulation Brockton has been allowing in this area.
- Who is responsible for energy conservation?/ for water conservation?
- What is the municipal target for waste reduction?/ for greenhouse gas reduction?
- Why is Greenock Landfill closed?
- Cost of the Bag tags should cover everything-No extra charges
- Why don't we have a free day at our dump (Brant)?
- There should be a free pass every year to the dumps in Brant like they have in Hanover to go to the Hanover-Walkerton dump
- Why aren't we able to have more recycling at the curb/ ie corrugated cardboard, coffee cups, Styrofoam, etc
- Why do we have bag tags when we are charged dump fees on our taxes?
- Why do we have to pay when WE take our garbage TO THE DUMP when we pay taxes?
- At Brant and Greenock Landfill why do we not recycle shingles and dry wall and Styrofoam? Why are both landfills not open the same day?
- Concern with previous unapproved waste burials
- Waste being put at dump that shouldn't be there
- Who designed the scale location? If you come from the west you crisscross traffic and appears to be a bottle neck (Brant dump)
- Consider a county wide green bin program
- At Greenock dump have a trailer "reuse" to all.....mentioned to council, all interested when campaigning

-Waste water treatment plant: Is this due to be replaced? Is it efficient? Is it at capacity for Walkerton?

-Municipal water service in Elmwood

-Natural Gas services outside of Walkerton

-Provide recycling and compost options for businesses. They pay taxes too.

-By-Law to protect water resources for residents ie: charge outside municipalities for water, such as the Marl Lakes for Hanover.

-Every week garbage pickup in summer until after Thanksgiving

-Are we going to start composting food waste?

-Not sure of history re: October dates for leaf pickup. Most leaves fall and clear the trees by mid-November – November would be better suited for leaf pickup

-Weekly recycling, bi-weekly garbage pickup (may encourage recycling?). If weekly garbage pickup will continue in September, put on schedule NOW

Review “Trash Taxi” garbage disposal at Greenock Dump.

Can we have town wide compost program?

No cost for first bag of garbage

Weeds! Are very unsightly on town streets and sidewalks

A lot of things! Running drinkable water all year round. Try and find a solution to GIANT HOG WEED

Why does Hanover not require residents to use kraft bags for leaf pick up? Why does Hanover not charge as much as Walkerton for bag tags? It’s one landfill site – same rules should apply!

One free garbage bag

Have a composter that I can use in summer but it’s problem in winter. What about having a composting facility at the depot where the plastic and cardboard is collected?

It would be great to have green bins for food waste to be picked up every 2 weeks along with garbage. This would also eliminate need for weekly garbage pickup May to Oct!

Electric recharging stations for cars on the main street would be an excellent “green” statement and helpful!

More frequent garbage and recycling pick up. Recycling facilities to accommodate cardboard cartons.

Brockton should be proud of our waste management. We are ahead of many communities. Still more to do i.e. food waste recycling.

Don’t like how we pay for Water & Sewer based only on water usage.

Planning and Development

- If land not zoned properly, how can new businesses enhance our town?
- Building permits for Lake Front Property—Get some agreement with Saugeen Conservation and Brockton for waterfronts re Heavy stone /Armour Stone)...Not recommended in Healthy shorelines publication. Keep shorelines natural as possible
- The idea of crops (locally grown) in the planters is unique and could put Walkerton on the map as something different
- Why do we squander taxpayers' money on flower planters and boxes that end up in the compost pile? Thousands of dollars wasted and then the wasted wages on up-keeping them??
- Those fish are a joke! Why do we need 12 on one bridge? Is this Disneyland?
- The BIA is a waste of my money. Also the money we will pay for the island at Tim's Self- serving organization
- Electricity price controls especially for lower income/fixed income families
- Why do we need 2 building inspectors? Cost? Other municipalities have one (Hanover)
- Rural High Speed Internet very important for Farms/Businesses and Rural Students and families
- Taxes paid Do Not reflect services rendered in a rural community such as Elmwood. A gas line should be considered a viable probability given areas already serviced by gas.
- Is the BIA doing enough to help area businesses or is most money spent on salaries and FISH THEME which is ineffective
- BIA too much money FISH? Silly, too much money
- Like the fish! Shows healthy community with clean water! You do have to brand to appear different. Trying....doing improvements. Have more opportunities to get the word out via electronic media/social media
- Continue co-operation with Municipality/BIA/Local Media like Herald Times to promote the good things/opportunities in Brockton. Efficient to work together!
- Walkerton BIA 2014 net impact on taxes. This appears to be an error as only businesses that are levied pay to this. Not the general tax base.
- The CIC and the Visitor information Centre are huge tax burden and no real benefit to general community, so both committees could cease.
- I really do not believe that Brockton needs a tourist centre
- Consider use of Info Kiosks as method of providing visitor info
- Visitors' Centre cost \$35,000 per year. Too much cost, not needed.
- Visitors' Centre money well spent. BIA promoting and helping visitors. We should encourage them to continue their good work.
- Do we really need a tourist centre?
- I really enjoy the flower planters. Make our little town more beautiful – Thank you!
- I think this is the biggest area to work on in the community...incentives for a full downtown business core and area for residential development, beyond just senior-type housing.

-If we are to have a visitor centre at least have it open on weekends when tourists come through. Otherwise just a waste of money.

-BIA needs to be self-sustaining. No grants.

Does an Economic Development Officer guarantee anything? No! Good infrastructure will bring business!

I find the BIA and Visitors' Centre is invaluable to resourcing all of vs – locals, visitors and newcomers.

I believe we have a BIA that is the envy of other towns. It is not a tax burden but a necessary group that promotes our downtown businesses.

What planning is done to coordinate tourism to economic development, business attraction and retention?

Don't hire consultants when we have lots of expertise in town! – Agree!

Having the tourism kiosk located in the BIA office makes the most sense. Who better to promote our town than the people who know it best!

What is the Economic Development Committee doing to attract and retain businesses? Downtown has empty storefronts and there is no other retail space in town.

Is the BIA working FOR downtown business or doing what they want?

Mr. Tuck, It was my belief that Brockton had a policy for night sky friendly lighting. Why have the new Centre Town Condos street lights no shield to block the light going skyward?

What is being done to encourage business, industry etc to come to Walkerton? We never hear of any efforts. Why not? Is the same effort being put into this as was done by a previous mayor to bring Union Carbide to town 60+ years ago? People said it wouldn't happen but it did!

Need to encourage industry to locate here and provide jobs!

Protection Services

Lack of police services in outlying communities specifically Pinkerton

Police 40 minutes for Police to come Walkerton to Paisley. Thanks

Burning at Lakes Heavy smoke on hot smoggy days – more by law enforcement

We would like a noise by-law regarding barking dogs that has some teeth

Procurement Engineering Services & other purchases non-compliance policy ... don't pay if service/product does not meet contract specs

More of police presence. More patrolling less stationary

I am greatly satisfied with our protection services. Especially the Elmwood Firemen, they are a very special group of men.

Gov't police forces, esp OPP have built in "highest paid" Clause. Can't be unlimited. Would be good if upper levels of gov't continue to work on improved funding to municipality.

The transport truck traffic through Elmwood is extremely heavy and over the speed limit.

Any improvement in putting out fires in rural properties is appreciated.

Sharing spaces of firehall with other emergency services i.e. EMS

911 # the same in Brant and Greenock

More sharing of municipal resources and services between municipalities

Cars/Trucks/SUVs – parked on sidewalks overnight and during day. Yard waste – fridges/stoves vehicles. Does the property standards officer or by law officer issue notices to rectify or is it dealt with by a complainant only?

More police presence. Never see a cruiser on our street

Rural zoning doesn't allow for burning on lands under 10 acres. I have 2 acres and can't burn (safely) and can't get burn permit. Doesn't make sense to haul brush to the dump in my car.

Burning in backyard chimneys puts lingering smoke in neighbours house windows in the summer nights

Is there even a By-Law officer? Where is the enforcement?

Please do something about the cats who roam around Walkerton! I don't want anymore living in my carport!

Court House: Have courts move into County Office...County build them over new facilities

Into pamphlet with dog tag invoices re: owner responsibilities i.e. poop + scoop

The community representative that sits on the Police Services Board should live in Brockton!

Recreation and Culture Services

New soccer pitches – need policy on use of fields by which groups. Fees need to be established.

Soccer fields? We need bridges. Treat us equally.

Sculpture walk/park rotating displays of various sculptures similar to Walkerton Juried Art Show
permanent foundations with anchoring templates similar to Elora sculpture park/walk

More permanent art installations around town and around Brockton

Bring back the Rec. Director position – need full time support

Why do Brockton residents have to pay a surcharge to use Hanover Recreation facilities/programs? For example – pool or kids summer camps

Why do Lake Rosalind families have to go to Elmwood Dump not Hanover?

Why should we pay for a horticulturalist for Walkerton only?

What is with the ATV trail on the 14th of Brant – We were not made aware of until after Council already passed it. The ATV roaring past our house at 2 AM & running the stop signs at the 30th Sideroad is not appreciated! We also have neighbours with blind children (Amish) This is putting them in Danger

Can anyone honestly say we have a full-time Horticulturalist in this town? Why would council be forced to develop a Weed Removal Policy?

Living in the Hanover/Brockton boundary is causing problems using Hanover recreation services. Hanover imposes higher user taxes on us from Brockton. As tax payers we are frustrated with this policy. Please coordinate cross boundary user adjustments to better serve tax payers. This policy has resulted in our withdrawal from many leagues

I would like to know with the decline of students in the schools why did we go ahead with the new soccer field? Will there be money from mun. taxes to pay for this? (I live in Elmwood) Will registration be kept low enough for all to play? I'd really like to know what was wrong with the old ones? Why did you choose to build out where you are? I wouldn't want my child biking up or down that great hill. With the lack of monies in our municipality, sometimes you should access the reasoning and learn to cut back. As we all do in our own homes.

Nothing for seniors to do in Elmwood – more programs, different for seniors, instead of Walkerton – why not Hanover then!!

Combine Elmwood Chamber & Elmwood Community Centre Board to one group to work together

The soccer fields should have been in Cargill – where the soccer fields are now – Why can the Walkerton people not drive to Cargill? The Brant & Greenock tax payers have to drive to Walkerton. I sure hope our taxes will not increase because of the cost of the soccer fields.

Great for Walkerton to catch up with other local communities with soccer fields that are safe/grouped for families to see games in 1 location

Great work by community groups to provide Culture/Entertainment opportunities and work in conjunction with Municipal & Local Tourist/BIA/CIC groups etc

Not enough programs for seniors (“young at heart”) – eg Zumba Gold etc etc etc Tai Chi – There nothing in Elmwood and no to go to Walkerton – does not work!!

Many great opportunities for recreation in all ages in Walkerton good momentum lately – keep going

No need for a new soccer field there is enough and at present that could be used without that expense

Soccer field are great!!

A common website for all Brockton activities would be nice i.e swimming, skating, baseball, soccer, arts, library...etc

Wish soccer fields could be in town – Brant Central School...

I don't feel that the P.M.T have done a great job for Brockton with the soccer complex issue. Residents need a chance to speak by secret ballot on issues like splash pad and soccer.

I would like the soccer field/complex to go to a vote. I do not believe we have the tax base to build or maintain in. We shouldn't be saddling our future with this there are other options including the use of Cargill Fields.

I think the Recreation Department requires a recreation director again.

Look into bringing back sports grants for Chepstow Lions Park

Great job on soccer fields ... anything that can attract more families/young people is a bonus for the future of the community.

Community fund "sustainability"

I don't think we need a Rec Director, doing a great job thanks!

Membership on PMT and Rec Committee should be reviewed

I really enjoy the Tues and Thurs morning Yoga/Pilates class

A multi-use complex should bring people into the town – not be in field somewhere. Facilities should help business.

Activities should bring people into the town

A green space was promised for the east side of Walkerton in lieu of the Walkerton Public School space. Money was received by the Municipality for this. That promise was a number of years ago.

I'm not a sports person in any sense of the word but I fully support the Soccer project, although I wish there were a more central location for it!

Yes, we needed new soccer fields, but not in the location that is currently planned...Industrial park???

Are there any plans to develop designated cycling lanes within the municipality? That would link with neighbouring municipalities

Things are going well with Lynne. ~ We don't need a rec director.

Disappearing parks in town, Move east of Jackson St. since school was bought.

Playground Parks – What is happening to the proposed past East of Yonge St.? It should be in a central location. \$20,000 by Condo Development given in lieu of playground.

Social, Family, Health, and General Government Services

When a committee proposal effects a town operations, the affected department should have a veto. Step two committee can go to council.

WOW \$45,218 for Apr/Nov? How about helping other cemeteries in Brockton? How many graves/year?

All the time/staff in office flyer for mtg available Monday? Notices should have been out ages ago 2-3 weeks

Why do we finance Day Care? Are non residents still bringing kids to Walkerton? How much do parents pay per day/wk? What other municipalities in area fund day care?

Daycare – Walkerton - Why is Brockton paying you and me for daycare? It should be sold to YMCA or a private company

Brockton vehicles? How many? Do we need all these vehicles? Why are they available for personal use?

Who decides how many staff Brockton needs? In Municipal Office? Wages paid? Building Inspectors -2?

Why is the Municipality in the business of day care? Leave this to the private sector.

Suggest council consists of 5 4 councillors and mayor not 7

Heard Malcolm Cemetery was sold to the Mennonites Is that possible?

A communications officer may help to gather info and get it out to the public. All staff work very well together!

Who pays for grass cutting in the 28 cemeteries of Brockton?

Taxes based on services received. Incentive program for paying taxes early.

Keep the cost of daycare affordable. Currently the price is extremely high for people that do not qualify for assistance.

Affordable daycare at 12 months, when most maternity leaves end?

Financial Statements for the Municipality published please

Good day care if good for the community. Happy to have my taxes contribute.

Definitely pursue the use of the County of Bruce Council Chambers for Brockton Council meetings. Access to files at Municipal Offices is not necessary with everything is likely on computer.

Televised council meetings on both Eastlink and Wightman would perhaps encourage more interest of residents and be beneficial for interested residents who find it difficult to get to meetings.

Daycare...Why are we in this business?? Should be contracted to private group

Brockton is to be commended for its exemplary day care. Many communities would be envious.

Why is it taking so long to sell the Day Care Building?

How is Day Care increasing staff without increasing budget? Soon the high limit set for 5 years \$88,000 will be over budget then what. What is breakdown of Brockton's approximately \$700,000 loan i.e. principal interest?

Cemetery is really well looked after mostly due to the current cemetery attendant. Keep him!

Courthouse Complex (Jail, Courts, etc) needs replacement. Municipal government, county government, and provincial government need to work together!

Affordable child care keep services public!

Share information! Get on social media (other than homecoming). Advertise your “brand”

Report on status of present Municipal Office. Is there still change a foot to move?

Day Care – Why is municipality funding subsidized day care to tune \$70,000 - \$80,000 per year. Why not sell subcontract to Y? + Save \$70-80,000 in tax revenue for other services. It's win-win

Transportation Services

Cargill Community Centre municipal plowing in winter ...or call basis

SMART increase service availability after hours so clients can return from hospital etc with less out of pocket changes.

Snowplowing later in evening, early in AM 1 “go thru” lane, problem for shift workers

Municipal works should clean snow at Cargill CC – very little cost – no sense using fundraising \$ for snow when using municipality has equipment and staff - Municipality owns the premises – this would be an occasional services as park not used much in winter. Give suggestion – release from liability and damages. Dry hydrant has to be kept open

Should be intercity bus services from small villages to “very large cities. The service now takes too long (too much time)

Keep up continued efforts to work on systemic road, bridge management. Planning to improve Con 2 this year and Con 6 next year, Durham Street after that etc. Noticed efforts for past few years – Good

Thanks for putting extra gravel and grading shoulders especially on the 10 Sideroad great! Thanks for great snow removal also!

Sidewalks need repair from Church St to County line diner. Very poor condition also should also be raised 52 Main N.

Why have you spent so much time and money on the new bridge between the 8th and the 10th Sideroad 20, and yet leave the 10th, unpaved and poorly kept up, west of County Road 19 to the Walkerton Paisley Highway!

Dirstien St. in Elmwood is in bad state and needs repair ASAP

How does one get the 6th of Brant between Conc 30 to County Rd 19 paved? – Very dusty with very large trucks going to Freiburgers & Carl Fooks. Very hard on our vehicles also we are one of the last roads to be paved and we pay high taxes to live on concession 6

Over excessive snowplowing on roads in the winter. Overtime paid out to use up winter budget

Fix roads – Elmwood, 10th Brant, County Rd 19 West to 1st mile and quarter (Nags Bridge)

Taxes not in align with other municipalities. \$2 bag tags (not included in our taxes, originally?) Fix sidewalks

Lake Rosalind/Marl Lakes “Safety Concern” – Marl Lakes Roads – approaching causeway on both sides is a hill and also the road is curved. I suggest the Municipality consider installing some street lights (or safer lighting) so area is safer for both vehicular and pedestrian travel.

Transportation issue in Elmwood. If disabled – you’re OK. If not, no car, no drive you are stuck!!! Some bus service for small communities to go to Hanover!?

Question – status of upgrade to Pearl Lake Rd (Con 6 West) In discussing with Steve Adams and Chris Peabody, we feel we deserve consideration for this upgrade and a rationale for the decision. If not in the plan we would like to know why.

Walkway at causeway between Marl Lake Rosalind (paved shoulder – lines painted for pedestrians) Lots of foot traffic and bikes at this spot.

Strategic decisions re: bridges (we don’t need all bridges replaced). 14th Concession needs to be rebuilt (Brant)

I believe that Road at Pearl Lake West Side needs attention most of time. In winter months the Blue Box people refuse to come down the hill. I believe that it is time to get the road tar & chipped in the near future for safety reasons.

Why do rural residents who do not have street lights pay through their taxes? User pay?

We live in the country have no town water or septic. Why are our taxes so high?

Streetlights at intersections of lake roads

Con 6 Pearl Lake Road as an issue. We need to seriously consider tar & chip on this road due to hill!

How about a cost-benefit analysis of LED street lights?

Thanks for the Marl Lakes road improvement. We are looking forward to Road 1 & 6 upgrades!

Kudos to Roads Dept. for Rd 7 Marl Lake Paving. They listened to residents and great attention to detail!

Better winter maintenance for Chepstow Road from Dunkeld corner to Chepstow. # of accidents?

Plow sidewalks outside of Walkerton i.e. Chepstow, Cargill

Stop leaf collection. Not required.

Make sure that houses in cul-de-sacs are not blocked in with snow. Had to call them back a few times last year or shovel packed 3-4 ft high snow at end of driveway to get out.

Many sidewalk repairs required in Walkerton. Very hard (or can't) push a stroller in some places.

Sidewalk on Yonge St. to Cemetery Road, Walkerton

Bus service to/from Toronto/London at reasonable times of the day.

Elora Rd and Hwy 9 rumble strips/flashing light – something to warn drivers

Consider transportation for youth

Complete road between South Line + Cemetery Road. Take truck traffic out of the downtown to make the area more accessible!

Why are some sidewalks ploughed in winter only for a few blocks + then not for the rest of the blocks? Eg – Archie St. – gets ploughed from Yonge St to Alma but not the next block to May St.!

I am happy with the snow clearing on the street and sidewalk in front of my house.