



Municipality of Brockton

2018 Budget

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Water & Sewer Rates for 2018

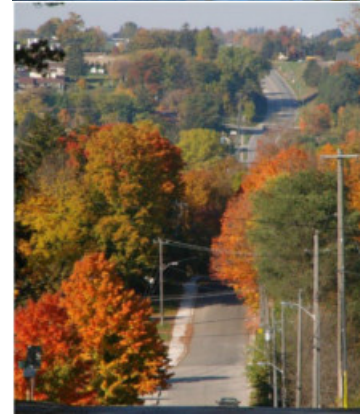
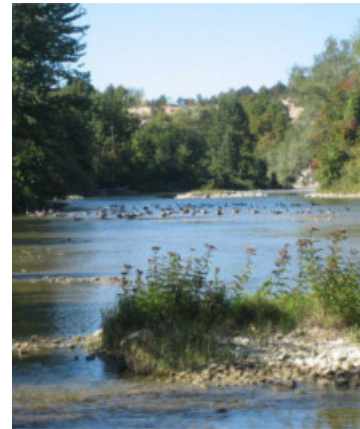
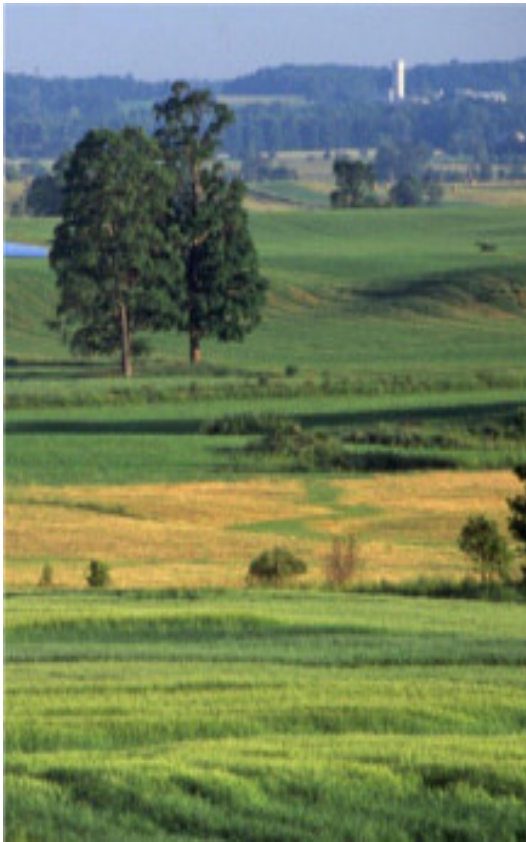
About Brockton

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

Brockton is nestled in the rolling countryside of the Saugeen and Teeswater Rivers. We are a friendly rural community with innovative industry and a vibrant downtown core.

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

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



Budgets Overview

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

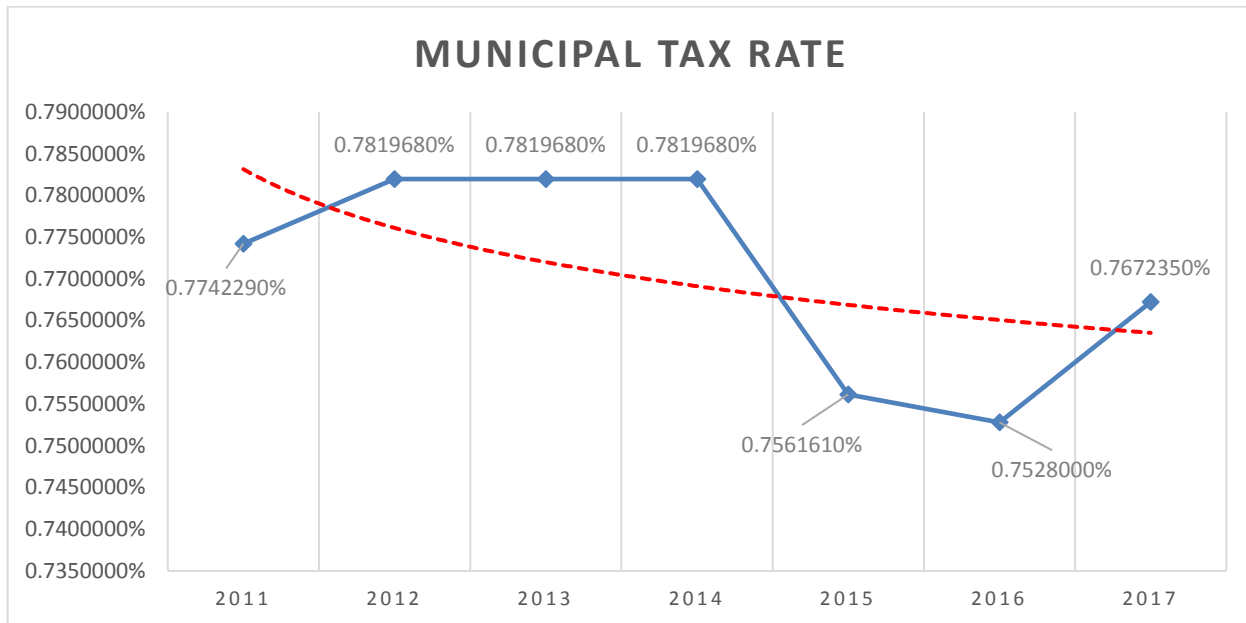
Each year department heads review and revise their upcoming budget forecasts. They continue to provide services to residents with as little effect on the tax rate as possible.

The budgets presented to Council will be broken down into two sections, first the Operating budget. Each department, along with the CFO have reviewed their operating budgets and will be presenting to Council a sustainable draft 2018 operating budget. Secondly, Council will be presented with the 2018 Capital requirements of the Municipality.

Objectives

The Municipality of Brockton was able to provide quality services to residents with as little impact on the tax rate as possible. Council continues to aim to provide a decrease or at the least an annual freeze in the tax rate without cutting services that are provided to the residents.

Below is a graph showing the Municipal tax rates from 2011 to 2017. Over the past two fiscal years, Brockton has reduced the Municipal tax rate and before that they were able to freeze the taxes. However, in 2017 The Municipality of Brockton had a slight increase in their tax rate to be able to fund the increasing demand for the rehabilitation of capital infrastructure.



Tax Rate Effects

With increased operating costs, as well as increased needs to update our aging infrastructure it has made it difficult to continue to offer the same level of services without having any compromises to the safety of the residents, as well as continuing to offer the highest level of services to our rate payers. In 2017, Council started to allocate a small amount into Infrastructure Reserve Fund which will assist with the growing financial demands of our aging municipal assets. Council is encouraged to continue to set money aside for future development to avoid any future spikes in our tax rates.

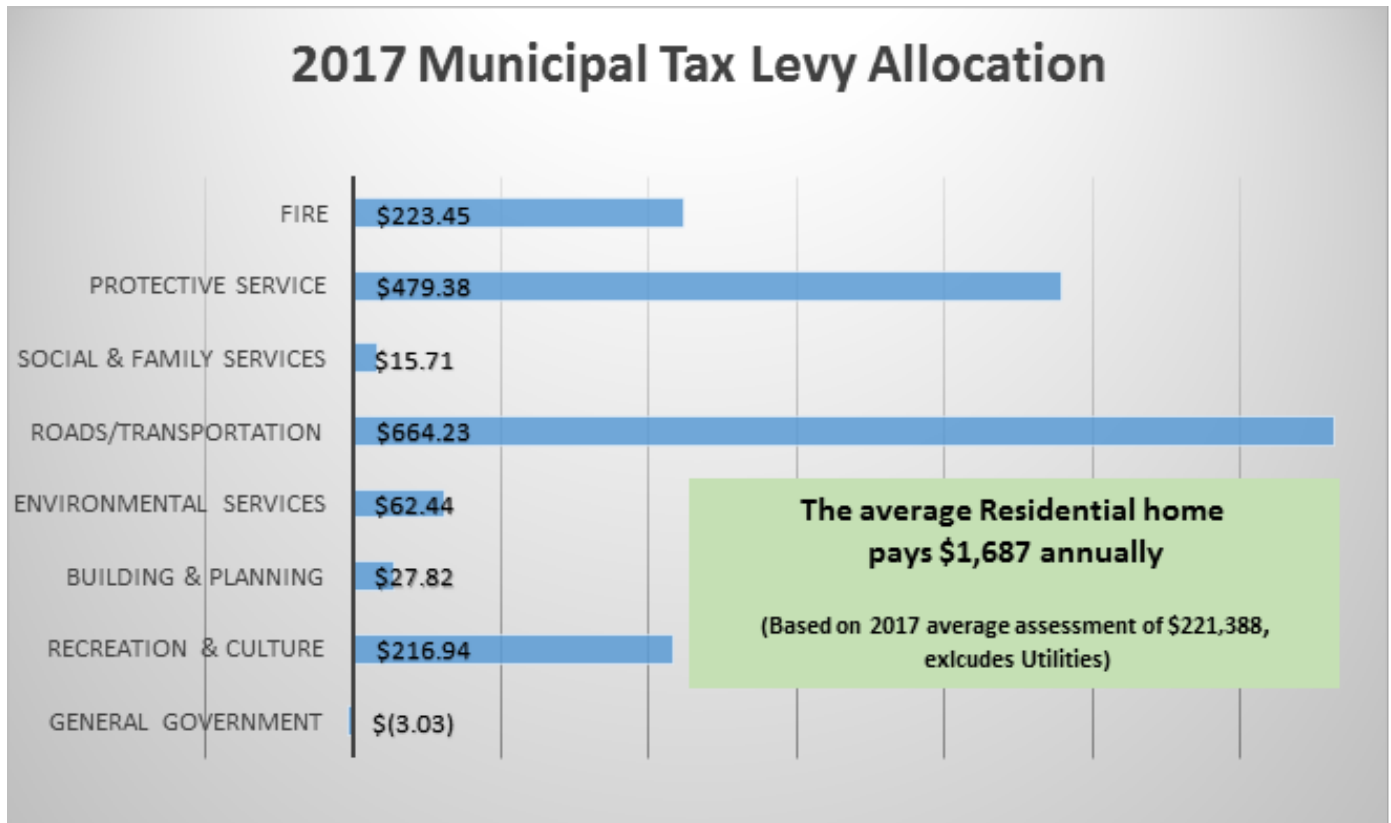
Tax Dollar Allocation for Municipal Services

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

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

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

In 2017, the average household assessment in Brockton was \$221,388, which equaled municipal taxes of approximately \$1,687. Below is a breakdown of the Municipal services that were provided:



Brockton Assessment

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

The municipality's revenues are determined by the assessment values and the set municipal tax rates. These revenues that collected from property taxes are to pay for municipal services. 2018 will be the second year of the 2017 re-assessment for property owners. There is a total of \$109,094,883 projected growth in Brockton which equals approximately \$221,388 in additional revenue.



Legislative Changes – Financial Effects within Municipality

1. In 2017 there was an increase in minimum wage, with future increases as outlined below:

| Minimum Wage Categories | Current - Sept. 30, 2017 | Oct. 1, 2017 - Dec. 31, 2017 | Jan. 1, 2018 - Dec 31, 2018 | Jan 1 2019 - Sept. 30, 2019 |
|--|--------------------------|------------------------------|-----------------------------|-----------------------------|
| General Minimum Wage | \$11.40 | \$11.60 | \$14.00 | \$15.00 |
| Students under 18 who work not more than 28 hours per week when school is in session, or work during a school break or summer holidays | \$10.70 | \$10.90 | \$13.15 | \$14.10 |

Financial effects – increase in part-time wages to comply with the legislative changes.

2. Bill 68 – Phase 1 – January 1, 2018

- Changes to council composition (including temporary replacement of a member of upper tier council)
- New definition of a meeting
- New closed meeting exceptions
- Electronic participation in council meetings
- Small business programs

3. Phase 2: March 1, 2019

- Codes of Conduct
- Integrity Commissioner provisions
- Policy on Staff-Council relations
- Policy for pregnancy/ parental leave
- Policy for protection of a tree canopy
- 1/3 Council Tax Exemption (January 2019)

Financial effects – additional resources required to meet these requirements, additional staff time and fees related to the Integrity Commissioner. Also, potential increased costs associated with the proposed changes to the 1/3 Council Tax Exemption

4. Bill 148 – the Fair Workplaces, Better Jobs Act

- Bill 148 was introduced by the provincial government in an effort to create more opportunity and security for workers in Ontario
- Some proposed changes outlined in Bill 148 could negatively impact the emergency services system, and ultimately public safety.
- If passed in its current state, AMO suggests that Bill 148 could force municipalities to reduce the level of service they are able to provide to their communities, including volunteer firefighting, due to the costs associated with maintaining the current service model.
- Also, this bill could also affect the roads employees which would increase wages for being on-call

Financial effects – Increase in wages to comply with legislation if passed. Second reading passed, now with the standing committee.

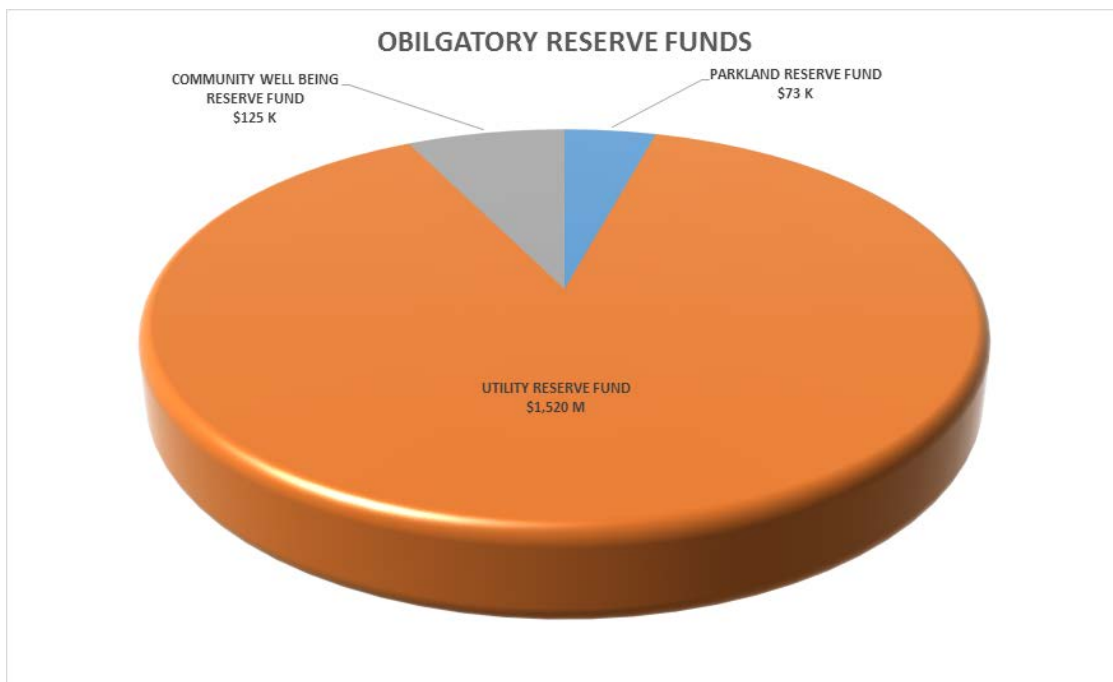
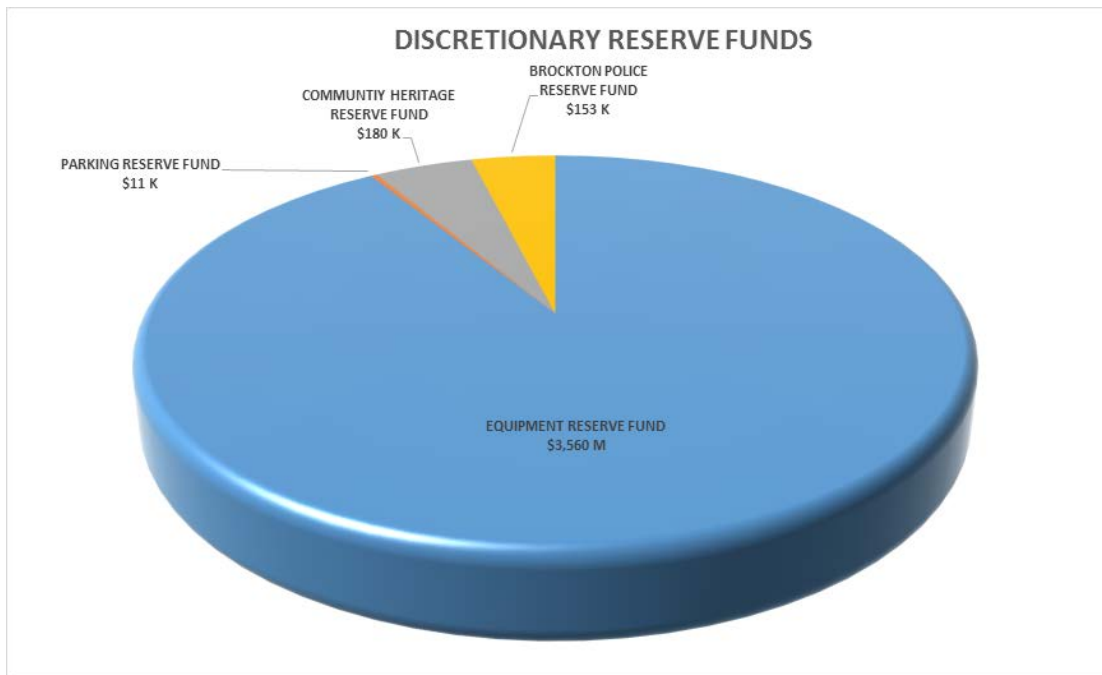
5. Bill 6 Approved, Infrastructure Legislation

- Strategic Asset Management Policy – January 1, 2019
 - i. Would require municipalities to outline commitments to best practices and continuous improvement
- Asset Management Plan: Phase 1 – January 1, 2020
 - i. Core Assets:
 1. Inventory of assets
 2. Current levels of service measured by standard metrics
 3. Costs to maintain levels of service
- Phase 2 – January 1, 2021
 - i. Expands on Phase I to include all assets
- Phase 3 – January 1, 2022
 - i. Build on Phase I & II
 - ii. Proposed levels of service
 - iii. Lifecycle management strategy
 - iv. Financial strategy

Financial effects – additional resources required to meet the deadlines outlined above. Consultation, engineer studies of core infrastructure, additional staff time.

Reserve & Reserve Funds

Reserves and Reserve Funds are an essential part of the Municipality of Brockton's finances. The purpose of the Reserve & Reserve Funds is to save for future infrastructure needs to avoid spikes and dips in the overall tax levy. By setting aside funds each year, we are able to spread out the cost for the maintenance or replacement of our assets. Below is a chart that breaks out the projected balances of the Reserve & Reserve Funds as of December 2017. On schedule 1 of the attachments you will see the breakdown of each Reserve Fund and the projected ending balance for 2017. Also included is what we are proposing for changes (additions and reductions) for 2018.



Current Long-term Debt Commitments

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

Brockton has issued debentures for long-term borrowing to provide financing for larger capital work. Each year Council approves the financing of the Municipalities Capital Plan during the budget deliberation. If Council elects to fund larger projects through borrowing, the CFO then investigates into the most viable option available to the Municipality as well as being able to stay in line with the limitations of the Municipal Act. . As of December 2017, the Municipality of Brockton will have the following outstanding long-term loans:

| OUTSTANDING LOAN | 2018 |
|--|--------------------|
| SOUTH STREET PHASE I RECONSTRUCTION 2016-057 | 1,074,834 |
| LEE & COATS 2017-074 | 1,200,000 |
| MUNICIPAL DRAIN 2017 - 088 | 121,000 |
| WALKERTON FIRE HALL & PROPERTY - 2002 81 & 2003 56 | 340,344 |
| JACKSON & YONGE STREET - 2004-034 | 447,675 |
| LOAN BY-LAW 2008-73 (NON WATER/SEWER PORTION) | 187,576 |
| ZETTLER LAND - EASTRIDGE - 2013-037 | 309,550 |
| WALKERTON LANDFILL -2013-100 | 937,500 |
| WALKERTON DAYCARE-2014-077 | 387,000 |
| SOCCER FIELDS 2015-83 | 608,102 |
| Total | \$5,613,581 |

Estimated Debt per Household for 2018 is \$1,291.96, increased \$296.96 from 2017

*based on 4,345 households in Brockton in 2017

| TOTAL ANNUAL REPAYMENT | 2018 |
|--|------------------|
| SOUTH STREET PHASE I RECONSTRUCTION 2016-057 | 93,900 |
| LEE & COATS 2017-074 | 121,800 |
| MUNICIPAL DRAIN 2017 - 088 | 14,124 |
| WALKERTON FIRE HALL & PROPERTY - 2002 81 & 2003 56 | 82,717 |
| JACKSON & YOUNGE STREET - 2004-034 | 81,263 |
| LOAN BY-LAW 2008-73 (NON WATER/SEWER PORTION) | 43,395 |
| ZETTLER LAND - EASTRIDGE - 2013-037 | 39,888 |
| WALKERTON LANDFILL -2013-100 | 86,500 |
| WALKERTON DAYCARE-2014-077 | 76,500 |
| SOCCER FIELDS 2015-83 | 82,200 |
| Total | \$722,287 |

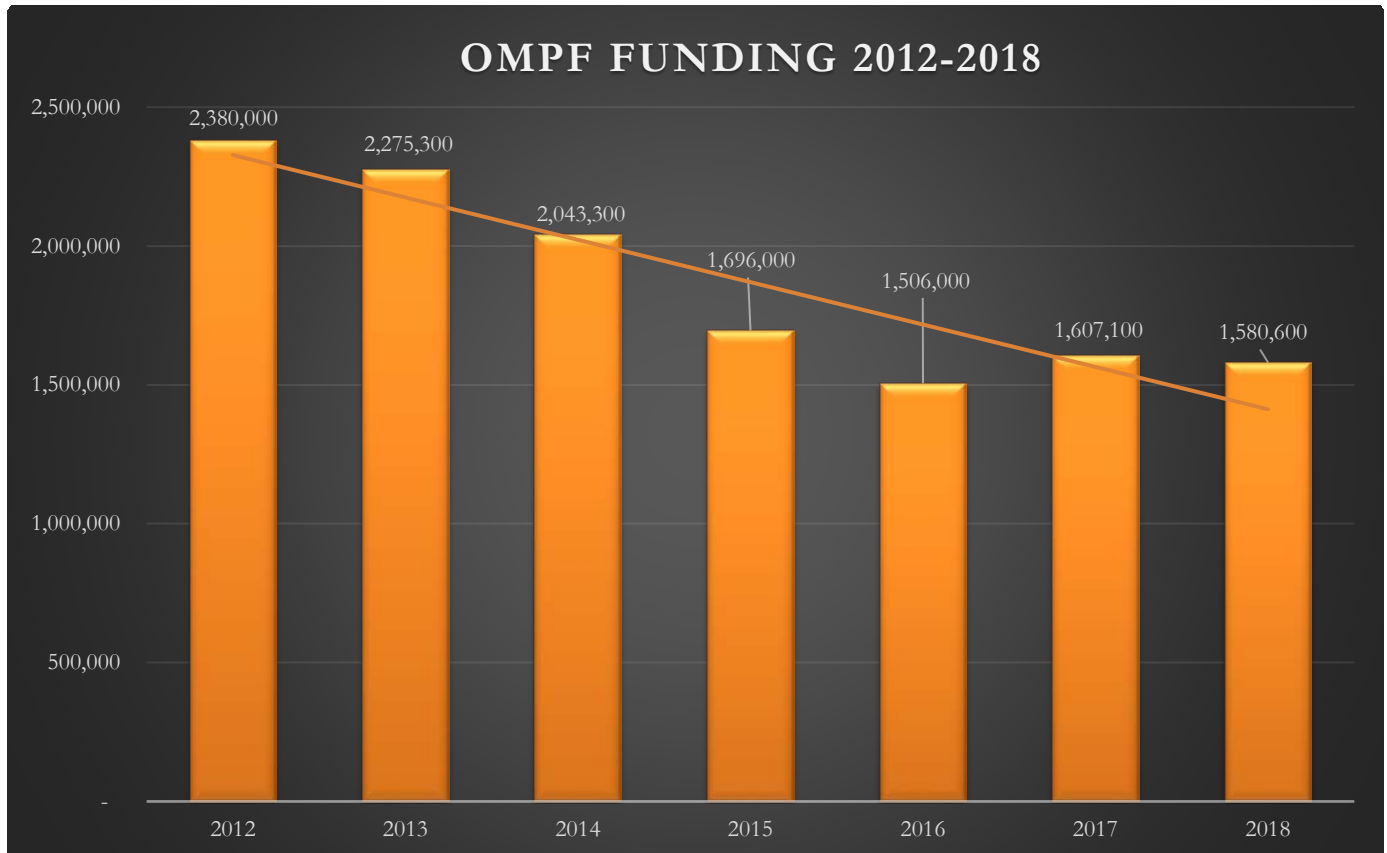
Estimated Debt repayment per Household for 2018 is \$166.23
Total Annual Repayment represents 9.22% of the Annual Tax Rate
 *based on 4,345 households in Brockton in 2017

Currently it costs the Municipality approximately \$11,670.56/year for every \$100,000 borrowed (based on current interest rates, subject to change).

Grant Funding

Ontario Municipal Partnership Fund (OMPF)

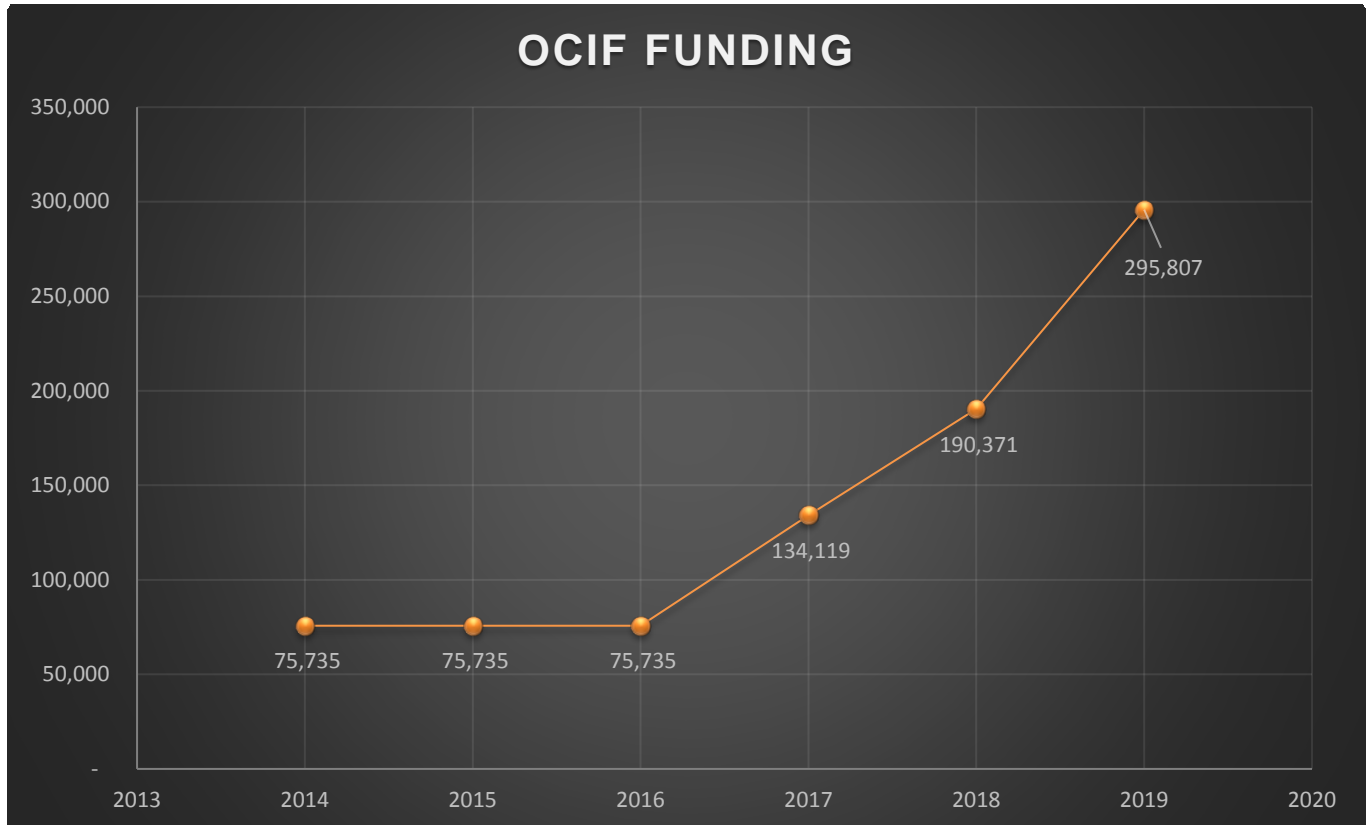
Historically the Municipality of Brockton has experienced a decrease in the Ontario Municipal Partnership Fund (OMPF) grant funding. Over the past five years Brockton has received a decrease of approximately \$874k from 2016- 2012. **However for 2018 we will receive a decrease of 1.65% or \$26,500 for a total funding of \$1,580,600.**



Ontario Community Infrastructure Fund (OCIF)

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

For 2017 – 2019 there is an increase in our funding. Over the next three year Brockton will receive an additional \$393k to go towards the municipal infrastructure improvements.

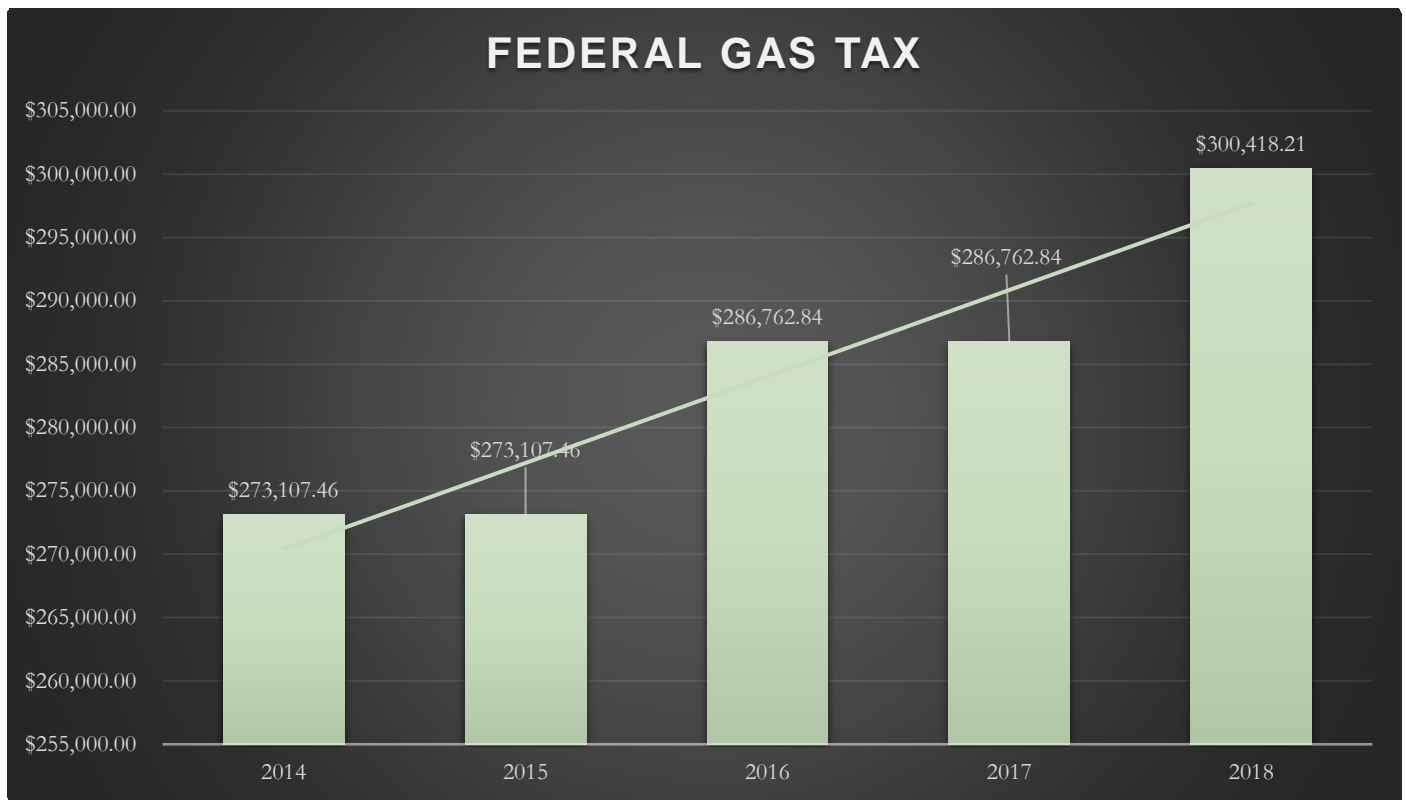


Federal Gas Tax

In 2014 the Municipality of Brockton entered into a funding agreement with AMO for the transfer of Federal Gas Tax Funds. At that time the funding from 2014 – 2018 was already established. The chart below illustrated the payment schedule as well as the increase from 2015 to 2016 and again from 2017 to 2018.

The funding was spread out with two years of the five years having an increase of approximately 5%. From 2016 to 2017 there is no increase in our funding, however in 2018 we will see an increase of 4.76%

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



2018 Department Budgets

Each department head, along with the CFO has reviewed and compared the proposed 2018 budgets to the 2017 operations to date. The overall objective of staff was to present to Council an operational budget that continued excellent customer service and continuous ability to deliver services with little impact on the budget. As presented to you today, the operational budget for 2018.

Summary of Significant Changes

Revenue changes

- OCIF Funding increase of \$56,252
- OMPF Funding – decrease of \$26,500
- Gas Tax Funding – increase \$13,655
- Revenue from assessment – projected increase of \$221,388

Expenses

- Council Expenses increase due to election year, new computers needed (allocated to Capital)
- Increase engineering and service agreement costs for Phase I – AMP update. Received over 50% grant funding. Phase 1 - working towards mandatory AMP update
- Increase telephone costs – updated phone system, previous phone system no longer supported by provided.
- Physician recruitment increase – recruiting incentive for three new doctors
- Scheduled Dyke work in Walkerton
- Increase in long-term borrowing within Roads department
- New WSIB Reserve Fund – to supplement increases in WSIB fees due to Chronic Exposure claims
- O.P.P Contract decrease 4.85% \$94,853

MUNICIPALITY OF BROCKTON DRAFT 2018 OPERATING BUDGET

| <i>DEPARTMENT</i> | <i>(2017)</i> | <i>(2018)</i> | <i>NET DIFFERENCE</i> |
|---------------------------------------|------------------|------------------|---------------------------|
| Taxation | -286,600 | -274,600 | \$12,000 |
| Council | 124,140 | 128,640 | \$4,500 |
| General Government | -36,821 | 24,967 | \$61,788 |
| ERBP | 35,060 | 15,288 | -\$19,772 |
| EDC | 87,500 | 81,790 | -\$5,710 |
| Heritage | 13,650 | 13,460 | -\$190 |
| Library | 28,519 | 29,020 | \$501 |
| Cemetery | 34,688 | 31,599 | -\$3,090 |
| Brockton Child Care | 70,336 | 70,756 | \$419 |
| Physician Recruitment | 48,000 | 77,250 | \$29,250 |
| Animal Control | -6,450 | -6,450 | \$0 |
| Brockton Fire | 897,836 | 898,409 | \$573 |
| Emergency Measures | 41,346 | 40,582 | -\$764 |
| OPP & Police Service Board | 1,994,364 | 1,885,311 | -\$109,053 |
| Conservation Authority | 151,346 | 176,840 | \$25,494 |
| Planning Department | 110,424 | 126,168 | \$15,744 |
| Property Inspection | 20,542 | 21,061 | \$519 |
| Recreation | 805,140 | 956,183 | \$151,043 |
| Materials Management | 244,784 | 253,460 | \$8,676 |
| Street – including Winter Maintenance | 2,434,554 | 2,531,317 | \$96,766 |
| Streetlights | 177,471 | 183,770 | \$6,299 |
| Total | 6,989,829 | 7,264,821 | 274,993 |

Operating Budgets

Council Goals and Objectives

Purpose

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

2017 In Review

In 2017, Pay Equity and Compensation Review was conducted, which when adopted will bring both pay and internal equity to Brockton staff members.

Council also approved an Ad Hoc committee to review and make recommendations on the 2019 Council remuneration

2018 Goals and Objectives

Council continues to implement the recommendations in the MSR and has committed to carry out recommendations from the Organizational/Operational review in 2018.

Summary of Significant Changes

- Since 2018 is an election year the costs of replacement laptops has been added to the Capital budget to be funded by Council Reserve Funds
- Increased mileage to properly reflect actuals

COUNCIL OPERATING BUDGET SUMMARY

| Department | 2017 Budget | 2018 Draft Budget | Budget Change |
|-----------------------|--------------------|--------------------|------------------|
| Revenue | | | |
| General Revenue | <u>0</u> | <u>0</u> | <u>0</u> |
| Total Revenue | \$0 | \$0 | \$0 |
| Expense | | | |
| Wages | 111,650 | 111,650 | 0 |
| General Expense | <u>12,490</u> | <u>16,990</u> | <u>4,500</u> |
| Total Expense | \$124,140 | \$128,640 | \$4,500 |
| Net Difference | (\$124,140) | (\$128,640) | (\$4,500) |

General Government Goals and Objectives

Purpose

General Government has many components, the Treasury department is to administer the financial functions of the municipality including budget, taxation, investments, accounts receivable and accounts payable. This department is also responsible for IT & insurance coverage related to general liability and municipal assets and maintains overall responsibility for processing and function controls.

The Clerks Department provides administrative support to Council through legislative compliance, policy making and ensuring that both ratepayers and council meet their legal obligations.

2017 In Review

In 2017 the following projects were completed or currently in process of completion:

- Implement the recommendations of the Organizational/Operational Review during 2017;
- Pay equity/compensation review
- Implement the new payroll system
- Recruited new CAO/Clerk for upcoming year
- Started updating the Municipal website, completion in 2018

2018 Goals and Objectives

- Update Phase I - AMP partial funding from successful grant application
- New Computer Server as per IT agreement
- Roll out new payroll system, Jan 2018
- To move forward with a "Brockton" Branding

Summary of Significant Changes

- Increase in Service Agreements due to Phase 1 - updated AMP. Received grant funding which offset a portion of this cost.
- Increase in telephone costs - updated phone system required. Current system is no longer supported by the provider.
- Election costs, off-set by elections reserve fund
- New WSIB Contingency Reserve Fund - established to off-set potential increase in WSIB due to current and potential future claims for Chronic Exposure

GENERAL GOVERNMENT OPERATING BUDGET SUMMARY

| Department | 2017 Budget | 2018 Draft Budget | Budget Change |
|-----------------------|--------------------|--------------------|-------------------|
| Revenue | | | |
| User Fees | 197,000 | 198,350 | 1,350 |
| Grants | 1,652,100 | 1,650,600 | (1,500) |
| Debt | 0 | 0 | 0 |
| Investments | 90,000 | 90,000 | 0 |
| Other Income | <u>230,000</u> | <u>190,500</u> | <u>(39,500)</u> |
| Total Revenue | \$2,169,100 | \$2,129,450 | (\$39,650) |
| Expense | | | |
| Wages | 974,483 | 980,892 | 6,409 |
| Maintenance | 23,285 | 21,185 | (2,100) |
| Utilities | 5,760 | 5,760 | 0 |
| Special Projects | 0 | 35,000 | 35,000 |
| General Expense | <u>1,128,752</u> | <u>1,111,580</u> | <u>(17,172)</u> |
| Total Expense | \$2,132,279 | \$2,154,417 | \$22,138 |
| Net Difference | \$36,821 | (\$24,961) | (\$61,788) |

TAXATION BUDGET SUMMARY

| Department | 2017 Budget | 2018 Draft Budget | Budget Change |
|-----------------------|------------------|-------------------|-------------------|
| Revenue | | | |
| Taxation | 100,000 | 100,000 | 0 |
| PIL | <u>236,600</u> | <u>239,600</u> | <u>3,000</u> |
| Total Revenue | \$336,600 | \$339,600 | \$3,000 |
| Expense | | | |
| Write-off/Rebates | <u>50,000</u> | <u>65,000</u> | <u>15,000</u> |
| Total Expense | \$50,000 | \$65,000 | \$15,000 |
| Net Difference | \$286,600 | \$274,600 | (\$12,000) |

**MUNICIPALITY OF BROCKTON
OPERATING
BUDGET FOR GENERAL GOVERNMENT
2018**

| PARTICULARS 01-3108 | ACCOUNT NUMBER | 2016 | 2017 | | 2018 | % Increase from 2017 |
|--------------------------------------|-------------------|---------|---------|----------|----------|-------------------------|
| | | ACTUAL | ACTUAL | BUDGETED | BUDGETED | |
| EXPENDITURES | | | | | | |
| Wages - Administration | 1200 | 634,278 | 572,371 | 659,235 | 673,253 | 2.13% |
| Wages - Overtime/sick pay | 1204 | 6,364 | 6,265 | 34,000 | 34,000 | 0.00% |
| Wages - Custodian | 1220 | 45,036 | 38,379 | 45,048 | 47,707 | 5.90% |
| Wages - Part time - Office | 1222 | 35,601 | 16,930 | - | - | 0.00% |
| Wages - Part time - Custodian | 1225 | 2,460 | 2,749 | 1,400 | 1,400 | 0.00% |
| Benefits | 1240 | 201,977 | 199,161 | 234,800 | 224,532 | -4.37% |
| Gratuities | 1250 | 18,529 | 12,450 | 12,000 | 12,500 | 4.17% |
| Clothing Allowance | 1260 | 489 | 70 | 506 | 506 | 0.00% |
| Mileage | 1270 | 2,776 | 2,625 | 4,000 | 4,000 | 0.00% |
| Training & Seminars | 1271 | 21,068 | 24,050 | 31,300 | 36,000 | 15.02% |
| Bank Services | 1272 | 2,389 | 2,803 | 2,880 | 2,880 | 0.00% |
| Long Term Debts-Princ. | 1300 | 33,156 | 30,451 | 33,156 | 33,156 | 0.00% |
| Long Term Debts-Interest | 1301 | 5,515 | 4,673 | 5,197 | 5,197 | 0.00% |
| Memberships | 1303 | 7,220 | 7,252 | 6,945 | 6,445 | -7.20% |
| Supplies - Office | 1305 | 12,882 | 9,548 | 12,000 | 12,000 | 0.00% |
| License & Permits | 1308 | 19,037 | 21,362 | 15,750 | 15,750 | 0.00% |
| Legal Services | 1310 | 15,249 | 30,592 | 25,000 | 25,000 | 0.00% |
| Tax Collection | 1311 | 12 | - | - | - | 0.00% |
| Tax Registration | 1312 | - | - | - | - | 0.00% |
| Survey Fees | 1313 | - | - | - | - | 0.00% |
| Audit Services | 1314 | 24,559 | 21,418 | 25,000 | 25,000 | 0.00% |
| Payroll Services | 1315 | 8,646 | 3,360 | 3,072 | 3,072 | 0.00% |
| Maintenance - Accessibility | 1319 | 3,000 | 3,053 | 3,000 | 2,500 | -16.67% |
| Maintenance & Purchase-Equip | 1320 | 2,085 | 3,098 | 2,000 | 2,500 | 25.00% |
| Maintenance-Building | 1322 | 11,677 | 33,487 | 11,000 | 8,500 | -22.73% |
| Maintenance-Grounds | 1325 | 2,116 | 4,531 | 1,000 | 1,000 | 0.00% |
| Maintenance-Vehicle | 1330 | 1,827 | 2,906 | 2,285 | 2,285 | 0.00% |
| Maintenance-Safety | 1335 | 1,222 | 3,269 | 4,000 | 4,400 | 10.00% |
| Postage | 1340 | 16,294 | 11,819 | 20,000 | 15,000 | -25.00% |
| Service Agreement | 1344 | 75,774 | 43,617 | 49,750 | 102,975 | 106.98% |
| Telephone/Internet | 1350 | 8,795 | 8,665 | 9,428 | 12,689 | 34.59% |
| Supplies - Custodian | 1355 | 1,180 | 842 | 2,500 | 2,500 | 0.00% |
| Utilities - Hydro | 1360 | 3,441 | 2,483 | 4,560 | 4,560 | 0.00% |
| Utilities - Natural Gas | 1365 | 1,110 | 1,146 | 1,200 | 1,200 | 0.00% |
| Rental-Equipment | 1368 | 19,271 | 15,442 | 19,700 | 17,220 | -12.59% |
| Rental-Municipal Office | 1369 | 53,339 | 55,921 | 54,194 | 54,254 | 0.11% |
| Advertising | 1370 | 5,900 | 5,275 | 6,000 | 6,000 | 0.00% |
| Grants & Donations | 1373 | 12,550 | 22,553 | 27,710 | 15,210 | -45.11% |
| NWMO Community Well Being Grant Fund | 1374 | - | 74,950 | 200,000 | 125,500 | -37.25% |
| Insurance | 1380 | 22,296 | 22,041 | 22,155 | 22,155 | 0.00% |
| Ins.Claim paid by Munic. | 1381 | 3,768 | 7,568 | 5,000 | 5,000 | 0.00% |

| | | | | | | |
|-----------------------------|------|------------------|------------------|------------------|------------------|--------------|
| Elections | 1400 | - | - | - | 35,000 | 100.00% |
| Studies | 1467 | 58,383 | 20,599 | 47,500 | 30,000 | -36.84% |
| Cash Short/Over & Susp. | 1531 | (62) | 12 | - | - | 0.00% |
| Suspense | 1532 | 1,937 | - | - | - | 0.00% |
| Saugeen Munic. Airport | 1551 | 54,850 | 69,360 | 69,600 | 56,978 | -18.14% |
| Emergency Measures | | 2,008 | 150 | | - | 0.00% |
| SMART-Disability Transport. | 1553 | 72,333 | 74,408 | 74,408 | 74,593 | 0.25% |
| Municipal Complex Project | 1555 | - | - | - | - | 0.00% |
| Prior Year Deficit | 1590 | 400,218 | - | - | - | 0.00% |
| Trans. to Reserves | 1700 | 60,000 | 60,000 | 60,000 | 60,000 | 0.00% |
| Trans. to Capital Fund | 1710 | - | - | - | - | 0.00% |
| Trans. to Reserve Fund | 1720 | 141,500 | 157,202 | 284,000 | 330,000 | 16.20% |
| OPERATING EXPENSES | | 2,134,056 | 1,710,908 | 2,132,279 | 2,154,417 | 1.04% |

1.04% Increase
22,138 Increase

| PARTICULARS 01-3105 01-3106 | ACCOUNT NUMBER | 2016 | 2017 | | 2018 | % Increase from 2017 |
|-----------------------------------|-------------------|------------------|------------------|------------------|------------------|-------------------------|
| | | ACTUAL | ACTUAL | BUDGETED | BUDGETED | |
| REVENUE | | | | | | |
| Ontario Grants | 0126 | 1,506,600 | 1,741,219 | 1,607,100 | 1,605,600 | -0.09% |
| Canada Grants | 0127 | - | - | - | - | |
| TOTAL GRANTS | | 1,506,600 | 1,741,219 | 1,607,100 | 1,605,600 | -0.09% |
| OTHER REVENUE | | | | | | |
| Long-term Debt - Bank | 0129 | - | - | - | - | 0.00% |
| Rents - Rooms | 0130 | 5,886 | 5,962 | 6,000 | 6,000 | 0.00% |
| Licenses & Permits | 0133 | 35,609 | 35,893 | 25,000 | 25,000 | 0.00% |
| Penalty & Interest | 0135 | 111,006 | 118,327 | 114,000 | 114,000 | 0.00% |
| Invest. Income-Other | 0137 | 5,550 | 32,515 | 10,000 | 10,000 | 0.00% |
| Invest. Income-Westario-Dividend | 0138 | 100,871 | 75,653 | 80,000 | 80,000 | 0.00% |
| Tax Sale Revenue | 0140 | 3,000 | 2,500 | 6,000 | 6,000 | 0.00% |
| Trans. from Reserves | 0141 | 55,000 | 672,931 | - | - | 0.00% |
| Trans. from Reserve Fund | 0142 | 55,000 | 79,950 | 230,000 | 190,500 | -17.17% |
| Recoveries | 0145 | 4,642 | 2,545 | 500 | 500 | 0.00% |
| Misc. Revenue | 0150 | 12,999 | 47,384 | 33,000 | 33,000 | 0.00% |
| Fees - Commissioners Sign | 0152 | 1,261 | 1,087 | 1,000 | 1,000 | 0.00% |
| Sale of Land | 0153 | - | - | - | - | 0.00% |
| Fees - NSF | 0154 | 2,115 | 2,025 | 1,500 | 1,500 | 0.00% |
| Agreements - OPG | 0193 | 45,000 | - | 45,000 | 45,000 | 0.00% |
| Tax Certificates | 0240 | 8,235 | 10,850 | 10,000 | 11,350 | 13.50% |
| Prior Year Operating Surplus | 0300 | - | - | - | - | 0.00% |
| TOTAL OTHER REVENUE | | 446,174 | 1,087,622 | 562,000 | 523,850 | -6.79% |
| TOTAL OPERATING | | 1,952,774 | 2,828,841 | 2,169,100 | 2,129,450 | -1.83% |

-1.83% Decrease
(39,650) Decrease

| OPERATING SUMMARY | ACCOUNT NUMBER | 2016 | 2017 | | 2018 | % Increase from 2017 |
|---|-------------------|----------------|--------------------|-----------------|---------------|-------------------------|
| | | ACTUAL | ACTUAL | BUDGETED | BUDGETED | |
| OPERATING EXPENSES | | | | | | |
| | | 2,134,056 | 1,710,908 | 2,132,279 | 2,154,417 | 1.04% |
| OPERATING REVENUE | | | | | | |
| | | 1,952,774 | 2,828,841 | 2,169,100 | 2,129,450 | -1.83% |
| TOTAL GENERAL GOVERNMENT OPERATING | | | | | | |
| | | 181,282 | (1,117,933) | (36,821) | 24,967 | -167.81% |

ERBP Goals and Objectives

Purpose

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

2017 In Review

One lot was purchased in 2017, with a right of first refusal on another 4 acre parcel.

2018 Goals and Objectives

The committee hopes to continue proactively promote the ERBP in 2018 as the newly hired Community Development Coordinator will become more familiar with the ERBP as the year progresses.

Summary of Significant Changes

- There are no significant changes within the 2018 budget as we continue to budget for the design of the road extension from Cty Rd 19.
- Completed final payment for long-term debt in 2017.

ERBP OPERATING BUDGET SUMMARY

| Department | 2017 Budget | 2018 Draft Budget | Budget Change |
|-----------------------|-------------------|-------------------|-------------------|
| Revenue | | | |
| Sale of Land | 27,500 | 27,500 | 0 |
| Other Revenue | <u>103,100</u> | <u>103,100</u> | <u>0</u> |
| Total Revenue | \$130,600 | \$130,600 | 0 |
| Expense | | | |
| ERBP Development | 100,000 | 100,000 | 0 |
| Utilities | 2,000 | 2,000 | 0 |
| General Expense | <u>63,660</u> | <u>43,888</u> | <u>(\$19,772)</u> |
| Total Expense | \$165,660 | \$145,888 | (\$19,772) |
| Net Difference | (\$35,060) | (\$15,288) | \$19,772 |

EDC Goals and Objectives

Purpose

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

2017 In Review

Once again the EDC supported the Façade Program in collaboration with the BIA. EDC contributed to the Hawk's Nest as a corporate sponsor for the 2018 presentations. RED funding was received which has allowed the hire of a Community Development Coordinator. The Business Retention and Expansion study will continue on into 2018. The Economic Development Strategic Plan was adopted

2018 Goals and Objectives

The newly hired CDC will complete the Business Retention and Expansion study in 2018 with the need for future implementation. Brockton will continue to participate in the Nuclear Sector Strategy with Bruce Power and the County of Bruce as the refurbishment is carried out over the next few decades. With the implementation of the Economic Development Strategy in 2018, the committee will have a strong foundation to be competitive into the future. The recommendation of the committee is to extend the position of CDC after the BR&E and grant funding is complete and the budget reflects this recommendation.

Summary of Significant Changes

- The Municipality's share of funding for the Community Development Coordinator increases the budget for 2018 by \$37,000.
- The Visitor Information Centre budget has increased by \$5,000.

EDC OPERATING BUDGET SUMMARY

| Department | 2017 Budget | 2018 Draft Budget | Budget Change |
|-----------------------|-------------------|-------------------|-----------------|
| Revenue | | | |
| Grants | 0 | 42,950 | 42,950 |
| Agreements | 1,000 | 1,000 | 0 |
| Reserve Fund | <u>45,000</u> | <u>30,000</u> | <u>(15,000)</u> |
| Total Revenue | \$46,000 | \$73,950 | \$27,950 |
| Expense | | | |
| Wages | 0 | 67,548 | 67,548 |
| General Expense | <u>133,500</u> | <u>88,192</u> | <u>(45,308)</u> |
| Total Expense | \$133,500 | \$155,740 | \$22,240 |
| Net Difference | (\$87,500) | (\$81,790) | \$5,710 |

Heritage Goals and Objectives

Purpose

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

2017 In Review

There was no significant events in 2017, however, the committee did take part in the County wide Canada 150 Doors Open Event.

2018 Goals and Objectives

The committee will once again apply for a Heritage Summer Student in 2017

Summary of Significant Changes

- Increase due to the 2018 Doors Open event.

HERITAGE OPERATING BUDGET SUMMARY

| Department | 2017 Budget | 2018 Draft Budget | Budget Change |
|-----------------------|-------------------|-------------------|----------------|
| Revenue | | | |
| Grants | 1,350 | 1,960 | 610 |
| Other Revenue | <u>2,800</u> | <u>9,400</u> | <u>6,600</u> |
| Total Revenue | \$4,150 | \$11,360 | \$7,210 |
| Expense | | | |
| Wages | 3,900 | 4,320 | 420 |
| General Expense | <u>13,900</u> | <u>20,500</u> | <u>6,600</u> |
| Total Expense | \$17,800 | \$24,820 | \$7,020 |
| Net Difference | (\$13,650) | (\$13,460) | 190 |

Library Goals and Objectives

Purpose

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

2017 In Review

There were no significant changes at the libraries in 2017. However, repairs to the A/C unit at the Walkerton Library did have an effect on the budget. The outside lights at the Walkerton Library were replaced with LED's in the hopes of reducing the electricity bill.

2018 Goals and Objectives

The Walkerton Library is in need of new floor covering and \$17,000 has been budgeted for this project.

Summary of Significant Changes

- The cost of replacing the carpet in the Walkerton Library will be offset by a transfer from reserves.

LIBRARY OPERATING BUDGET SUMMARY

| Department | 2017 Budget | 2018 Draft Budget | Budget Change |
|-----------------------|-------------------|-------------------|----------------|
| Revenue | | | |
| Cargill | | | |
| Rent | 8,600 | 8,740 | 140 |
| Other Revenue | <u>0</u> | <u>0</u> | <u>0</u> |
| Walkerton | | | |
| Rent | 40,000 | 40,850 | 850 |
| Other Revenue | <u>1,900</u> | <u>1,900</u> | <u>0</u> |
| Total Revenue | \$50,500 | \$51,490 | 990 |
| Expense | | | |
| Cargill | | | |
| Maintenance | 1,875 | 1,875 | 0 |
| Utilities | 3,450 | 3,235 | (215) |
| General Expense | <u>3,415</u> | <u>3,615</u> | <u>200</u> |
| Walkerton | | | |
| Wages | 30,783 | 33,239 | 2,456 |
| Maintenance | 5,250 | 4,350 | (900) |
| Utilities | 19,700 | 20,700 | 1,000 |
| General Expense | <u>14,546</u> | <u>13,496</u> | <u>(1,050)</u> |
| Total Expense | \$79,019 | \$81,510 | \$1,491 |
| Net Difference | (\$28,519) | (\$29,020) | (\$501) |

Cemetery Goals and Objectives

Purpose

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

2017 In Review

In 2017 the operations of the Walkerton & Starkvale Cemetery were completed once again by an internal staff member. Staff were able to update the Starkvale shed & bench which was in need of replacement and/or extensive repair.

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

2018 Goals and Objectives

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

Summary of Significant Changes

- No significant change for 2018

CEMETERY OPERATING BUDGET SUMMARY

| Department | 2017 Budget | 2018 Draft Budget | Budget Change |
|-----------------------|----------------------|----------------------|---------------------|
| Revenue | | | |
| Walkerton | | | |
| Grave Opening | 11,000 | 13,000 | 2,000 |
| Sale of Land | 11,600 | 14,750 | 3,150 |
| Care & Maintenance | 5,200 | 5,625 | 425 |
| Other Revenue | <u>5,344</u> | <u>5,719</u> | <u>375</u> |
| Starkvale | | | |
| Grave Opening | 2,405 | 2,405 | 0 |
| Sale of Land | 1,080 | 1,080 | 0 |
| Care & Maintenance | 1,050 | 1,050 | 0 |
| Other Revenue | <u>397</u> | <u>397</u> | <u>0</u> |
| Total Revenue | \$38,076 | \$44,026 | \$5,950 |
| Expense | | | |
| Walkerton | | | |
| Wages | 28,172 | 34,340 | 6,168 |
| Maintenance | 16,300 | 12,050 | (4,250) |
| Utilities | 1,300 | 1,300 | 0 |
| Other | <u>20,578</u> | <u>20,488</u> | <u>(90)</u> |
| Starkvale | | | |
| Wages | 0 | 1,032 | 1,032 |
| Maintenance | 5,000 | 5,000 | 0 |
| Other | <u>1,415</u> | <u>1,415</u> | <u>0</u> |
| Total Expense | <u>72,764</u> | <u>75,624</u> | <u>2,861</u> |
| Net Difference | (\$34,688) | (\$31,598) | \$3,089 |

Brockton Child Care Goals and Objectives

Purpose

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

2017 In Review

The Centre was at capacity for the majority of the year. The School Age program at St. Teresa of Calcutta is a large program and is at capacity. The School Age program at WDCS is our smaller program but is also at capacity for the number of teachers we have available. The Centre now has 19 employees. The Centre does have a waiting list. The Bruce Grey Catholic School Board, Bruce County Social Services and the Centre have joined together to prepare an application for 100% funding to expand the Centre by two classrooms in order to decrease the waiting list.

2018 Goals and Objectives

My goal for 2018 is to keep the Centre at capacity. I will continue to encourage the employees to attend training courses so that the Centre continues to offer high quality care and learning opportunities for the children. Finding qualified teachers is a challenge. It is my goal to continue hiring only those teachers that meet the standards that are required to work at this Centre.

Summary of Significant Changes

- The increase in enrollment increases the number of employees needed.
- Increase in County Grants to reflect actuals for prior year

BROCKTON CHILD CARE OPERATING BUDGET SUMMARY

| Department | 2017 Budget | 2018 Draft Budget | Budget Change |
|-----------------------|--------------------|--------------------------|----------------------|
| Revenue | | | |
| Grants | 147,600 | 190,000 | 42,400 |
| Fees | 970,760 | 997,802 | 27,040 |
| Donations | <u>0</u> | <u>0</u> | <u>0</u> |
| Other Revenue | <u>0</u> | <u>10,000</u> | <u>10,000</u> |
| Total Revenue | \$1,118,361 | \$1,197,802 | \$79,441 |
| Expense | | | |
| Wages | 1,023,454 | 1,098,554 | 75,101 |
| Maintenance | 40,936 | 43,086 | 2,150 |
| Utilities | 0 | 0 | 0 |
| General Expense | <u>124,308</u> | <u>126,917</u> | <u>2,609</u> |
| Total Expense | \$1,188,698 | \$1,265,920 | \$79,860 |
| Net Difference | (\$70,336) | (\$70,756) | (\$419) |

Physician Recruitment Goals and Objectives

Purpose

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

2017 In Review

Both Dr. Wilhelm and Dr. Cziffer were recruited in 2017

2018 Goals and Objectives

Recruit four new positions

Summary of Significant Changes

- Increase in the transfer from Reserve Fund is for the recruitment of three positions

PHYSICIAN RECRUITMENT OPERATING BUDGET SUMMARY

| Department | 2017 Budget | 2018 Draft Budget | Budget Change |
|-----------------------|-------------------|-------------------|-------------------|
| Revenue | | | |
| Reserve Funds | <u>0</u> | <u>0</u> | <u>0</u> |
| Total Revenue | \$0 | \$0 | \$0 |
| Expense | | | |
| Physician Agreements | <u>48,000</u> | <u>77,250</u> | <u>29,250</u> |
| Total Expense | \$48,000 | \$77,250 | \$29,250 |
| Net Difference | (\$48,000) | (\$77,250) | (\$29,250) |



Budget Proposal 2018

Prepared
September 25, 2017

1. History

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

2. Financials

- 5 Year historical financial data
- Proposed 2018 budget

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



Report to

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

Mayor Inglis & Members of Council,

The Physician Recruitment & Retention Committee is in its 12th year of operation as of April 2017. We thank you for your ongoing support of the Physician Recruitment Committee and its efforts locally to attract physicians.

History of the Brockton and Area Physician Recruitment Committee

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

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

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

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

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

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

4 people) formed the committee. The committee has been retained and has a membership of approximately 15 people to date.

The Municipality of Arran-Elderslie withdrew in 2011.

Recruitment Success and Accomplishments

- Establishment of Brockton and Area Family Health Team
- Recruitment of 7 doctors – most recently Dr. Amanda Wilhelm and Dr. Andreas Cziffer
- Strong involvement in medical clinics
- Hosting of the yearly Discovery Week visitation for 1st year Medical Students of Western Medical School
- Attendance in Medical Open House
- Participation in PARO Tours
- Organization and greeting activities for new Doctors
- Continual Liaisons with Municipal Councils
- Hosted Rural Retreat in Walkerton for 35 physician residents
- Frequent R&R Committee Meetings

The Current Reality

In the past few years there has been fluctuation in the physician population in Walkerton. We have received notice from 2 local physicians that they will be retiring in 2018, who will need to be replaced by 3-4 new physicians. We also have 1 semi-retired physician working as a long-term locum until we can find a full-time replacement. We are now working toward recruitment of 3-5 Family Physicians in 2018.

Doctor Recruitment is a community challenge.

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

Where We Are Today

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

Looking to the Future

There are 4 physicians currently practicing in the municipalities of Brockton and South Bruce ranging in age from 60's to 70's. Working with these physicians and the entire physician group to maintain open lines of communication regarding the anticipated recruitment needs is a priority. We will review physician feedback and continue to include them in distribution of meeting minutes. We will continue to work toward a strong relationship with the hospital for a complete and mutual recruitment effort among all stakeholders.

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

Financials

Attached are the historical financial data and our proposed 2018 Budget.

We are requesting a budget of \$77,250 from Brockton for 2018. Our operating budget is the same as the 2017 operating budget, the increases are only to allow us to incentivize new physicians to come to our area.

- \$17,250 for operations and
- \$60,000 for Doctor #8, #9 & #10

While our budget request is a significant increase from 2017, this should be contrasted with the fact that our committee's average budget from 2007-2011 was over \$160,000 annually. During this time span, the committee was able to recruit 4 physicians to our area. We hope to be able to duplicate that success in a shorter time frame and with less money, which is no small task. We believe that with this budget, we would have the funds available to potentially sign 3 new physicians.

Animal Control Goals and Objectives

Purpose

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

2017 In Review

A dog count as recommended by the MSR was implemented in 2017

2018 Goals and Objectives

No further changes are recommended, however if the dog count is not completed in 2017 it will continue into 2018

Summary of Significant Changes

- It is hoped that revenue increases realized in 2017 will be reflected in 2018.

ANIMAL CONTROL OPERATING BUDGET SUMMARY

| Department | 2017 Budget | 2018 Draft Budget | Budget Change |
|-----------------------|------------------------|------------------------|-----------------|
| Revenue | | | |
| Grants | 5,000 | 5,000 | 0 |
| License | 20,250 | 20,250 | 0 |
| Recovery | <u>1,000</u> | <u>1,000</u> | <u>0</u> |
| Total Revenue | \$26,250 | \$26,250 | \$0 |
| Expense | | | |
| Service Agreement | 10,000 | 10,000 | 0 |
| Live Stock Claims | 5,000 | 5,000 | 0 |
| Other | <u>4,800</u> | <u>4,800</u> | <u>0</u> |
| Total Expense | <u>\$19,800</u> | <u>\$19,800</u> | <u>0</u> |
| Net Difference | \$6,450 | \$6,450 | \$0 |

Fire Goals and Objectives

Purpose

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

2017 In Review

- Operating policies and guidelines on final review with Elmwood
- Cancer Prevention/Decontamination Program hard launch Walkerton 2017, soft launch Elmwood 2018
- Risk Assessment Completed at the Walkerton Station (Spring). Elmwood 2017(Fall)
- Delivery of Hurst e-Draulic Spreaders 2016 Cutters & Ram 2017
- New agreements signed with Hanover and Arran Elderslie

2018 Goals and Objectives

- Complete implementation of the Cancer Prevention/Decontamination Program in Elmwood
- Continue to focus on Employee Retention, Health and Safety and Risk Management
- Continue Alarmed for Life Program with both print and boots on the ground
- Implement recommendations of Elmwood Risk Assessment

Summary of Significant Changes

- Sustainable Fire Service Agreement costs now based on CPI versus fixed percentage/assessment
- Transition of E-Draulic complete in Walkerton, Elmwood 2018

BROCKTON FIRE OPERATING BUDGET SUMMARY

| Department | 2017 Budget | 2018 Draft Budget | Budget Change |
|-------------------------|-------------------------|--------------------------|----------------------|
| Revenue | | | |
| Grants | 0 | 0 | 0 |
| Fire Calls & Agreements | 71,639 | 72,019 | 380 |
| Other | <u>6,000</u> | <u>5,000</u> | <u>(1,000)</u> |
| Total Revenue | \$77,639 | \$77,019 | (\$620) |
| Expense | | | |
| Wages | 313,718 | 317,370 | 3,652 |
| Service Agreement | 247,445 | 251,510 | 4,065 |
| Maintenance | 66,500 | 66,000 | (500) |
| Utilities | 13,400 | 13,600 | 200 |
| General Expense | <u>334,411</u> | <u>326,948</u> | <u>(7,464)</u> |
| Total Expense | <u>\$975,475</u> | <u>\$975,428</u> | <u>(\$47)</u> |
| Net Difference | (\$897,836) | (\$898,409) | (\$573) |

Emergency Measures Goals and Objectives

Purpose

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

2017 In Review

- Back-up generator installed at Elmwood Fire hall & Municipal Office
- Continued focus on Emergency Preparedness/Awareness

2018 Goals and Objectives

- County to provide Emergency Management Services to Brockton(delayed until 2018)
- Align Emergency Plan with the County

Summary of Significant Changes

- No significant changes for 2018

EMERGENCY MEASURES OPERATING BUDGET SUMMARY

| Department | 2017 Budget | 2018 Draft Budget | Budget Change |
|-----------------------|------------------------|------------------------|-----------------------|
| Expense | | | |
| Wages | 4,000 | 2,200 | (1,800) |
| Service Agreement | 8000 | 800 | 0 |
| General Expense | <u>36,546</u> | <u>37,582</u> | <u>1,036</u> |
| Total Expense | <u>\$41,346</u> | <u>\$40,582</u> | <u>(\$764)</u> |
| Net Difference | \$41,346 | \$40,582 | (\$764) |

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

Purpose

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

2017 In Review

2018 Goals and Objectives

Summary of Significant Changes

- Reduction in OPP Service Agreement for 2018
- Purchase new Speed Spy
- Recruit new board member

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

| Department | 2017 Budget | 2018 Draft Budget | Budget Change |
|-----------------------|---------------------------|---------------------------|---------------------------|
| Revenue | | | |
| Grants | 0 | 0 | 0 |
| Fines | 5,000 | 5,000 | 0 |
| Reserve Funds | <u>0</u> | <u>0</u> | <u>0</u> |
| Total Revenue | \$5,000 | \$5,000 | \$0 |
| Expense | | | |
| OPP Service Agreement | 1,955,214 | 1,860,361 | (94,853) |
| By-Law Enforcement | 25,000 | 7,500 | (17,500) |
| Police Service Board | 16,950 | 20,250 | 3,000 |
| Employee Benefits | <u>2,200</u> | <u>2,200</u> | <u>0</u> |
| Total Expense | <u>\$1,999,364</u> | <u>\$1,890,311</u> | <u>(\$109,053)</u> |
| Net Difference | (\$1,994,364) | (\$1,885,311) | \$109,053 |

Conservation Authority Goals and Objectives

Purpose

Issue permits for fill in a regulated area. Flood warnings. Forest management.

2017 In Review

2018 Goals and Objectives

Summary of Significant Changes

- Dyke work to be completed in Walkerton

CONSERVATION AUTHORITY OPERATING BUDGET SUMMARY

| Department | 2017 Budget | 2018 Draft Budget | Budget Change |
|-----------------------|-------------------------|-------------------------|------------------------|
| Revenue | | | |
| Reserve Funds | <u>0</u> | <u>0</u> | <u>0</u> |
| Total Revenue | 0 | 0 | 0 |
| Expense | | | |
| Service Agreements | <u>151,346</u> | <u>176,840</u> | <u>25,494</u> |
| Total Expense | <u>\$151,346</u> | <u>\$176,840</u> | <u>\$25,494</u> |
| Net Difference | \$151,346 | \$176,840 | (\$25,494) |

Planning Goals and Objectives

Purpose

Brockton's planning staff assists the public in their understanding of the zoning by-law in an effort to reach their objective whether that objective is to obtain a building permit or buy or sell their home. Staff also assist county planners when dealing with zoning by-laws and Official Plans. In 2017 it is planned to review zoning by-law 2013-26 bring it in line with the Provincial Policy Statement. Brockton's Municipal Drains are also included in this budget, four are planned for completion in 2017. While municipal drains are an in and out budget line there are still costs to the municipality. The Roads department will be assessed close to \$221,000 in 2017 for road crossings

2017 In Review

The County of Bruce along with Brockton staff completed a review of Walkerton's Official Plan.

2018 Goals and Objectives

In 2018 a 5 year review of the Municipality of Brockton Bylaw 2013-26 (Zoning By-Law) will be undertaken in conjunction with the County of Bruce Planning Department

Summary of Significant Changes

- Decrease in part time wage due to retirement of Superintendent
- Increase in Service agreements for the contract of Cobide Engineering for Superintendent duties
- Zettler, Russell, Kaake O drain all planned to be active in 2018

PLANNING OPERATING BUDGET SUMMARY

| Department | 2017 Budget | 2018 Draft Budget | Budget Change |
|-----------------------|--------------------|--------------------|-------------------|
| Revenue | | | |
| Grants | 14,375 | 25,000 | 10,625 |
| User Fees | 696,600 | 946,000 | 249,400 |
| Reserve Funds | <u>3,000</u> | <u>3,000</u> | <u>0</u> |
| Total Revenue | \$713,975 | \$974,000 | \$260,025 |
| Expense | | | |
| Wages | 115,704 | 81,413 | (34,291) |
| Maintenance | 690,600 | 950,000 | 249,400 |
| General Expense | <u>18,095</u> | <u>68,755</u> | <u>50,660</u> |
| Total Expense | \$824,399 | \$1,100,168 | \$275,769 |
| Net Difference | (\$110,424) | (\$126,168) | (\$15,744) |

Property Inspection Goals and Objectives

Purpose

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

2017 In Review

Maintained ongoing daily service to public through providing construction permit and inspection services, responding to zoning and building inquiries, and property standards complaints. Very few septic re-inspections completed due to staff health issues and 2017 being the year of never ending rain.

2018 Goals and Objectives

2018 is planned to be a return to full healthy department operation.

It is anticipated that a significant number of building lots will become available within the Municipality in 2018 and should result in an increase in the housing construction activity back to historical levels.

Summary of Significant Changes

- Changes to both the Ontario Building Code and Provincial Property Standards enforcement will require training and subsequent education of contractors, designers and the public.
- Decrease in wages to septic re-inspection in 2017 – anticipated to return to normal levels in 2018 with continuation of the Septic Re-inspection program.

PROPERTY INSPECTION OPERATING BUDGET SUMMARY

| Department | 2017 Budget | 2018 Draft Budget | Budget Change |
|-----------------------|-------------------|-------------------|----------------|
| Revenue | | | |
| License and Permits | 155,000 | 155,000 | 0 |
| Other Revenue | <u>1,797</u> | <u>1,797</u> | <u>0</u> |
| Total Revenue | \$156,797 | \$156,797 | \$0 |
| Expense | | | |
| Wages | 117,337 | 116,813 | (523) |
| Maintenance | 1,500 | 1,500 | 0 |
| General Expense | <u>58,502</u> | <u>59,545</u> | <u>1,043</u> |
| Total Expense | \$177,339 | \$177,858 | \$519 |
| Net Difference | (\$20,542) | (\$21,061) | (\$519) |

Recreation Goals and Objectives

Purpose

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

2017 In Review

It was an ambitious year with many exciting changes and improvements to our Parks and Recreation department. To list a few we could start with our brand new Bruce Power Regional Soccer Park, a beautiful facility that really showcases what is possible in Brockton. The Walkerton Ball Diamonds received an amazing make over with a new clay playing surface and replacement of some of the existing fencing to enhance the safety and experience of playing on our diamonds. To take a step away from improved assets we would talk about the exciting launch of a new Tween's program that engages older youth in recreation. We would also showcase accessibility enhancements that were made to not only our river trail but to the Walkerton arena with an automatic entry way. Finally in staffing, retirement announcements and the addition of a Parks, Recreation and Facilities Supervisor have been evolving the face of the Parks and Recreation department and bringing change with new insights and ideas.

2018 Goals and Objectives

In 2018 we will set our sights on expanding our programming; focusing on gentle fitness and innovative trends in recreation through market research and collaboration with partners in our industry.

With our facilities, we will continue to make improvements. The ball park facility fencing will continue replacement of diamond #2 that would be planned for early spring. Consideration will be given to our aging facilities by looking at energy saving enhancements and ways to increase maximum use by either changing purpose to a more demanding need or improving existing functionality.

Continuing through collaboration on the proposal for a Brockton dog park and more planning and research will be spent to bring the initiative into fruition.

In administration, as we move further into a digital age it has been identified that Ecommerce is a necessity and would greatly enhance the department abilities to generate revenue for our facilities, parks, programs and events while decreasing the burden on administration staff. It would be our goal to implement such a system in early 2018 to enhance how we operate in recreation and provide better service to our customers. In Conclusion, 2018 will be a year of improving on what we have, bettering our capabilities and strengthening our procedures; to ensure that as a department we offer the best possible experience, and showcase our best possible selves

Summary of Significant Changes

- Reallocation of wages with new 2017 staff changes
- Increase in wage expenses due 2017 grant funding no longer available in 2018
- Reduced utilities to reflect actuals
- Increased transfer to Reserve Fund – allow for future planning and projects

RECREATION OPERATING BUDGET SUMMARY

| Department | 2017 Budget | 2018 Draft Budget | Budget Change |
|-------------------------|--------------------|--------------------------|----------------------|
| Revenue | | | |
| Administration | | | |
| Grants | <u>0</u> | <u>0</u> | <u>0</u> |
| Parks | | | |
| Grants | 2,000 | 2,000 | 0 |
| Parks | 16,000 | 16,000 | 0 |
| Other Revenue | <u>4,600</u> | <u>4,600</u> | <u>0</u> |
| Pools | | | |
| Grants | 6,000 | 6,000 | |
| User Fees | 51,000 | 51,000 | |
| Other Revenue | <u>9,300</u> | <u>8,000</u> | <u>(1,300)</u> |
| Community Centre | | | |
| Grants | 0 | 0 | 0 |
| User Fees | 265,200 | 265,200 | 0 |
| Other Revenue | <u>67,000</u> | <u>67,000</u> | <u>0</u> |
| Lobbies | | | |
| Grants | 0 | 0 | 0 |
| User Fees | 32,000 | 32,500 | 5000 |
| Other Revenue | <u>2,000</u> | <u>2,000</u> | <u>0</u> |
| Day Camp | | | |
| Grants | 3,000 | 3,000 | 0 |
| User Fees | <u>51,000</u> | <u>52,000</u> | <u>1,000</u> |
| Programs | | | |
| Grants | 38,661 | 0 | (38,661) |
| User Fees | <u>90,000</u> | <u>90,000</u> | <u>0</u> |
| CDCF | | | |
| Grants | 9,500 | 5,000 | (4,500) |
| User Fees | <u>141,000</u> | <u>129,500</u> | <u>(11,500)</u> |
| Soccer | | | |
| Grants | 0 | 0 | 0 |
| User Fees | <u>0</u> | <u>4,000</u> | <u>4,000</u> |
| Total Revenue | \$788,261 | \$737,800 | (\$50,461) |

| Expense | | | |
|-------------------------|----------------|----------------|-----------------|
| Administration | | | |
| Wages | 224,660 | 306,162 | 81,502 |
| Maintenance | 750 | 500 | (250) |
| General Expense | <u>62,226</u> | <u>61,634</u> | <u>(592)</u> |
| Parks | | | |
| Wages | 162,637 | 146,874 | (15,763) |
| Maintenance | 45,700 | 49,200 | 3,500 |
| Utilities | 17,500 | 8,000 | (9,500) |
| General Expense | <u>119,738</u> | <u>81,668</u> | <u>(38,070)</u> |
| Pool | | | |
| Wages | 81,415 | 74,012 | (7,403) |
| Maintenance | 19,300 | 22,500 | 3,200 |
| Utilities | 29,000 | 23,500 | (5,500) |
| General Expense | <u>18,385</u> | <u>29,385</u> | <u>11,000</u> |
| Community Centre | | | |
| Wages | 260,509 | 211,438 | (49,071) |
| Maintenance | 35,900 | 35,900 | 0 |
| Utilities | 108,200 | 118,200 | 10,000 |
| General Expense | <u>117,159</u> | <u>133,159</u> | <u>16,000</u> |
| Lobbies | | | |
| Wages | 11,026 | 10,526 | (500) |
| Maintenance | 7,900 | 7,900 | 0 |
| Utilities | 2,450 | 2,450 | 0 |
| General Expense | <u>4,100</u> | <u>15,400</u> | <u>11,300</u> |
| Day Camp | | | |
| Wages | 31,000 | 34,178 | 3,178 |
| General Expense | <u>4,290</u> | <u>14,290</u> | <u>10,000</u> |
| Programs | | | |
| Wages | 0 | 0 | 0 |
| Maintenance | 0 | 0 | 0 |
| General Expense | <u>83,166</u> | <u>78,720</u> | <u>(4,446)</u> |

| | | | |
|-----------------------|--------------------|--------------------|--------------------|
| CDCF | | | |
| Wages | 14,690 | 15,000 | 310 |
| Maintenance | 20,000 | 12,000 | (8,000) |
| General Expense | <u>111,700</u> | <u>106,000</u> | <u>(5,700)</u> |
| Soccer | | | |
| Wages | 0 | 6,494 | 6,494 |
| Maintenance | 0 | 6,500 | 6,500 |
| General Expense | <u>0</u> | <u>82,393</u> | <u>82,393</u> |
| Total Expense | \$1,593,401 | \$1,693,983 | \$100,582 |
| Net Difference | (\$805,140) | (\$956,183) | (\$151,043) |

Materials Management Goals and Objectives

Purpose

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

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

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

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

2017 In Review

- Weekly Household Waste Pickup throughout 2017 Year
- Adjusted days open at Brant and Greenock landfills.
- Better organization of landfill attendant scheduling.
- Telephone and internet installed at landfills.
- Hired a landfill attendant.

2018 Goals and Objectives

- Continue to maintain landfill up to standards
- Neutral expenses to offset revenue

Summary of Significant Changes

- Increase in wages due to 2017 hire of Lead Landfill Attendant

MATERIALS MANAGEMENT OPERATING BUDGET SUMMARY

| Department | 2017 Budget | 2018 Draft Budget | Budget Change |
|--------------------------------|-------------------------|--------------------------|-----------------------|
| Revenue | | | |
| Brant & Greenock | | | |
| User Fees | <u>253,260</u> | <u>253,260</u> | <u>0</u> |
| Walkerton & Hanover | | | |
| User Fees | <u>201,750</u> | <u>201,750</u> | <u>0</u> |
| Recycling | | | |
| Recoveries | <u>8,100</u> | <u>8,100</u> | <u>0</u> |
| Total Revenue | \$463,110 | \$463,110 | \$0 |
| Expense | | | |
| Brant & Greenock | | | |
| Wages | 64,468 | 69,353 | 4,885 |
| Service Agreements | 87,345 | 88,869 | 1,524 |
| Utilities | 1,000 | 1,400 | 400 |
| General Expense | <u>113,667</u> | <u>113,667</u> | <u>0</u> |
| Walkerton & Hanover | | | |
| Service Agreements | 199,658 | 201,144 | 1,486 |
| General Expense | <u>88,250</u> | <u>88,250</u> | <u>0</u> |
| Recycling | | | |
| Wages | 14,208 | 14,589 | 381 |
| Utilities | 5,000 | 5,000 | 0 |
| General Expense | <u>134,298</u> | <u>134,298</u> | <u>0</u> |
| Total Expense | <u>\$707,894</u> | <u>\$716,570</u> | <u>\$8,676</u> |
| Net Difference | (\$244,784) | (\$253,460) | (\$8,676) |

Streets Goals and Objectives

Purpose

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

2017 In Review

- Completed the Phase 2 South Street Construction (Lee & Coates Streets)
- Repaved Lake Rosalind Rd 1, 2 and 6.
- Maintained better dust control on gravel roads.

2018 Goals and Objectives

- Construction repairs on Bridge Concession 20, and McCurdy Bridge with County of Bruce.
- Construct Cayley Street.

Summary of Significant Changes

- Increase in long-term debt for repayment of South Street, Lee & Coats and Municipal Drains
- Engineering for updated roads assessment – Phase I of updated AMP. Partial grant funding
- Telephone/Internet costs – updated phone system, plus internet access at all shops for new time clocks

STREETS OPERATING BUDGET SUMMARY

| Department | 2017 Budget | 2018 Draft Budget | Budget Change |
|-----------------------|---------------------------|---------------------------|-------------------------|
| Revenue | | | |
| Other Revenue | 0 | 10,000 | 10,000 |
| User Fees | <u>60,000</u> | <u>60,000</u> | <u>0</u> |
| Total Revenue | \$60,000 | \$70,000 | \$10,000 |
| Expense | | | |
| Wages | 721,559 | 749,170 | 27,611 |
| Maintenance | 844,500 | 839,500 | (5,000) |
| Winter Control | 310,320 | 315,750 | 5,430 |
| General Expense | <u>618,174</u> | <u>696,899</u> | <u>78,725</u> |
| Total Expense | <u>\$2,494,553</u> | <u>\$2,601,319</u> | <u>\$106,766</u> |
| Net Difference | (\$2,434,553) | (\$2,516,319) | (\$96,766) |

Street Lights Goals and Objectives

Purpose

Provides streetlights to the urban areas of Brockton.

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

2017 In Review

- Completed the Phase 2 of LED Streetlight Project

2018 Goals and Objectives

- Double the LED Streetlight Projects

Summary of Significant Changes

- Due to increase Hydro cost there are slight increases in some locations to be in line with actuals

STREET LIGHTS OPERATING BUDGET SUMMARY

| Department | 2017 Budget | 2018 Draft Budget | Budget Change |
|-----------------------|-----------------------|-----------------------|---------------------|
| Expense | | | |
| Maintenance | 20,000 | 20,000 | 0 |
| Utilities | 157,471 | 163,770 | 6,299 |
| General Expense | <u>0</u> | <u>0</u> | <u>0</u> |
| Total Expense | <u>177,471</u> | <u>183,770</u> | <u>6,299</u> |
| Net Difference | 177,471 | 183,770 | 6,299 |

BIA Goals and Objectives

Purpose

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

2017 In Review

- Appointment of a new board of directors
- Appointment of a new BIA Manager
- Levy changes max and mins and boundary extended
- Rent increase
- Buskers and Santa Cause Parade removed from budget

2018 Goals and Objectives

- Provide opportunity to create revenue
- Focus on utilizing the increase Streetscape allocated funds its maximum potential

Summary of Significant Changes

- Rent increase
- Levy changes due to Bi-law increase in levied members
- Decrease in associates members
- Combined budget for CIC and Streetscape committee

BIA BUDGET SUMMARY

| Department | 2017 Budget | 2018 Draft Budget | Budget Change |
|----------------------------------|------------------|-------------------|-----------------|
| Revenue | | | |
| Interest | 400 | 300 | -100 |
| BIA Levy | 80,650 | 83,800 | 3,150 |
| Other Income | 4,000 | 5,700 | 1,700 |
| Visitor Information Centre | 0 | 22,750 | 22,750 |
| Associate Membership | 8,250 | 7,000 | -1,250 |
| Sign Maintenance | 0 | 650 | 650 |
| Walkerton Dollars | 25,000 | 35,000 | 10,000 |
| BIA Programs | 12,000 | 13,870 | 1,870 |
| Small Business Holiday Party | 1,500 | 7,700 | 6,200 |
| Total Revenue | \$131,800 | \$176,770 | \$44,970 |
| Expense | | | |
| Wages | 62,114 | 87,500 | 25,386 |
| Mileage/training/meals | 1,800 | 1,800 | 0 |
| Projects & Promotions | 1,111 | 7,000 | 5,889 |
| Audit | 2,600 | 2,800 | 200 |
| Photocopier | 550 | 550 | 0 |
| Internet/Phone/fax | 1,000 | 1,000 | 0 |
| Meetings | 1,200 | 0 | -1,200 |
| Office Equipment & Upgrades | 750 | 500 | -250 |
| Office Maintenance | 250 | 400 | 150 |
| Postage | 500 | 2,100 | 1,600 |
| Office Supplies | 750 | 400 | -350 |
| Website | 500 | 600 | 100 |
| Rent & Utilities | 9,300 | 12,460 | 3,160 |
| BIA Membership Fees | 225 | 230 | 5 |
| Walkerton Dollars | 25,000 | 35,000 | 10,000 |
| Marketing & Media | 3,000 | 0 | -3,000 |
| Business Functions | 1,000 | 1,000 | 0 |
| Streetscape Projects/Maintenance | 1,000 | 5,000 | 4,000 |
| BIA Programs/promotions | 15,150 | 16,430 | 1,280 |
| Façade Improvement Program | 2,000 | 2,000 | 0 |
| CIC Projects | 2,000 | 0 | -2,000 |
| Total Expense | \$131,800 | \$176,770 | \$44,970 |
| Net Difference | 0 | 0 | 0 |

Waste Water Treatment Plant Goals and Objectives

Purpose

The Walkerton WWTP is designed to treat the wastewater for the industrial, commercial and residential users of Walkerton. The primary purpose of treatment is to discharge to the receiving river effluent with the least environmental impact. The plant has effluent requirements as set out by the MOE (Ministry of the Environment) in the ECA. (Environmental Compliance Approval) The criteria are for TSS (Total Suspended Solids) 25 mg/l, BOD5 Biochemical Oxygen Demand) 25mg/l and Phosphorous of 1 mg/l. The plant continuously discharges at a level well below the criteria.

2017 In Review

We were successful in receiving funding for the digester roof project. Price-Schonstrom was the successful bidder. The project started in September and is anticipated to be completed by the end of 2017. The Flair stack and SCADA upgrades have been completed.

2018 Goals and Objectives

We have applied for funding to start the UV replacement project. Federal regulations require all waste water plants to discontinue chlorination by 2021. We are continuing with the valve replacement program.

Summary of Significant Changes

The natural gas budget has been increased and the hydro budget has been decreased to reflect the usage for 2017 based on continual use of the generator.

WASTE WATER TREATMENT PLANT OPERATING BUDGET SUMMARY

| Department | 2017 Budget | 2018 Draft Budget | Budget Change |
|-----------------------|------------------|-------------------|-----------------|
| Revenue | | | |
| Meter Revenue | 931,050 | 975,463 | 44,413 |
| Agreements | <u>11,550</u> | <u>11,550</u> | <u>0</u> |
| Total Revenue | \$942,600 | \$987,013 | \$44,413 |
| Expense | | | |
| Wages | 69,763 | 72,973 | 3,210 |
| Maintenance | 78,000 | 78,800 | 800 |
| Utilities | 98,000 | 105,000 | 7,000 |
| General Expense | <u>696,837</u> | <u>730,240</u> | <u>33,403</u> |
| Total Expense | \$942,600 | \$987,013 | \$44,413 |
| Net Difference | \$0 | \$0 | \$0 |

Sanitation Collection Goals and Objectives

Purpose

To collect the sewer water and send it to the WWTP

2017 In Review

The Lee street construction project is under way and is expected to be completed this fall.

2018 Goals and Objectives

Reconstructing Cayley St. from Yonge St. to Victoria St.

Summary of Significant Changes

No significant changes at this time.

SANITATION COLLECTION OPERATING BUDGET SUMMARY

| Department | 2017 Budget | 2018 Draft Budget | Budget Change |
|-----------------------|----------------|-------------------|---------------|
| Revenue | | | |
| Grants | 0 | 15,000 | 15,000 |
| Reserve Fund Transfer | 16,409 | 53,551 | 37,142 |
| Meter Revenue | <u>115,074</u> | <u>120,563</u> | <u>5,489</u> |
| Total Revenue | 131,483 | 189,114 | 57,631 |
| Expense | | | |
| Wages | 12,549 | 14,949 | 2,400 |
| Maintenance | 35,500 | 35,500 | 0 |
| General Expense | <u>83,434</u> | <u>138,664</u> | <u>55,230</u> |
| Total Expense | 131,483 | 189,114 | 57,631 |
| Net Difference | \$0 | \$0 | \$0 |

Water Goals and Objectives

Purpose

To supply safe potable water to the residents of Walkerton, Lake Rosalind road #4 and Powers subdivision in Chepstow.

2017 In Review

- The Lees street construction project is under way and is expected to be completed in the fall.
- Distribution valves will be replaced this fall as part of our ongoing valve replacement program

2018 Goals and Objectives

Reconstructing Cayley St. from Yonge St. to Victoria St.

Summary of Significant Changes

The equipment maintenance has been lowered as there aren't any specific projects for 2018.

WATER OPERATING BUDGET SUMMARY

| Department | 2017 Budget | 2018 Draft Budget | Budget Change |
|-----------------------|--------------------|--------------------|-----------------|
| Revenue | | | |
| Meter Revenue | 1,026,435 | 1,062,301 | 35,866 |
| Grants | <u>31,000</u> | <u>31,000</u> | <u>0</u> |
| Total Revenue | \$1,057,435 | \$1,093,301 | \$35,866 |
| Expense | | | |
| Wages | 73,655 | 74,020 | 365 |
| Maintenance | 80,500 | 71,000 | (9,500) |
| General Expense | <u>903,280</u> | <u>948,281</u> | <u>45,001</u> |
| Total Expense | \$1,057,435 | \$1,093,301 | \$35,866 |
| Net Difference | \$0 | \$0 | \$0 |

MUNICIPALITY OF BROCKTON
2018 CAPITAL BUDGET

| Project # | Dept. | Project | Description | Estimated Cost | Reserve Fund | Deferred Revenue | Grants | Borrowing | 2017 Tax Rate Funding | Tax Rate Funded |
|---|-------------------------------|--|--|------------------|------------------|------------------|----------------|----------------|-----------------------|-----------------|
| 2017 Carry Forward | | | | | | | | | | |
| 2 | General Government | Website Upgrade | | 10,000 | 5,000 | | | | 5,000 | 0 |
| 3 | General Government | E-Commerce | | 20,000 | 10,000 | | | | 10,000 | 0 |
| 7 | Emergency Measures | Generator for Municipal Office | | 16,000 | | | | | 16,000 | 0 |
| 12 | Streets | Mc Curdy Bridge | PMT #1 of 2, long-term borrowing | 250,000 | | | | 250,000 | | 0 |
| 17 | Streets | Eastridge Road Phase 2 Construction | | 370,000 | | | | 370,000 | | 0 |
| 11 | Streets | Reh. Bridge #11 - Concession 20 Greenock | Gas Tax Funding & borrowing | 1,000,000 | | | 838,723 | 159,582 | 1,695 | 0 |
| 13 | Streets | Riverdale Bridge - EA Study/Engineering Plans | | 150,000 | | | | | 80,000 | 70,000 |
| 16 | Streets | Municipal Drains - Russel/Lang/Kaake (10%) Drain | | 72,000 | | | | 72,000 | | 0 |
| 38 | Utilities - WWTP | Hoist Replace | | 15,000 | 15,000 | | | | | 0 |
| 44 | Utilities - Water | Meter Reading Upgrades | | 15,000 | 15,000 | | | | | 0 |
| Total 2017 Carryforward | | | | 1,918,000 | 45,000 | - | 838,723 | 851,582 | 112,695 | 70,000 |
| 2018 Proposed Projects - High Priority | | | | | | | | | | |
| 1 | General Government | Computer Upgrade - Server | Equipment Replacement - Computer RF | 65,000 | 65,000 | | | | | 0 |
| 2 | General Government | New Council Laptops | Equipment Replacement - Council RF | 10,500 | 10,500 | | | | | 0 |
| 3 | Cemetery - Walkerton | John Deere Mower | Equipment Replacement - Cemetery RF | 12,000 | 12,000 | | | | | 0 |
| 4 | Fire | Pumper Tanker Truck | Equipment Replacement - Fire RF | 350,000 | 350,000 | | | | | 0 |
| 5 | Fire | Ladder Lift - Retrofit | Equipment Replacement - Fire RF | 11,000 | 11,000 | | | | | 0 |
| 6 | Fire | Computer Retrofit | | 5,000 | | | | | | 5,000 |
| 7 | Fire | Turn Out Gear | | 6,000 | | | | | | 6,000 |
| 8 | Fire | Rescue Struts | | 15,000 | | | | | | 15,000 |
| 9 | Library - Walkerton | Carpet Replacement | Equipment Replacement - Library | 17,000 | 17,000 | | | | | 0 |
| 10 | Recreation - CDCF | Parking Lot Paving | Equipment Paving - CDCF | 25,000 | 25,000 | | | | | 0 |
| 11 | Recreation - Parks | Replacement Mower | | 16,475 | | | | | | 16,475 |
| 12 | Recreation - Community Center | Auditorium Storage Solution | | 10,000 | | | | | | 10,000 |
| 13 | Recreation - Community Center | Floor Scrubber | | 10,000 | | | | | | 10,000 |
| 14 | Recreation - Community Center | Office Upgrade - Carpet/Storage/Desks | | 8,000 | | | | | | 8,000 |
| 15 | Recreation - Community Center | Water Line | | 35,000 | 35,000 | | | | | 0 |
| 16 | Streets | Tandem Plow Truck - #16 Replacement | | 260,000 | | | | | | 260,000 |
| 17 | Streets | Resurfacing - Concession 2 West, 5SDR - Cty Rd 3 | OCIF Annual Funding | 140,000 | | | 10,371 | | | 129,629 |
| 18 | Streets | Resurfacing - Concession 12 - County Rd 19 to Side road 20 | | 140,000 | | | | | | 140,000 |
| 19 | Streets | Reconstruction - Cayley St - Jackson to Victoria | OCIF Top-up application, if successful will not require loan | 400,000 | | | | 400,000 | | 0 |
| 20 | Streets | Road Paving - Miscellaneous | OCIF Annual Funding | 50,000 | | | 50,000 | | | 0 |
| 21 | Streets | Sidewalks - Miscellaneous | OCIF Annual Funding | 80,000 | | | 80,000 | | | 0 |
| 22 | Streets | Construction - Miscellaneous | OCIF Annual Funding | 50,000 | | | 50,000 | | | 0 |
| 23 | Street Lights | LED Lighting - Phase # 3 - 200 Fixtures | Reserve Fund - Westerio Reserve Fund | 110,000 | 94,000 | | 16,000 | | | 0 |
| 24 | Street Lights | Mary Street | Reserve Fund - Westerio Reserve Fund | 5,000 | 5,000 | | | | | 0 |
| 25 | Utilities - Collection | Cayley St | Utilities Reserve Fund | 280,000 | 280,000 | | | | | 0 |
| 26 | Utilities - Collection | Eastridge Road Extension | Utilities Reserve Fund | 150,000 | 150,000 | | | | | 0 |
| 27 | Utilities - WWTP | Sludge Tank Mixer | Utilities Reserve Fund | 30,000 | 30,000 | | | | | 0 |
| 28 | Utilities - Water | Cayley St | OCIF Top-up application, if successful will not require loan | 300,000 | 300,000 | | | | | 0 |
| 29 | Utilities - Water | Lee St - Holdback | Utilities Reserve Fund | 10,000 | 10,000 | | | | | 0 |
| 30 | Utilities - Water | South Standpipe (water tower) | Utilities Reserve Fund | 300,000 | 300,000 | | | | | 0 |
| TOTALS FOR CAPITAL PROJECTS FOR 2018 | | | | 2,900,975 | 1,694,500 | 0 | 206,371 | 400,000 | 0 | 600,104 |