

Municipal Services Review Implementation Plan

Update - December 2016



Brockton



1
Waste Management
Recycling
Water/Sewer

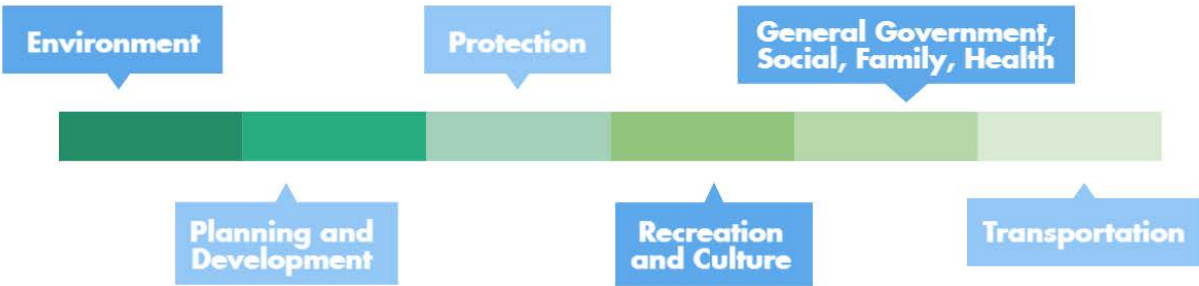


2
Businesses
Municipal Drains
Building/Planning



3
Fire Safety
Animal Control
Police

Core Services



4
Culture
Programs/Parks
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5
Municipal Office
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Roads/Streets
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Implementation Plan Update #1 – Summary

The Implementation Plan was adopted on June 20, 2016. The CAO/Clerk was directed to provide semi-annual reports to Council so that the progress of the Implementation Plan can be monitored. The first of these reports on progress to December 31, 2016 is being presented in January, 2017

The recent restructuring within the Business Improvement Area Board, the resignation of the BIA Manager and the Council decision not to support the recommendation of the Organizational Review to hire an Economic Development Officer has left a gap in both the recommendations of the Municipal Services Review and the Organizational - Operational Review. Currently at the direction of Council, the CAO/Clerk is planning to work with the new BIA Board to combine the role of BIA Manager and a Business Development Co-ordinator.

Presently, the Visitor Information Centre is not being managed and will hopefully fit into the newly developed collaboration between the BIA and the Municipality.

The remaining ongoing issues will be addressed throughout 2017, with a further update to be presented to Council in June of 2017.



Debra B. Roth
CAO/Clerk

January 2, 2017

Environmental Services Focus Group

Services Reviewed

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

Water and Sewer Utilities Recommendation

Recommendation	Recommended Timeline	Assigned To	Staff or Council Action	Implementation Plan	Comments
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"/> To Be Implemented	Director of Operations will provide Council with costs before 2017 budget deliberations	Due to time constraints this has not yet been completed 12/16

Materials Management – Brant and Greenock Landfills Recommendations

Recommendation	Recommended Timeline	Assigned To	Staff or Council Action	Implementation Plan	Comments
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	Reported to Council annually. Normal, ongoing process.	Ongoing

<p>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.</p>	<p>Next 6 Months</p>	<p>Works Superintendent</p>	<p><input type="checkbox"/> To Be Implemented</p>	<p>Deferred to staff to find ways to Increase education on landfill issues. Obtain quotes for usage signage.</p>	
<p>3. Investigate the costs, potential savings, and requirements to set up a Re-Use Centre at the Brant Landfill.</p>	<p>Next 6 Months</p>	<p>Works Superintendent</p>	<p><input type="checkbox"/> For Council Review</p>	<p>Staff to bring forward recommendations to Council regarding rules and regulations about acceptable items. Staff recommend having a fee to offset costs</p>	<p>This has not been recommended by staff</p>

Materials Management – Walkerton-Hanover Landfill Recommendations

Recommendation	Recommended Timeline	Assigned To	Staff or Council Action	Implementation Plan	Comments
11. Request that Walkerton-Hanover Landfill Committee meetings also be hosted in Walkerton, as well as Hanover.	Next 6 Months	Council, Works Superintendent	<input type="checkbox"/> To Be Implemented	Council send a letter to Town of Hanover	Letter to be sent January 2017 12/16
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	<input type="checkbox"/> To Be Implemented	2 years out and may require contract help	
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	Send to Walkerton Hanover Waste Management Committee	Letter to be sent January 2017 12/16

<p>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.</p>	<p>Next 6 Months Ongoing</p>	<p>Works Superintendent & Brockton's Walkerton-Hanover Waste Management Committee</p>	<p><input type="checkbox"/> To Be Implemented</p>	<p>Send to Walkerton Hanover Waste Management Committee</p>	<p>Letter to be sent January 2017 12/16</p>
<p>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).</p>	<p>Next 6 Months Ongoing</p>	<p>Works Superintendent & Brockton's Walkerton-Hanover Waste Management Committee</p>	<p><input type="checkbox"/> To Be Implemented</p>	<p>Send to Walkerton Hanover Waste Management Committee</p>	<p>Letter to be sent January 2017 12/16</p>
<p>10. Review the existing Walkerton-Hanover Landfill agreement to confirm that it adequately contributes to the goals and objectives of Brockton. e.g. diversion targets.</p>	<p>Next 12 Months</p>	<p>Works Superintendent & Brockton's Walkerton-Hanover Waste Management Committee Representatives</p>	<p><input type="checkbox"/> To Be Implemented</p>	<p>Brockton Council send a letter to Hanover Council</p>	<p>Letter to be sent January 2017 12/16</p>

<p>11. 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.</p>	<p>Next 12 Months</p>	<p>Works Superintendent & Brockton's Walkerton-Hanover Waste Management Committee Representatives</p>	<p><input type="checkbox"/> To Be Implemented</p>	<p>To be dealt with in the agreement review</p>	
<p>12. Review existing landfill administration and operation costs to identify alternatives and cost savings.</p>	<p>Next 12 Months</p>	<p>Works Superintendent & Brockton's Walkerton-Hanover Waste Management Committee Representatives</p>	<p><input type="checkbox"/> To Be Implemented</p>	<p>To be dealt with in the agreement review</p>	
<p>13. Compare usage rates of Walkerton and Hanover residents to determine if a fairer cost sharing agreement is appropriate.</p>	<p>Next 12 Months</p>	<p>Works Superintendent & Brockton's Walkerton-Hanover Waste Management Committee Representatives</p>	<p><input type="checkbox"/> To Be Implemented</p>	<p>To be dealt with in the agreement review</p>	
<p>14. Review current fees and volume rates; come up with ways to divert more waste from the landfill and ensure users pay fair costs.</p>	<p>Next 12 Months</p>	<p>Works Superintendent & Brockton's Walkerton-Hanover Waste Management Committee Representatives</p>	<p><input type="checkbox"/> To Be Implemented</p>	<p>To be dealt with in the agreement review</p>	

<p>15. 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?</p>	<p>Next 6 Months</p>	<p>Works Superintendent & Brockton's Walkerton-Hanover Waste Management Committee Representatives</p>	<p><input type="checkbox"/> To Be Implemented</p>	<p>Send to Walkerton Hanover Waste Management Committee</p>	<p>Letter to be sent January 2017 12/16</p>
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Sustainability Recommendations

Recommendation	Recommended Timeline	Assigned to	Staff or Council Action	Implementation Plan	Comments
<p>1. Dedicate staff time to sustainability; research available grants, funding, and community partnerships to fund staff time for this work.</p>	<p>Next 9 Months</p>	<p>Organizational Review, EDO</p>	<p><input type="checkbox"/> To Be Implemented</p>	<p>Added to the job description for the Economic Development Officer</p>	<p>No Action - refer motions 16-18-184 and 16-27-290</p>

Planning and Development Services Focus Group

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)

Economic Development Committee Recommendations

Recommendation	Recommended Timeline	Assigned To	Staff or Council Action	Implementation Plan	Comments
5. Separate the East Ridge Business Park and Economic Development Committee budgets.	Implemented	CFO	<input checked="" type="checkbox"/> Implemented	Already Implemented	
1. Develop a comprehensive Economic Development Strategy that details the relationships of the Economic Development Committee, Walkerton Business Improvement Area, and Community Improvement Committee, municipal staff, volunteers and Council.	Next 18 Months	EDO, Economic Development Committee	<input type="checkbox"/> To Be Implemented		No Action - refer motions 16-18-184 and 16-27-290

<p>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.</p>	<p>Next 18 Months</p>	<p>EDO, Economic Development Committee</p>	<p><input type="checkbox"/> To Be Implemented</p>	<p>Discussions are being held between BIA and Municipality to bring this recommendation closer to reality</p>	
<p>4. Identify issues that are limiting economic growth in Brockton.</p>	<p>Next 12 Months</p>	<p>EDO, Economic Development Committee</p>	<p><input type="checkbox"/> To Be Implemented</p>		<p>No Action - refer motions 16-18-184 and 16-27-290</p>
<p>6. Survey business owners to discuss satisfaction, expectations, and priorities of local businesses. Conduct exit interviews with owners of any businesses that are closing.</p>	<p>Next 6 Months Ongoing</p>	<p>EDO, Economic Development Committee</p>	<p><input type="checkbox"/> To Be Implemented</p>	<p>It is hoped that a Business Development Coordinator will be utilized to complete this work</p>	
<p>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.</p>	<p>Next 6 Months Ongoing</p>	<p>EDO, Economic Development Committee</p>	<p><input type="checkbox"/> To Be Implemented</p>	<p>It is hoped that a business Development Coordinator will be utilized to complete this work</p>	

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	EDO, Economic Development Committee	<input type="checkbox"/> To Be Implemented	It is hoped that a Business Development Coordinator will be utilized to complete this work	
9. Work with school board job programs to ensure local youth are aware of trade opportunities.	Next 6 Months Ongoing	EDO, Economic Development Committee	<input type="checkbox"/> To Be Implemented		No Action - refer motions 16-18-184 and 16-27-290
10. Promote local jobs to local youth.	Next 6 Months Ongoing	EDO, Economic Development Committee	<input type="checkbox"/> To Be Implemented		No Action - refer motions 16-18-184 and 16-27-290
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	EDO, Economic Development Committee	<input type="checkbox"/> To Be Implemented		No Action - refer motions 16-18-184 and 16-27-290
12. The Community Improvement Committee should be a subcommittee of Economic Development Committee to ensure Brockton wide focus.	Next 6 Months	EDO, Economic Development Committee	<input type="checkbox"/> For Review		Completed under 2017 Budget

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	EDO, Economic Development Committee	<input type="checkbox"/> To Be Implemented		No Action - refer motions 16-18-184 and 16-27-290
14. Work with other communities to make the most of regional economic development opportunities.	Next 12 Months Ongoing	EDO, Economic Development Committee	<input type="checkbox"/> To Be Implemented		No Action - refer motions 16-18-184 and 16-27-290
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 small-town lifestyle and recreation opportunities, stability of local agriculture and power generation sectors etc.	Next 12 Months Ongoing	EDO, Economic Development Committee	<input type="checkbox"/> To Be Implemented		No Action - refer motions 16-18-184 and 16-27-290
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	EDO, Economic Development Committee	<input type="checkbox"/> To Be Implemented		No Action - refer motions 16-18-184 and 16-27-290
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	EDO, Economic Development Committee	<input type="checkbox"/> To Be Implemented		No Action - refer motions 16-18-184 and 16-27-290

<p>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.</p>	<p>Next 12 Months Ongoing</p>	<p>EDO, Economic Development Committee</p>	<p><input type="checkbox"/> To Be Implemented</p>	<p>Next steps for the Toolkit. 2017 Budget Consideration.</p>	<p>Budget to be approved early 2017</p>
<p>19. Collect more accurate demographic and economic data so that staff, Council, and the Economic Development Committee can make solid, evidence based decisions.</p>	<p>1 Year Plus</p>	<p>EDO, Economic Development Committee</p>	<p><input type="checkbox"/> To Be Implemented</p>		<p>No Action - refer motions 16-18-184 and 16-27-290</p>
<p>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.</p>	<p>Next 12 Months Ongoing</p>	<p>EDO, Economic Development Committee</p>	<p><input type="checkbox"/> To Be Implemented</p>		<p>No Action - refer motions 16-18-184 and 16-27-290</p>

<p>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.</p>	<p>Next 12 Months</p>	<p>EDO, Economic Development Committee Walkerton BIA</p>	<p><input type="checkbox"/> To Be Implemented</p>		<p>No Action - refer motions 16-18-184 and 16-27-290</p>
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Economic Development Officer (EDO) Recommendations

Recommendation	Recommended Timeline	Assigned To	Staff or Council Action	Implementation Plan	Comments
<p>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 measurable 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.</p>	<p>Next 6 Months</p>	<p>CAO/Clerk; Economic Development Committee</p>	<p><input type="checkbox"/> To Be Implemented</p>		<p>No Action - refer motions 16-18-184 and 16-27-290</p>
<p>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.</p>	<p>Next 12 Months to 2 Years</p>	<p>Economic Development Committee, CAO/Clerk</p>	<p><input type="checkbox"/> For Council Review</p>	<p>Organizational Review Report</p>	<p>No Action - refer motions 16-18-184 and 16-27-290</p>

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	Noted	No Action - refer motions 16-18-184 and 16-27-290
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	EDO, Economic Development Committee	<input type="checkbox"/> To Be Implemented		No Action - refer motions 16-18-184 and 16-27-290
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	EDO, Economic Development Committee	<input type="checkbox"/> To Be Implemented		No Action - refer motions 16-18-184 and 16-27-290
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	EDO, Economic Development Committee	<input type="checkbox"/> To Be Implemented		No Action - refer motions 16-18-184 and 16-27-290

<p>5. A detailed Economic Development Officer-job description Terms of Reference should outline roles and responsibilities-relationships-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.</p>	<p>Next 12 Months to 2 Years</p>	<p>EDO, Economic Development Committee</p>	<p><input type="checkbox"/> For Council Review</p>	<p>Organizational Review Report</p>	<p>No Action - refer motions 16-18-184 and 16-27-290</p>
<p>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.</p>	<p>Next 12 Months; Ongoing</p>	<p>EDO, Economic Development Committee</p>	<p><input type="checkbox"/> To Be Implemented</p>		<p>No Action - refer motions 16-18-184 and 16-27-290</p>

<p>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.</p>			<input type="checkbox"/>	<p>Not supported at April 18th Council meeting- However, motion to approve EDO was defeated on June 6, 2016 and again on November 14, 2016.</p>	<p>No Action - refer motions 16-18-184 and 16-27-290</p>
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Walkerton Business Improvement Area (BIA) Recommendations

Recommendation	Recommended Timeline	Assigned To	Staff or Council Action	Implementation Plan	Comments
<p>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.</p>	<p>Next 6 Months</p>	<p>CFO, BIA Chair, BIA Council Rep, BIA</p>	<p><input type="checkbox"/> To Be Implemented</p>	<p>CFO, Walkerton Business Improvement Area Chair, Council Rep and Board to review.</p>	<p>By laws to be reviewed and updated in 2017</p>
<p>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.</p>	<p>Next 6 Months</p>	<p>CFO, BIA Chair, BIA Council Rep, BIA</p>	<p><input type="checkbox"/> To Be Implemented</p>	<p>CFO, Walkerton Business Improvement Area Chair, Council Rep and Board to review.</p>	<p>The additional funding provided is for the Visitor Information Centre which is being reviewed.</p>

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 Chair, BIA Council Rep, BIA	<input type="checkbox"/> To Be Implemented	CFO, Walkerton Business Improvement Area Chair, Council Rep and Board to review.	In progress (Dec 16)
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Visitor Information Centre (VIC) Recommendations

Recommendation	Recommended Timeline	Assigned To	Staff or Council Action	Implementation Plan	Comments
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	VIC Ad Hoc Committee	<input type="checkbox"/> To Be Implemented	Visitor Information Centre Ad Hoc Committee to review	In progress
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	VIC Ad Hoc Committee	<input type="checkbox"/> To Be Implemented	Visitor Information Centre Ad Hoc Committee to review	In progress
3. Investigate the cost / benefit of using Information Kiosk(s) in other high traffic areas in Brockton to supplement the Visitor Information Centre	Next 6 Months	VIC Ad Hoc Committee	<input type="checkbox"/> To Be Implemented	Visitor Information Centre Ad Hoc Committee to review	In progress

service which would likely be located in Walkerton.					
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	VIC Ad Hoc Committee	<input type="checkbox"/> To Be Implemented	Visitor Information Centre Ad Hoc Committee to review	In progress

Community Improvement Committee (CIC) Recommendations

Recommendation	Recommended Timeline	Assigned To	Staff or Council Action	Implementation Plan	Comments
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	Ensure standard conflict of interest for all committees. Committees have received a tip sheet that can be expanded on. Orientation for all chairs in next six months	Orientations have not yet been scheduled.
6. The Community Improvement Committee needs to be dissolved.	Next 6 Months	CAO/Clerk, Council	<input type="checkbox"/> For Council Review	CAO/Clerk Review Terms of Reference	
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	CAO/Clerk Review Terms of Reference	Communications Meetings scheduled quarterly

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	Normal, ongoing process	Communications Meetings scheduled quarterly
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"/> To Be Implemented	Ongoing CAO/Clerk Review Terms of Reference	No Action to date
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"/> To Be Implemented	CAO/Clerk Review Terms of Reference	In Progress
3. Determine if Community Improvement Committee's primary function is focused on community appearance and image or Economic Development.	Next 6 Months	Economic Development Committee, CAO/Clerk	<input type="checkbox"/> To Be Implemented	CAO/Clerk Review Terms of Reference	In Progress

Planning and Development Recommendations

Recommendation	Recommended Timeline	Assigned To	Staff or Council Action	Implementation Plan	Comments
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	Provide committees with checklist of plan. Terms of Reference and annual measure of goals	To be completed in 2017
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.	In Progress	Council	<input type="checkbox"/> For Council Review	SVCA is working on timelines	In Progress
1. Improve communication between Municipal planning / building department, the County and SVCA to streamline / ease permitting requirements.	Next 12 Months	EDO, Deputy Mayor Gieruszak, 1st Vice Chair SVCA Board	<input type="checkbox"/> To Be Implemented	Ongoing; Economic Development Officer, SVCA, Bruce County High priority	In progress
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	EDO, Zoning Administrator, Economic Development Committee	<input type="checkbox"/> For Council Review	Normal Ongoing Process Responsibility of potential Economic Development Officer	No Action

<p>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.</p>	<p>Next 6 Months</p>	<p>Mayor</p>	<p><input type="checkbox"/> For Council Review</p>	<p>County report will be added to Council Packages monthly. Add Mayor Inglis as County Contact on website. Mayor Inglis is to ask for better communication with Bruce County</p>	<p>Not implemented yet</p>
<p>2. Updated Walkerton Community Official Plan to confirm community vision for the area.</p>	<p>Next 6 Months</p>	<p>Zoning Administrator; County of Bruce Planning Department</p>	<p><input type="checkbox"/> To Be Implemented</p>	<p>Ongoing, Missing vision for the future.</p>	<p>In Progress</p>
<p>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.</p>	<p>Next 12 Months</p>	<p>Zoning Administrator; County of Bruce Planning Department</p>	<p><input type="checkbox"/> For Council Review</p>	<p>Communications strategy Revised notice policy and social media policy will be presented to Council</p>	<p>Social Media Policy approved - Notice policy to updated in early 2017</p>

Protection Services Focus Group

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

Animal Control Recommendations

Recommendation	Recommended Timeline	Assigned To	Staff or Council Action	Implementation Plan	Comments
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.		CAO/Clerk, CFO	<input type="checkbox"/> In progress	Every three years the Animal Control Officer completes a dog count The Municipality is investigating e-commerce options to allow for purchasing dog tags online Sale of tags at alternate sites not recommended by CAO/Clerk	Count budgeted for in 2017

By-Law Enforcement

Recommendation	Recommended Timeline	Assigned To	Staff or Council Action	Implementation Plan	Comments
3. Duties of By-Law Enforcement Officer should be clarified.	Next 6 Months	CAO/Clerk	<input type="checkbox"/> To Be Implemented	CAO/Clerk to review job description with By-Law Enforcement Officer	To be completed in 2017
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 12 Months	Organizational Review, Chief Building Officer, CAO/Clerk	<input type="checkbox"/> For Council Review	To be reviewed Mayor Inglis suggested that Council consider creating a Property Standards By-Law for the rural area	
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	To be reviewed	

Emergency Management and Planning Recommendations

Recommendation	Recommended Timeline	Assigned to	Staff or Council Action	Implementation Plan	Comments
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 12 Months	CAO/Clerk	<input type="checkbox"/> For Council Review	Letter of intent sent on November 25, 2016	

Fire Protection Recommendations

Recommendation	Recommended Timeline	Assigned to	Staff or Council Action	Implementation Plan	Comment
1. Discuss setting up a Fire Department sub-station in Cargill.	Next 6 Months	Fire Chief, CAO/Clerk	<input checked="" type="checkbox"/> Not being implemented	Agreement is in place with the Municipality of Arran-Elderslie regarding shared fire services	-
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	Councillor Leifso requested background information from Fire Chief M. Murphy Police Services Board to discuss with OPP	No Action as yet

<p>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</p>	<p>Next 6 Months</p>	<p>Fire Chief, CAO/Clerk</p>	<p><input type="checkbox"/> For Council Review</p>	<p>Councillor Leifso requested background information from Fire Chief M. Murphy Police Services Board to discuss with OPP</p>	<p>Clause has been clarified</p>
<p>5. That Council direct the joint purchasing of fire gear and supplies with other municipalities</p>	<p>Next 6 Months</p>	<p>Fire Chief</p>	<p><input type="checkbox"/> For Council Review</p>	<p>A Council to Council directive</p>	
<p>7. Combine Property Standards, By-Law Enforcement, and Fire Inspections under one position or department.</p>	<p>Next 12 Months</p>	<p>Organizational Review; Chief Building Official, Fire Chief, CAO/Clerk</p>	<p><input type="checkbox"/> For Council Review</p>	<p>Part of the Organizational Review</p>	

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

Recommendation	Recommended Timeline	Assigned To	Staff or Council Action	Implementation Plan	Comment
<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 Brockton \$120,000 a year.</p>	<p>Next 12 Months</p>	<p>Police Services Board, Staff, Council</p>	<p><input type="checkbox"/> For Council Review</p>	<p>2017 Police Services Board budget deliberations The Municipality of Brockton will promote 211 and communicate to the public the reasons when to call 211 versus 911 in emergency situations</p>	<p>211 and Animal Control Brochures were prepared and distributed in 2016</p>

Property Standards Recommendations

Recommendation	Recommended Timeline	Assigned To	Staff or Council Action	Implementation Plan	Comment
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	Agree	No Action to date
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	Agree	No Action to date
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	No Comment from Council	No Action to date

Recreation and Culture Services Focus Group

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

Asset Recommendations

Recommendation	Recommended Timeline	Assigned To	Staff or Council Action	Implementation Plan	Comments
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	No action at this time	
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	No action at this time	

3. Conduct regular review of recreation assets use long term planning to plan for asset replacement.	Ongoing	Director of Operations	✓ Being Implemented	Normal, ongoing process	Ongoing
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 developing these plans. Need to reinforce that grant programs require "shovel ready" projects.		Parks and Recreation Committee, Director of Operations	<input type="checkbox"/> For Council Review	No action at this time	
5. Develop shared service model with neighbouring municipalities when considering asset replacement.	Ongoing	Parks and Recreation Committee, Director of Operations	<input type="checkbox"/> For Council Review	Dependent on opportunities	
6. Monitor impact of splash pad on swimming pool and consider replacement of the pool accordingly.	Ongoing	Parks and Recreation Committee, Director of Operations	<input type="checkbox"/> To Be Implemented	Ongoing process	Noted

Program Recommendations

Recommendation	Recommended Timeline	Assigned To	Staff or Council Action	Implementation Plan	Comments
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	Ongoing Process Committee structure will be addressed during the Organizational Review	Op Review addressed committee structure
2. Focus Group examined many successful programs such as Doors Open, recreation programming etc.; continue to build on the success of these programs.	Ongoing	Parks and Recreation Committee, Director of Operations	<input type="checkbox"/> To Be Implemented	Ongoing Process	
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.		Director of Operations	<input type="checkbox"/> To Be Implemented	Council to review recommendations of the Director of Operations during budget deliberations	2017 Budget
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, leverage this with neighbouring municipalities to encourage them to eliminate their non-resident user fees.	Ongoing	Director of Operations	<input type="checkbox"/> To Be Implemented	Council suggested amending the recommendation and remove first sentence. No further action at this time	

Inclusiveness Recommendations

Recommendation	Recommended Timeline	Assigned To	Staff or Council Action	Implementation Plan	Comments
<p>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.</p>	<p>Next 12 Months</p>	<p>Organizational Review, Director of Operations</p>	<p><input type="checkbox"/> For Council Review</p>	<p>Council suggested that a review should be conducted to recommend if the name of the Walkerton Parks and Recreation Committee should be changed to the Brockton Recreation Committee. There will be an annual or bi-annual meeting with all the Recreation and Community Centre Committees</p>	<p>Not addressed in Org Review - will be a Directive from Council</p>
<p>2. Expand horticulturalist function throughout all of Brockton.</p>	<p>Next 12 Months</p>	<p>Organizational Review, Director of Operations</p>	<p><input type="checkbox"/> For Council Review</p>	<p>Part of the Organizational Review</p>	<p>Not addressed in Org Review</p>

Efficiency Recommendations

Recommendation	Recommended Timeline	Assigned To	Staff or Council Action	Implementation Plan	Comments
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 12 Months	Organizational Review	<input type="checkbox"/> For Council Review	Part of the Organizational Review	A Recreation supervisor has been appointed and the Director Of Operations oversees Parks and Rec, Utilities, Roads
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.	Ongoing	Director of Operations	<input type="checkbox"/> For Council Review	Ongoing Process Municipality is investigating ecommerce options	
3. Design a shared service model with bordering municipalities for both programs and assets.		Director of Operations	<input type="checkbox"/> For Council Review	No action suggested by Council	
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	Part of the Organizational Review	Not addressed in Org Review
5. Consider succession planning for Heritage Committee volunteers.	Next 12 Months	Heritage Committee, CAO/Clerk	<input type="checkbox"/> To Be Implemented	To be reviewed	

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	Waiting for RED Grant Funding Announcement	Motion 16-18-164 Defeated - June 6, 2016
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Communication Recommendations

Recommendation	Recommended Timeline	Assigned To	Staff or Council Action	Implementation Plan	Comments
1. Consider sharing knowledge of Heritage Committee with local schools	Next 12 Months	Heritage Committee	<input type="checkbox"/> To Be Implemented	This recommendation is difficult with school curriculum requirements. Council suggested revising the recommendation to consider sharing knowledge of Heritage Committee with the Community	No Update
2. Expand postal delivery of recreation and cultural information and publications.	Next 6 to 12 Months	Recreation Programmer	<input type="checkbox"/> To Be Implemented	Expand opportunities to the rural area to access program information Deferred to Recreation Committee for feedback C. Saunders to provide costing to work with local newspaper to circulate an information guide	No Update
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	More advertising of this program is required	No Update
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, Director of Operations	<input type="checkbox"/> For Council Review	To be implemented	No Update

<p>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.</p>	<p>Ongoing</p>	<p>Director of Operations</p>	<p><input type="checkbox"/> For Council Review</p>	<p>Council to continue the dialogue with neighbouring municipalities</p>	<p>No Update</p>
<p>6. Identify broader means of reaching out to recreation and culture users and potential users; engage both visitors to Brockton and residents themselves.</p>	<p>Next 6 Months, Ongoing</p>	<p>Recreation Programmer</p>	<p><input type="checkbox"/> To Be Implemented</p>	<p>Deferred to Recreation Committee for feedback D. Leifso mentioned that there is no recommendation about working with School Boards D. Leifso mentioned that there is a lack of recommendations regarding culture and heritage</p>	<p>No Update</p>

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

Services Reviewed

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

Child Care Centre

Recommendation	Recommended Timeline	Assigned to	Staff or Council Action	Implementation Plan	Comments
<p>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>	<p>At end of borrowing term 8 years</p>	<p>Organizational Review, CAO/Clerk</p>	<p><input type="checkbox"/> For Council Review</p>	<p>To be reviewed after the capital expense has been paid in full</p>	<p>No review for 8 years</p>

Governance (carried over from Planning)

Recommendation	Recommended Timeline	Assigned To	Staff or Council Action	Implementation Plan	Comments
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 12 Months	Organizational Review	<input type="checkbox"/> To Be Implemented	Part of the Organizational Review	Recommendation of the Operational Review - scheduled for 2017
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	Organizational Review	<input type="checkbox"/> For Council Review	Part of the Organizational Review	Recommendation of the Operational Review - scheduled for 2017
Find a way to expand beautification efforts to smaller communities in Brockton.	Next 6 Months	Organizational Review	<input checked="" type="checkbox"/> Implemented	Part of the Organizational Review	Beautification Student Hired 2016

Shared Services and Divestment Recommendations

Recommendation	Recommended Timeline	Assigned To	Staff or Council Action	Implementation Plan	Comments
<p>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.</p>	<p>Next 6 Months</p>	<p>Organizational Review</p>	<p><input type="checkbox"/> For Council Review</p>	<p>No Comment from Council</p>	<p>Staff have reviewed the cemetery function and recommended changes have been implemented including a rate increase</p>
<p>2. Transfer Cemetery Management to outside contractor (e.g. funeral home). Timing of transfer could coincide with staff retirements.</p>	<p>Next 6 Months</p>	<p>Organizational Review, CAO/Clerk</p>	<p><input type="checkbox"/> For Council Review</p>	<p>Staff will prepare a report before 2017 budget deliberations</p>	<p>Report did not indicate that this would benefit Brockton however, current improvements have been established 2016 and onward.</p>

Physician Recruitment and Retention Committee Recommendations

Recommendation	Recommended Timeline	Assigned To	Staff or Council Action	Implementation Plan	Comments
<p>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.</p>	-	-	<input type="checkbox"/> For Council Review	<p>No action at this time Not in Municipality's mandate</p>	<p>Not Municipal mandate</p>

Administration and General Government Recommendations

Recommendation	Recommended Timeline	Assigned To	Staff or Council Action	Implementation Plan	Comments
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	Part of the Organizational Review	Completed October 2016
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	Part of the Organizational Review	Some of these collaborations are currently being investigated and will continue to be as an ongoing process
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	Part of the Organizational Review	Some aspects of this recommendation were identified in the Organizational Review and will be implemented throughout 2017

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	Part of the Organizational Review	The CAO position has become combined with the Clerk effective Jan1, 2016 and also recommended in the Org Review moving forward
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Engagement and Transparency - Council and Committees of Council Recommendations

Recommendation	Recommended Timeline	Assigned To	Staff or Council Action	Implementation Plan	Comments
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 24 Months	CAO/Clerk	<input type="checkbox"/> For Council Review	Council to review the next term's Council salary during 2017 budget deliberations	Council deferred the review of wages until mid-2017 as part of the Compensation Review
2. Live stream Council meetings	Next 12 Months	CAO/Clerk	<input type="checkbox"/> For Council Review	CAO/Clerk D. Roth to obtain quotes to live stream Council meetings CAO/Clerk D. Roth to look into local cable options	No action to date

<p>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 of interest policy clear, and develop a consistent approach to volunteer committee member reimbursement.</p>	<p>Next 6 Months</p>	<p>Organizational Review, CAO/Clerk</p>	<p><input type="checkbox"/> For Council Review</p>	<p>Part of the Organizational Review</p>	<p>Recommended in Org/Op review - will investigate further in 2017</p>
<p>4. Committees of Council should have clear mandates, deliverables and performance measures.</p>	<p>Next 6 Months</p>	<p>Organizational Review, CAO/Clerk</p>	<p><input type="checkbox"/> For Council Review</p>	<p>Part of the Organizational Review</p>	<p>Recommended in Org/Op review - will investigate further in 2017</p>

5. Identify sub-committees that could function on a volunteer basis without formal Council or staff involvement.	-	Organizational Review, CAO/Clerk	<input checked="" type="checkbox"/> For Council Review	No action at this time	Recommended in Org/Op review - will investigate further in 2017
6. Institute transparent Committee appointment process and standard committee operating procedures.	Next 12 Months	CAO/Clerk	<input type="checkbox"/> For Council Review	Part of the Organizational Review	Recommended in Org/Op review - will investigate further in 2017
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	Part of the Organizational Review	Recommended in Org/Op review - will investigate further in 2017
8. Develop standard policy for equitable volunteer reimbursement and stipends.	Next 12 Months	CAO/Clerk	<input type="checkbox"/> For Council Review	Staff to create a policy	Presently - committee volunteers are not compensated

Planning and Asset Management Recommendations

Recommendation	Recommended Timeline	Assigned To	Staff or Council Action	Implementation Plan	Comments
<p>1. Brockton’s Sustainable Strategic Plan needs to be updated and pared down into a more focused document with clear and achievable objectives.</p>	<p>1 Year Plus</p>	<p>Sustainability Coordinator, CAO/Clerk</p>	<p><input type="checkbox"/> To Be Implemented</p>	<p>To be reviewed after the Organizational Review</p>	<p>No direction at this time</p>
<p>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.)</p>	<p>1 Year Plus</p>	<p>CAO/Clerk</p>	<p><input type="checkbox"/> For Council Review</p>	<p>Extend the recommended timeline</p>	<p>Presently reviewing location for Council Meetings</p>
<p>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.</p>	<p>Ongoing</p>	<p>CFO</p>	<p><input type="checkbox"/> For Council Review</p>	<p>Normal, ongoing process</p>	

Transportation Services Focus Group

Services Reviewed

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

Saugeen Mobility and Regional Transit (SMART) Recommendations

Recommendation	Recommended Timeline	Assigned To	Staff or Council Action	Implementation Plan	Comments
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.	Ongoing	SMART Board Chair, Council	<input type="checkbox"/> For Council Review	Normal, ongoing process to explore possibility of expanding the system to all Bruce and Grey Municipalities	Ongoing
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.	Ongoing	SMART Board Chair, Council	<input type="checkbox"/> For Council Review	Normal, ongoing process	Ongoing

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	No Comment from Council	
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	No Comment from Council	

Saugeen Municipal Airport (SMA) Recommendations

Recommendation	Recommended Timeline	Assigned to	Staff or Council Action	Implementation Plan	Comments
1. Renegotiate cost sharing formula to be equal between all members of corporation.	Next 12 Months	Council	<input type="checkbox"/> For Council Review	Look at the number of Brockton Residents that use the service	No action at this time
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	SMA is working towards a break even budget, but will be a difficult process Track number of flights that are commercial related or for personal pleasure	No action at this time
3. If unable to become self-sufficient, sell assets to private operators and divide proceeds as per the municipal agreement.		Council	<input type="checkbox"/> For Council Review	No action at this time	No action at this time

Streets/Roads, Winter Control, Streetlights Recommendations

Recommendation	Recommended Timeline	Assigned To	Staff or Council Action	Implementation Plan	Comments
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	Normal, ongoing process Part of the Organization Review	Works Super and Director of Operations presented a Forecast to Council in November
3. Consider bulk purchases with other municipalities for commonly used items and material (i.e. calcium chloride)	Ongoing	Works Superintendent	<input type="checkbox"/> As practical	To be considered on a case by case basis and staff are encouraged to continue to investigate opportunities for shared purchases	
4. Establish policies for inter-departmental use and sharing of equipment; too many pick-up trucks throughout the municipality sit unused.	Next 12 Months	Department Heads, CAO/Clerk	<input type="checkbox"/> To Be Implemented <input type="checkbox"/> For Council Review	Normal, ongoing process Addressed during the Organization Review	Recommendation of Operational Review
5. Continue with plans to change street lights to LED fixtures and establish reserves to complete conversion.	Ongoing	Works Superintendent	<input checked="" type="checkbox"/> Being Implemented <input type="checkbox"/> For Council Review	Normal, ongoing process	In Progress

<p>6. Explore possible use of solar powered street lights for use in remote areas with no immediate power hook up.</p>	<p>Next 6 Months</p>	<p>Works Superintendent</p>	<p><input type="checkbox"/> For Council Review</p>	<p>Being reviewed by the Work's Department CAO/Clerk D. Roth to send a letter to Bruce County requesting a street light be installed at Marl Lakes at County Road 22</p>	<p>Still in progress</p>
<p>7. Offer more frequent snow removal on sidewalks and streets to businesses in Downtown Walkerton at a cost.</p>	<p>Next 6 Months</p>	<p>Works Superintendent</p>	<p><input type="checkbox"/> For Council Review</p>	<p>Forward request to BIA</p>	<p>No Action</p>