

Report to Council

Report Title:	Municipal Services Review 2019 Update		
Prepared By:	Sonya Watson, Chief Administrative Officer		
Department:	Administration		
Date:	April 23, 2019		
Report Number:	CAO2019-11	File Number:	C11AD, C08MU
Attachments:	Municipal Services Review Update 2019		

Recommendation:

That the Council of the Municipality of Brockton hereby receives Report Number CAO2019-11 - Municipal Services Review 2019 Update prepared by Sonya Watson, Chief Administrative Officer for information purposes and provides further direction to staff as required.

Report:

Background:

The Municipal Services Review was completed in 2015 to provide Council with an assessment of the value of municipal services, to establish the right level and mix of services to ensure the effective implementation of the Municipality's Strategic Sustainability Plan. The information was also used to provide Council, staff and volunteers the information they require to ensure the most effective use of municipal, provincial and federal funding to achieve Brockton's vision of cultural vibrancy, economic prosperity, environmental integrity and social equity.

Two Implementation Plans were previously brought to Council on June 20, 2016 and January 9, 2017.

Analysis:

We have had a turnover in senior and administrative staff; however, each department has reviewed the action items and compiled, to the best of our knowledge, a current status update. Staff have reviewed the original report in its entirety and have provided updates to all line items. Going forward, staff will provide bi-annual reports (May and October) to Council as progression on the action items continues or changes.

Attached is the first status update for 2019.

Sustainability Checklist:

What aspect of the Brockton Sustainable Strategic Plan does the content/recommendations in this report help advance?

- Do the recommendations help move the Municipality closer to its Vision? Yes
- Do the recommendations contribute to achieving Cultural Vibrancy? Yes
- Do the recommendations contribute to achieving Economic Prosperity? Yes
- Do the recommendations contribute to Environmental Integrity? Yes
- Do the recommendations contribute to the Social Equity? Yes

Financial Impacts/Source of Funding:

- Do the recommendations represent a sound financial investment from a sustainability perspective?
N/A

Respectfully Submitted by:



Sonya Watson, Chief Administration Officer

Municipal Services Review Report 2019 Update



Prepared By: Sonya Watson, Chief Administrative Officer
April 23, 2019

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Legend

Orange= Implemented

Red= Not Being Implemented

Blue Highlight= Priority Action Timeline

Environmental Services Focus Group

Services Reviewed

The Environmental Services Focus Group reviewed the following municipal services:

Materials Management

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

Water and Sewer Utilities

Highlighted Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
<p>1. Review and assess the cost/benefit of blue box recycling targets to ensure ongoing reduction in landfill costs. Review the vision and goals of our Blue Box Recycling service provider, Bruce Area Solid Waste Recycling (BASWR), to make sure they reflect the vision and goals of the seven member municipalities who hold shares in this cooperative.</p>	Next 12 Months	BASWR Councillor Representative & Director of Operations/Roads Supervisor	<input type="checkbox"/> To Be Implemented
2019 Update: No update at this time	Ongoing	Roads Supervisor	
<p>2. Install signs at all landfill sites showing the cost savings of waste reduction to tax payers. Improve communication with residents to let them know the true costs of their recycling and waste diversion efforts (e.g. signs at each landfill site indicating estimated life of the landfill, costs per cubic metre of full landfill space, costs per cubic metre of diverting waste, maintenance costs per cubic metre to close a landfill etc.).</p>	Next 6 Months	Environmental Advisory Committee & Director of Operations/Road Supervisor	<input type="checkbox"/> To Be Implemented
2019 Update: Staff have used social media to increase education on landfills and waste management. The Environmental Advisory Committee has funding set aside in the budget for educational workshops and programs.		Roads Supervisor	Implemented
<p>3. Review and update the Walkerton-Hanover Landfill Agreement to extend the life of the landfill and ensure a fair distribution of costs to all users. Review the existing Walkerton-Hanover Landfill Agreement to make sure both Hanover and Brockton are both doing their part to extend the life of the landfill; work to ensure the agreement is fair and equitable for Walkerton residents, Brockton residents, and Hanover residents.</p>	Next 12 Months	CAO & Director of Operations & Brockton's Walkerton-Hanover Waste Management Committee Representatives	<input type="checkbox"/> For Council Review
2019 Update: Meetings started in 2018 and will be on-going.	Ongoing	Director of Operations	

Bruce Area Solid Waste Recycling (BASWR) Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Review the vision and goals of BASWR to make sure they reflect the vision and goals of the seven member municipalities who hold shares in this cooperative.	Next 12 Months	BASWR Board; Roads Supervisor	<input type="checkbox"/> To Be Implemented
2019 Update: A review of services and goals is to be completed.	Next 1 Year		
2. Establish and regularly review the cost per cubic metre of landfill so that the true costs and benefits of Bruce Area Solid Waste Recycling services can be monitored.	Next 6 Months Ongoing	Roads Supervisor	<input type="checkbox"/> To Be Implemented
2019 Update: Annual reports are being completed to review this data in the future.	Ongoing		
3. Improve communication with the public and member municipalities so that the true cost and value of recycling are understood.	Next 6 Months Ongoing	BASWR Board	<input type="checkbox"/> To Be Implemented
2019 Update: Staff have incorporated the information onto the website and in the Brockton Buzz.			Implemented

Water and Sewer Utilities Recommendation

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Investigate the opportunity to supply municipal water to more properties in the Lakes area, and in Elmwood.	Next 12 Months	Director of Operations	<input type="checkbox"/> For Council Review
2019 Update: A Report went to Council April 9th 2019. Information will be prepared for summer Association Meeting, Options regarding obtaining water from Hanover will be pursued. A Feasibility Study is required to move this forward. Pending Council approval.			

Materials Management – Brant and Greenock Landfills Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Establish and regularly review the cost per cubic metre of landfill so that the true cost/benefit of Bruce Area Solid Waste Recycling services, recycling and diversion can be monitored.	Next 6 Months (Ongoing Annually)	Roads Supervisor	<input type="checkbox"/> To Be Implemented
2019 Update: This information is being reviewed when available.	Ongoing		
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	Next 6 Months	Roads Supervisor	<input type="checkbox"/> To Be Implemented

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
residents and landfill users of the positive impact of their recycling and waste diversion efforts.			
2019 Update: Staff have used social media to increase education on landfills and waste management. The Environmental Advisory Committee has funding set aside in the budget for educational workshops and programs.	Ongoing		Implemented
3. Investigate the costs, potential savings, and requirements to set up a Re-Use Centre at the Brant Landfill.	Next 6 Months	Roads Supervisor	<input type="checkbox"/> For Council Review
2019 Update: This has been investigated and is not a feasible option.			Not Being Implemented

Materials Management – Walkerton-Hanover Landfill Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Review the existing Walkerton-Hanover Landfill agreement to confirm that it adequately contributes to the goals and objectives of Brockton. E.g. diversion targets.	Next 12 Months	CAO & Director of Operations & Brockton's Walkerton-Hanover Waste Management Committee Representatives	<input type="checkbox"/> For Council Review
2019 Update: A review of the Hanover-Walkerton Landfill is currently being completed. The Director of Operations and CAO are reviewing	Next 6 Months	CAO & Director of Operations	To Be Implemented
2. Review the existing governance for consistency with current goals. Items such as ensuring that someone other than the manager for the site is the Chair of the committee should be reviewed.	Next 12 Months	CAO & Director of Operations & Brockton's Walkerton-Hanover Waste Management Committee Representatives	<input type="checkbox"/> To Be Implemented
2019 Update: A review of the Hanover-Walkerton Landfill is currently being completed. The Director of Operations and CAO are reviewing		CAO & Director of Operations	Not Being Implemented
3. Review existing landfill administration and operation costs to identify alternatives and cost savings.	Next 6 Months	CAO & Director of Operations & Brockton's Walkerton-Hanover Waste Management Committee Representatives	<input type="checkbox"/> To Be Implemented
2019 Update: A review of site operations was completed in 2018 with cost saving opportunities. To reduce operating costs along with having the site operations provided by municipal staff reducing hours of operation from 5 days to 4 days/week would result in further savings.		Director of Operations	Implemented

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
4. Compare usage rates of Walkerton and Hanover residents to determine if a fairer cost sharing agreement is appropriate.	Next 12 Months	CAO & Director of Operations & Brockton's Walkerton-Hanover Waste Management Committee Representatives	<input type="checkbox"/> For Council Review
2019 Update: A review of the Hanover-Walkerton Landfill is currently being completed. The Director of Operations and CAO are investigating	Ongoing	CAO & Director of Operations	To Be Implemented
5. Review current fees and volume rates; come up with ways to divert more waste from the landfill and ensure users pay fair costs.	Next 12 Months	Director of Operations & Brockton's Walkerton-Hanover Waste Management Committee Representatives	<input type="checkbox"/> For Council Review
2019 Update: Styrofoam Densifier purchased in 2018 and currently commissioning for 2019		Director of Operations	
6. Review auditor's reports for the last five years to confirm which actions have been recommended and acted upon. Can the auditors confirm whether the site is operated in a cost effective manner?	Next 12 Months	Director of Operations & Brockton's Walkerton-Hanover Waste Management Committee Representatives	<input type="checkbox"/> To Be Implemented
2019 Update: To be completed in 2019		Director of Operations	To Be Implemented
7. Conduct a survey of neighbouring residents to determine satisfaction level with the expanded site; specifically lack of berm, site noise (complaints of the high decibel back up beepers), and litter.	Next 6 Months Ongoing	Director of Operations & Brockton's Walkerton-Hanover Waste Management Committee	<input type="checkbox"/> To Be Implemented
2019 Update: Currently being reviewed. The Berm issue is on April 9, 2019 Council Agenda. Will be addressed at the next committee meeting.	Ongoing	Director of Operations	To Be Implemented
8. Establish and regularly review the cost per cubic metre of landfill space so that the true costs and benefits of services, recycling, and diversion can be monitored.	Next 6 Months Ongoing	Director of Operations & Brockton's Walkerton-Hanover Waste Management Committee	<input type="checkbox"/> To Be Implemented
2019 Update: To be reviewed in 2019	Ongoing	Director of Operations	
9. Improve communication with residents so that the true costs and value of recycling can be shared (e.g. signs at landfill sites indicating estimated life, costs per cubic metre of fill, costs per cubic metre of diversion, cost per cubic metre once the landfill is closed).	Next 6 Months Ongoing	Director of Operations & Brockton's Walkerton-Hanover Waste Management Committee	<input type="checkbox"/> To Be Implemented
2019 Update: To be reviewed in 2019 with staff and the Walkerton-Hanover Waste Management Committee	Next 6 Months	Director of Operations	To Be Implemented

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
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	Director of Operations- & Walkerton-Hanover Waste Management Committee	<input type="checkbox"/> For Council Review
2019 Update: Discussions to be had with Bruce County regarding Waste Management throughout Brockton.	Ongoing	Director of Operations	To Be Implemented
11. Request that Walkerton-Hanover Landfill Committee meetings also be hosted in Walkerton, as well as Hanover.	Next 6 Months	Director of Operations	<input type="checkbox"/> To Be Implemented
2019 Update: This was discussed between the committee and meetings now alternate locations.		Director of Operations	Implemented

Sustainability Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Dedicate staff time to sustainability; research available grants, funding, and community partnerships to fund staff time for this work.	Next 6 Months	Organizational Review; CAO	<input type="checkbox"/> For Council Review
2019 Update: This is a focus of the Environmental Advisory Committee. The Director of Operations, CAO & CFO continually investigate grant opportunities and are advised by Fair Tax as new opportunities arise. The Operations Department staff work with sustainability in mind.	Ongoing		Implemented

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)

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

Highlighted Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Develop a plan and provide resources to build, retain, and create business and jobs in Brockton.	Next 12 Months	Economic Development Committee; CAO	<input type="checkbox"/> For Council Review
2019 Update: Brockton's Business Retention and Expansion Report, approved by Council in October 2018, outlines key strategies to build, retain and create business and jobs in the community. It was based on dozens of interviews with businesses in all sectors. The BR&E report has helped guide our economic development action plan for 2019, and actions will be implemented.			Implemented
2. Review the Walkerton Business Improvement Area (BIA) to determine the impact of reducing the BIA budget to the member levy.	Next 6 Months	CAO; Walkerton BIA	<input type="checkbox"/> For Council Review
2019 Update: An Updated By-Law was reviewed and passed in 2018 establishing the rates.			Implemented
3. Improve communication between Municipal planning / building department, the County and SVCA to streamline / ease permitting requirements.	Next 12 Months	Deputy Mayor Gieruszak, 1 st Vice Chair Saugeen Valley Conservation Authority Board	<input type="checkbox"/> To Be Implemented
2019 Update: SVCA has underwent significant changes in regards to analyzing process and has a follow up survey following each application to determine areas of focused improvement. County Planning has implemented the GPS strategic visioning process and residents, Municipal staff, developers, agencies and Council's across the County have participated and process and preferences	Ongoing	CAO/Clerk/Planning Staff	To Be Implemented

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
have been analyzed as part of this review. Better application forms and Notices are being prepared and the department is focused on improved customer service. County staff regularly consult Municipal Staff regarding planning applications and resident concerns to ensure Municipal concerns and priorities are met.			

Economic Development Committee Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Develop a comprehensive Economic Development Strategy that details the roles and responsibilities of the Economic Development Committee, Walkerton Business Improvement Area, and Community Improvement Committee, municipal staff, volunteers and Council.	Next 12 Months	Economic Development Committee; CDC, CAO & Council	<input type="checkbox"/> For Council Review
2019 Update: There are various documents. Economic Development Strategic Plan, Business to Bruce Plan, Business Retention & Expansion Plan that are being worked through to complete action items. This work will be ongoing and take a number of years to implement. Now that a CDC is in place an Economic Development Strategic Plan will be a recommendation in the 2020 budget to develop priorities and guide Council and staff towards sustainable and effective community development priorities.	Ongoing	CAO, CDC, Council & Economic Development Committee- Ongoing	To Be Implemented
2. Memorandums of Understanding or Terms of reference should be established between the Walkerton Business Improvement Area (BIA), Economic Development Committee, Visitor Information Centre and Community Improvement Committee to ensure expectations and services do not overlap.	Next 12 Months	Economic Development Committee; CAO	<input type="checkbox"/> For Council Review
2019 Update: A By-Law was passed establishing the BIA and a Terms Of Reference was establish for the Visitor Information Centre in 2018 and approved by By-Law. Both By-Law were recently reviewed with the new BIA Board and staff works with the BIA staff on an ongoing basis to ensure services are provided.			Implemented
3. Address vacant retail, commercial, and industrial properties with a Brockton Property Strategy. Actions should include Economic Development Committee or Economic Development Officer meeting with owners of current vacant retail/commercial, industrial, and institutional properties, and buildings in Cargill, Elmwood, and Walkerton to discuss strategies to fill these buildings. Should also consider East Ridge Business Park lands, and vacant Airport land.	Next 12 Months	Economic Development Committee; CDC, CAO	<input type="checkbox"/> For Council Review
2019 Update: A formal Brockton Property Strategy does not exist. However, the CAO and staff have reached out to several owners of vacant retail and industrial properties, as well as landowners in the East Ridge Business Park. The	Ongoing	CAO/CDC/EDC/BIA	To Be Implemented

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
<p>Municipality lists available land and properties on the Brockton web site using an interactive map. The Saugeen Municipal Airport (SMA) Commission is also considering possible uses of its vacant land.</p> <p>The Community Improvement Committee and BIA have applied for funding to create a special storefront display promoting vacant retail space to prospective businesses. We will soon launch our “Business to Bruce” campaign, supported by the County, to encourage entrepreneurs to locate here.</p>			
<p>4. Identify issues that are limiting economic growth in Brockton.</p>	Next 12 Months	Economic Development Committee, CDC	<input type="checkbox"/> To Be Implemented
<p>2019 Update: We’re at almost full employment, creating a labour shortage for businesses. Entry level positions are hard to fill, compounded by the fact that affordable housing and rental units are scarce, while public transportation is extremely limited. Some businesses say they could grow more quickly with natural gas and high-speed Internet outside Walkerton. Roads are another issue for some rural businesses. The hamlets are not able to benefit from Bruce County programs that assist other businesses within Walkerton’s CIP. The issues have been identified, now working with group strategies to address.</p>			Implemented
<p>5. Separate the East Ridge Business Park and Economic Development Committee budgets.</p>	Next 6 Months	CFO	<input checked="" type="checkbox"/> Implemented
<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>	Next 6 Months; Ongoing	Economic Development Committee, CDC	<input type="checkbox"/> To Be Implemented
<p>2019 Update: Business owners were surveyed during the Business Retention and Expansion Study in 2018, at which time these issues were discussed. Staff have informally spoken with businesses that have closed, but not conducted formal exit interviews. Brockton is actively involved in the re-launch of the Saugeen Succession Matching program, an online service for businesses wanting to pass on their enterprise to a new owner.</p>	Ongoing	CDC/ BIA	To Be Implemented
<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>	Next 6 Months; Ongoing	Economic Development Committee, CDC	<input type="checkbox"/> To Be Implemented
<p>2019 Update: The BR&E survey questioned businesses about municipal barriers and efforts are being made to streamline zoning and approval procedures. Business owners were also able to voice their concerns at the Mayor’s Breakfast held in 2019.</p>			Implemented
<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.</p>	Next 6 Months; Ongoing	Economic Development Committee, CDC	<input type="checkbox"/> To Be Implemented

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
<p>2019 Update: The CDC met with the Four County Labour Market Planning Board to review Brockton results from the most recent labour and business surveys. VPI was also invited to speak to Brockton's Economic Development Committee about available programs and training. Brockton is also co-hosting a Labour Force Diversification forum in May 2019 with Saugeen Connects members for local businesses</p>	Ongoing	CDC; EDC	
<p>9. Work with school board job programs to ensure local youth are aware of trade opportunities.</p>	Next 6 Months; Ongoing	Economic Development Committee, CDC, CAO	<input type="checkbox"/> To Be Implemented
<p>2019 Update: County, Regional Forum, Staff worked with Fanshawe College in 2018 to implement a local ECE Program in Brockton to support our Child Care Centre. This program is expected to continue in 2019. The Skilled Trades Forum in Cargill also took place with local school boards.</p>	Ongoing		
<p>10. Promote local jobs to local youth.</p>	Next 6 Months; Ongoing	Economic Development Committee. CDC	<input type="checkbox"/> To Be Implemented
<p>2019 Update: Brockton is participating in a Student Start-up Program that will enable local students to create their own summer businesses, with financial support from community sponsors. Workshops are also being offered for the student entrepreneurs.</p>			Implemented
<p>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.</p>	Next 6 Months; Ongoing	Economic Development Committee, CDC	<input type="checkbox"/> To Be Implemented
<p>2019 Update: Brockton's CDC attended public meetings in 2018 regarding Bruce and Grey county's BR&E survey of agriculture producers, where opportunities and barriers to growth were identified. They included the need for high-speed Internet, natural gas, and improved roads. Labour issues were also identified.</p>			Implemented
<p>12. The Community Improvement Committee should be a subcommittee of Economic Development Committee to ensure Brockton wide focus.</p>	Next 6 Months	Economic Development Committee, CDC, CAO	<input type="checkbox"/> For Council Review
<p>2019 Update: The CIC Committee has a Brockton wide focus and operates as a very successful committee leveraging funding for area projects. The Terms of Reference will be reviewed to ensure a Brockton focus. The Community Improvement Plan is solely for Walkerton and is a barrier to extending funding to hamlets. The CIP Plan can be updated by hiring a consultant but the Spruce the Bruce Funding Program is focused on the urban area improvements so this funding may still not be extended to the hamlet areas</p>	Ongoing	CAO, CDC & Council - ongoing	To Be Implemented

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
13. Determine the local economic impact of various industry sectors before investing in business attraction and retention strategies; identify more detailed business statistics to identify what exactly Brockton's economy is built on.	Next 12 Months; Ongoing	Economic Development Committee, CDC	<input type="checkbox"/> To Be Implemented
2019 Update: Our BR&E study examined industry sectors in Brockton and spoke to them directly. Staff intend to parse the numbers more fully.			To Be Implemented
14. Work with other communities to make the most of regional economic development opportunities.	Next 12 Months; Ongoing	Economic Development Committee, CDC, CAO	<input type="checkbox"/> To Be Implemented
2019 Update: The Municipality is working with the surrounding "interior" communities of Minto, Hanover, West Grey, and Wellington North through the "Saugeen Connects" partnership under the umbrella of the Saugeen Economic Development Corporation. The group meets monthly, working on active, collaborative projects such as succession planning, workforce attraction and youth engagement. A broader SEDC group meets quarterly. The Municipality also participates in the Bruce County regional advisory committee for economic development. We are also involved in the nuclear partnership with Bruce Power.			Implemented
15. Promote the benefits of Brockton to urban residents under age of 35 and over age of 55; i.e. low cost housing, rural and small-town lifestyle and recreation opportunities, stability of local agriculture and power generation sectors etc.	Next 12 Months; Ongoing	Economic Development Committee, CDC, CAO	<input type="checkbox"/> To Be Implemented
2019 Update: Brockton's Branding initiative speaks to these groups. Our new video has been launched and advertising is to follow targeting them specifically.		Ongoing	
16. Establish an action plan with LiveGreyBruce.ca and local employers to connect with the people who live outside of the region and would like to move to Brockton.	Next 12 Months; Ongoing	Economic Development Committee, CDC, CAO	<input type="checkbox"/> To Be Implemented
2019 Update: LiveGreyBruce.ca no longer exists.			Not Being Implemented
17. Continue to support initiatives that will preserve our environment and brand Brockton as a natural choice for an active, healthy lifestyle.	Next 12 Months; Ongoing	Economic Development Committee, CDC	<input type="checkbox"/> To Be Implemented
2019 Update: The Brockton branding approved by Council promotes this. Recent initiatives to bolster an active, healthy lifestyle for residents include the Twice the Ice rink expansion, support for the Optimist Park, new fish stations along the Saugeen River and an enhanced boat launch at Lobies Park. Money is also being set aside for recreation in the 2019 budget.			Implemented
18. Update Brockton's logo and brand to reflect the benefits of living here. Use this branding to update signage, marketing materials, and overall appearance of the Municipality to make it more attractive to business and visitors.	Next 12 Months; Ongoing	Economic Development Committee, CDC, CAO	<input type="checkbox"/> For Council Review

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
2019 Update: Brockton's new logo and brand are being used extensively, in print materials, online marketing, videos, pull-up banners, business cards, staff clothing, advertising, giveaway items and signage. Further signage will be updated as budget allows (eg. Brockton entrance, Lobies Park, Riverfront trail).			Implemented
19. Collect more accurate demographic and economic data so that staff, Council, and the Economic Development Committee can make solid, evidence based decisions.	1 Year Plus	Economic Development Committee, CDC	<input type="checkbox"/> To Be Implemented
2019 Update: Broad demographic and economic data about Brockton is available through Townfolio. (Age, income, employment, education, immigration, average salary, home ownership, commuting, etc.). We are working to fine tune the data and track changes over time.	Ongoing		
20. Identify existing business owners who are looking to sell their business or retire; connect these business owners with someone who specializes in business succession planning to find a buyer or new owner and to support them through the transition.	Next 12 Months; Ongoing	Economic Development Committee, CDC	<input type="checkbox"/> To Be Implemented
2019 Update: Brockton is involved in the Succession Matching program through the Saugeen Economic Development Corp., which matches prospective buyers with business owners online. Counselling and assistance is also offered to business owners that participate. Our BR & E project also identified businesses interested in succession planning and we will reach out to them regarding programs available.			Implemented

Economic Development Officer (EDO) Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Hire, or contract, an Economic Development Officer who will report to Council through the CAO. Make a minimum 2-3 year commitment so there is a likelihood measureable success will be achieved. Council needs to be a very strong advocate and supporter. If there is an Economic Development Officer, Council needs to give them resources, backing, and support. Council's commitment needs to be for longer than just a year in order to support the growth and the success of the role of the Economic Development Officer.	Next 6 Months	Economic Development Committee	<input type="checkbox"/> For Council Review
2019 Update: A Community Development Coordinator was hired on contract in 2017 and Council approved the Full-Time Hire in 2018. This position works under the CAO and both the CAO and CDC work together on Economic Development Initiatives.			Implemented
2. The Economic Development Officer should determine: 1) The economic value of various industry sectors to Brockton; 2) Threats to existing industry sectors; 3)	Next 12 Months	Economic Development Committee; CDC, CAO	<input type="checkbox"/> For Council Review

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
Cost/benefit to supporting existing sectors; 4) Cost/benefit of attracting new businesses.			
2019 Update: We are working to establish a sector-by-sector indicator that addresses these questions. Many of the threats to existing sectors were identified in our BR&E Report. The cost/benefit of attracting new businesses to the East Ridge Business Park is being considered, in terms of servicing costs and reduced land prices to encourage development.			Implemented
3. The Economic Development Officer should work closely with, and support, volunteer groups that promote economic development within Brockton.	Next 12 Months to 2 Years	Economic Development Committee; CDC, CAO	<input type="checkbox"/> For Council Review
2019 Update: The CDC works with the Rotary, Optimist and Kinsmen clubs through the Community Improvement Committee, and also attends BIA events to network with businesses and volunteer committee members. The CDC is also working closely with the Greenock Swamp/Cargill Promotional Committee on tourism initiatives to help spark the hamlet's economy.			Implemented
4. The Economic Development Officer should promote business networking among existing and new businesses, potential employers, and employees, local, County, Regional, Provincial, and Federal economic development organizations and agencies.	Next 12 Months to 2 Years	Economic Development Committee; CDC, CAO	<input type="checkbox"/> For Council Review
2019 Update: We are working with many partners on these initiatives in regional forums, further work will develop on these items	Ongoing		
5. A detailed Economic Development Officer job description should outline roles and responsibilities of municipal staff, Walkerton Business Improvement Area (BIA), Community Improvement Committee, Economic Development Committee, and volunteers – as well as relationships with other committees such as Parks and Recreation, Physician Recruitment and Retention, and organizations such as school boards and government agencies.	Next 12 Months to 2 Years	Economic Development Committee; CAO	<input type="checkbox"/> For Council Review
2019 Update: A Community Development Coordinator was hired on contract in 2017 and Council approved the Full-Time Hire in 2018. This position works under the CAO and both the CAO and CDC work together on Economic Development Initiatives.			Implemented
6. Clear goals and objectives (such as Key Performance Indicators) should be established for the Economic Development Officer; this should include the level of networking with internal and external business and economic development interests.	Next 12 Months to 2 Years	Economic Development Committee; CAO	<input type="checkbox"/> For Council Review
2019 Update: With this new position and the high economic climate in Bruce & Grey County and interest in the area both the CAO and CDC are busy keeping up with development inquiries on a regular basis and participating in the work	Ongoing	CAO & CDC	

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
<p>with area partners. A vast amount of work is required to establish base lines and continue with action items already identified in the BR & E and Business to Bruce Plans. Economic Development Strategic Plan will help guide work and will be a focus of 2020.</p>			
<p>7. Measures of Success for the Economic Development Officer should include greater social equity and improved income levels, among other workforce data.</p>	Next 12 Months to 2 Years	Economic Development Committee; CDC, CAO	<input type="checkbox"/> For Council Review
<p>2019 Update: No update at this time.</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>	Next 12 Months; Ongoing	Economic Development Committee, CDC, CAO	<input type="checkbox"/> To Be Implemented
<p>2019 Update: Saugeen Connects is an umbrella organization fostering joint economic development initiatives in Brockton, Hanover, West Grey, Minto and North Wellington. Projects include newcomer attraction (bus tours, conference), youth engagement (Saugeen SSUP student business program), succession planning (Succession Matching program), and in future, pending funding, a program to help female business owners. The CDC is also working with the Saugeen Municipal Airport Commission to make the jointly owned airport economically viable.</p>			Implemented
<p>9. Economic Development Committee should apply to Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) for Rural Economic Development (RED) funding; where project oversight and management is required, this should be the responsibility of the Economic Development Officer.</p>	Next 12 Months to 2 Years	Economic Development Committee; CDC, CAO	<input checked="" type="checkbox"/> Implemented <input type="checkbox"/> For Council Review
<p>2019 Update: The Municipality of Brockton applied to the RED Grant and received monies towards the Business Retention & Expansion Project which was conducted throughout 2017 & 2018. This is a guiding document to support local business. An identified priority of the Plan was concerns with the Search Engine Optimization when searching for Walkerton and the detriment to area business. A further RED grant was applied for in 2018 to support this action item, but unfortunately the funding request was denied. A second RED grant was received in 2018 to develop a new brand for Brockton.</p>	Ongoing		Implemented
<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>	Ongoing	Economic Development Committee, CDC, CAO	<input type="checkbox"/> To Be Implemented
<p>2019 Update: A Community Development Coordinator was hired in 2018 and is now right in the midst of a high economic state in Bruce County. Staff are in</p>			Not Being Implemented

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
response mode rather than proactive mode due to the economic climate and high level of inquiries and work to do to meet demands,			

Walkerton Business Improvement Area (BIA) Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. The Walkerton BIA is currently funded by a tax levy on commercial and retail properties located in the Town of Walkerton, and with general tax dollars. Research alternate funding models to determine if there is a fairer tax levy formula that could be applied to these properties and still raise the same total levy amount.	Next 6 Months	CFO	<input type="checkbox"/> For Council Review
2019 Update: The Deputy Treasurer and BIA Manager have reviewed.			Implemented
2. Council provides funding to the BIA over and above the BIA tax levy with general tax dollars; Council should clearly define what it expects from the BIA in return for providing this funding.	Next 6 Months	CAO	<input type="checkbox"/> For Council Review
2019 Update: A By-Law was established to guide the BIA and Visitor Information Centre. While we have worked closely with the former BIA Manager an expectation of reporting has been communicated and is a requirement of the By-Law. The CAO will work closely with the BIA Manger in 2019 to review expectations and outputs for requested funding. The BIA operates as a board and is responsible to the levied members.			Implemented
3. Review the Walkerton Business Improvement Area (BIA) budget to see if it is possible for them to become self-sufficient through the tax levy provided.	Next 6 Months	CFO; BIA Board	<input type="checkbox"/> For Council Review
2019 Update: Has not been completed to date, the CFO will be taking over the bookkeeping and will have a better idea of the financial situation over the course of the next year.	Next 1 Year; Ongoing		To Be Implemented

Visitor Information Centre (VIC) Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Council should consider advertising a contract for a multi-year agreement to operate the Visitor Information Centre; agreement should include measureable goals and targets.	Next 6 Months	Council	<input type="checkbox"/> For Council Review
2019 Update: A By-Law was established to guide the BIA and Visitor Information Centre. While we have worked closely with the former BIA Manager an expectation of reporting has been recently communicated and is a			

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
requirement of the By-Law. The CAO will work closely with the BIA Manger in 2019 to review expectations and outputs for requested funding.			
2. Council needs to consider the value of the Visitor Information Centre as: 1) a welcoming place for those who are visiting; 2) an Information Centre for potential business growth and expansion; and 3) an information service for local residents and their visiting friends and relatives.	Next 6 Months	Council	<input type="checkbox"/> For Council Review
2019 Update: This relationship has worked well and the location of the Visitor Information Centre is ideal. A By-Law was established to guide the BIA and Visitor Information Centre. While we have worked closely with the former BIA Manager an expectation of reporting has been communicated and is a requirement of the By-Law. The CAO will work closely with the BIA Manger in 2019 to review expectations and outputs for requested funding.			
3. Investigate the cost / benefit of using Information Kiosk(s) in other high traffic areas in Brockton to supplement the Visitor Information Centre service which would likely be located in Walkerton.	Next 6 Months	Council	<input type="checkbox"/> For Council Review
2019 Update: We will work with the BIA Manager on this item in 2019 to determine if more opportunity exists.			
4. Council/Economic Development Committee needs to determine the cost / value of local events such as Doors Open, the Santa Claus Parade, and Homecoming as these and other events are dependent on resources and staffing from the Visitor Information Centre.	Next 6 Months	Economic Development Committee; CAO	<input type="checkbox"/> For Council Review
2019 Update: These events are all part of what make Brockton a community where people want to live and Come Home to. Staff, BIA, volunteers and Council should continue to work together to support these local initiatives. A closer cost analysis of staff time and in-kind contributions towards these events and tourism initiatives (Legend of the Swamp Tour) will be implemented to determine true costs.			Ongoing

Community Improvement Committee (CIC) Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Review Community Improvement Committee activities and deliverables to align them with community wants and needs for all of Brockton.	Next 6 Months	Economic Development Committee; CAO	<input type="checkbox"/> For Council Review
2019 Update: The Community Improvement Committee's mandate and function will be reviewed in 2019 along with other committees of Council.	Next 6 Months	CDC	
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	<input type="checkbox"/> For Council Review

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
2019 Update: The BIA's role was recently reviewed, with the By-Law passed. The Community Improvement Committee's mandate and function will be reviewed in 2019.	Next 6 Months	CDC	
3. Determine if Community Improvement Committee's primary function is focussed on community appearance and image or Economic Development.	Next 6 Months	Economic Development Committee; CAO	<input type="checkbox"/> For Council Review
2019 Update: The CIC is focused on improving the appearance of the community, and in particular downtown Walkerton, to help foster economic development. Banners, benches, festive lighting, new events signs, bike racks and a new logo on the south water tower, for example, improve our appearance for prospective investors, business owners, visitors and residents. CIC projects such as the Optimist Park and Lobies Park Boat Launch contribute to Brockton being an active, healthy community. This year, the CIC is supporting a tourism-related project in Cargill. Until now, all CIC projects have been within the designated Community Improvement Plan (CIP) area of Brockton. The CIC has leveraged significant amounts of funding from Bruce County, and is its top grant applicant under the Spruce the Bruce program.		CDC	
4. Community Improvement Committee needs to meet or exceed Brockton conflict of interest and procurement policies.	Next 6 Months; Ongoing	CAO	<input type="checkbox"/> To Be Implemented
2019 Update: Brockton's conflict of interest and procurement policies have been communicated to CIC members on occasion. The CAO and Clerk will be addressing each committee in turn in 2019.	Next 6 Months	CFO; CAO	
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
2019 Update: Brockton's Parks and Recreation Manager is a member of the CIC committee and works closely with the group on various projects.			Implemented
6. The Community Improvement Committee needs to be dissolved.	Next 6 Months	Council	<input type="checkbox"/> For Council Review
2019 Update: Brockton's committee structure was reviewed by the new Council in 2018 and the committee was not dissolved. Further review of all committees is to take place in 2019.	Next 6 Months		
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
2019 Update: Communication between the CIC and Council has improved over the past year, through reports by the CAO and CDC. Committee projects are			Implemented

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
also being promoted to the public, largely through social media. (eg: water tower, Christmas lights)			

Planning and Development Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Improve communication between Municipal planning / building department, the County and SVCA to streamline / ease permitting requirements.	Next 12 Months	Deputy Mayor Gieruszak, 1 st Vice Chair Saugeen Valley Conservation Authority Board	<input type="checkbox"/> To Be Implemented
2019 Update: SVCA has underwent significant changes in regards to analyzing process and has a follow up survey following each application to determine areas of focused improvement. County Planning has implemented the GPS strategic visioning process and residents, Municipal staff, developers, agencies and Council's across the County have participated and process and preferences have been analyzed as part of this review. Better application forms and Notices are being prepared and the department is focused on improved customer service. County staff regularly consult Municipal Staff regarding planning applications and resident concerns to ensure Municipal concerns and priorities are met.			Ongoing
2. Updated Walkerton Community Official Plan to confirm community vision for the area.	Next 6 Months	Zoning Administrator; County of Bruce Planning Department	<input type="checkbox"/> To Be Implemented
2019 Update: The Official Plan was updated and reflects the vision for Brockton. Brockton staff and Council will be active participants in the County Official Plan review throughout 2019 and 2020 and promote to residents to ensure Brockton's vision for Community Development and Planning is reflected.			Implemented
3. Investigate sharing building inspectors with neighbouring municipalities to reduce cost of service and streamline processes.	Next 6 Months	CAO	<input type="checkbox"/> For Council Review
2019 Update: The Municipality is currently well served by a CBO and Inspector and a succession plan will see that service continue. Shared services agreement will be implemented if required.			Not Being Implemented
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	<input type="checkbox"/> For Council Review
2019 Update: The CAO & Clerk will be reviewing the Terms of Reference and mandates of all Committees in 2019 with a follow up report to Council.	Ongoing		Currently Being Completed.

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
5. There is lack of accountability at the County level for decisions that are made County wide. Perhaps our Council should support elections at the county level.	Next 12 Months	Council	<input type="checkbox"/> For Council Review
2019 Update: The County structure is mandated by the Municipal Act. The Mayor can act as a liaison to keep the local Municipal Council inform of actions from the County level.			Not Being Implemented
6. Mayor provide regular reports to Brockton Council on upcoming County Council agenda items and seek Council's input on decisions that will be made at County Council to facilitate better planning and cooperation.	Next 6 Months	Council	<input type="checkbox"/> For Council Review
2019 Update: The Mayor provides updates to Council and keeps Councillors informed as questions arise. Staff provide all correspondence on County initiatives to Council as received. The County attends Brockton Council to provide updates. Council provides input to the County by way of resolution if a matter is deemed to require a formal response.	Ongoing		Implemented
7. Municipality should strive to exceed minimum provincial standards when it comes to notifying neighbouring property owners about planning applications and decisions to make sure property owners who will be impacted are informed directly.	Next 12 Months	Zoning Administrator; County of Bruce Planning Department	<input type="checkbox"/> For Council Review
2019 Update: Notice is provided in accordance with the Planning Act to all affected residents. In addition the Municipality provides Notice of all Planning Applications on the Municipal Website, they are available on the County website and on each Municipal agenda as the notice is received and for the Planning Meeting where it is being heard. County and Municipal staff assist resident inquiries in a timely manner and the Notice is posted on the property.			Implemented.
8. Ask Saugeen Valley Conservation Authority to commit to timelines for building and development permit review and approval. If Saugeen Valley Conservation Authority is unable to commit to a reasonable timeline perhaps Brockton should go elsewhere to get things done.	Next 6 Months	Council	<input type="checkbox"/> For Council Review
2019 Update: Staff continues to communicate with Saugeen Valley Conservation Authority, noting that its jurisdiction is provincially mandated.	Ongoing		
9. Introduce development fees in order to support future infrastructure costs (i.e. sewage treatment infrastructure).	Next 12 Months	Zoning Administrator; Council	<input type="checkbox"/> For Council Review
2019 Update: Development Charges were brought forward in February 2019, however at this time the municipality will not be implementing development fees. Refer to resolution 19-03-11			Not Being Implemented
10. Economic Development Committee and municipal staff meet with developers and real estate agents to identify barriers that could be eliminated through changes to municipal policy or by-laws.	Next 6 Months	Zoning Administrator; Economic Development Committee	<input type="checkbox"/> For Council Review

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
2019 Update: A Developers Forum is an identified priority action for the CDC and Economic Development Committee. The Mayor's Breakfast is also an avenue to seek business, development input.			To be Implemented
11. Review the 3,000 square foot limit (Historic Walkerton) in the regulations. This rule does not appear to service the community and places many buildings in legal non-conforming status.	Next 6 Months	Zoning Administrator; Council	<input type="checkbox"/> For Council Review
2019 Update: Regulations are mandated by the province.			
12. Combine Council Committees in order to prevent overlap, Committees working against each other, and to make the most effective use of limited resources. Consider the six Focus Group categories and creating sub-committees when reorganizing Council Committees.	Next 6 Months	Organizational Review	<input type="checkbox"/> For Council Review
2019 Update: The CAO & Clerk will be reviewing the Terms of Reference and mandates of all Committees in 2019 with a follow up report to Council.			
13. Department heads should be tasked with "building bridges" throughout the municipality.	Next 6 Months; Ongoing	Council; CAO	<input type="checkbox"/> For Council Review
2019 Update: Brockton has a number of new faces on the Senior Management Team. Positive community relations and recognition for our many volunteers is a priority of management and an ongoing priority to ensure a positive image for Brockton, Brockton staff and Council by working with our residents and partners.			Implemented
14. Committees based in smaller communities in Brockton are working in isolation. Develop a plan to help all of Brockton's communities to pool resources and work together for the good of the entire municipality.	Next 12 Months	Council; CAO	<input type="checkbox"/> For Council Review
2019 Update: The CAO & Clerk will be reviewing the Terms of Reference and mandates of all Committees in 2019 with a follow up report to Council.			
15. Find a way to expand beautification efforts to smaller communities in Brockton.	Next 6 Months	Council; CAO	<input type="checkbox"/> For Council Review
2019 Update: Staff are assisting in tourism/beautification initiatives in the hamlets. The Community Improvement Plan requires updating to achieve grant funding for this action. This will be a priority for 2020 if County resources can assist for the review. Otherwise monies in the 2020 budget are required.			To be Implemented

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

Highlighted Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
<p>1. Brockton's policing costs are too high. About 60 percent of policing costs are charged as part of the OPP contract base rate and the other 40 percent is charged to the Municipality based on the number of calls for service that the OPP receive. The OPP agree that they receive a large number of calls for service that they are not best suited to handle (i.e. dogs at large). Come up with a strategy to reduce OPP calls for service by 15 percent to save policing costs in Brockton.</p>	Next 12 Months	Police Services Board; CAO, Clerk, PSB, Council	<input type="checkbox"/> For Council Review
<p>2019 Update: An updated OPP contract is pending for 2019. New legislation from the Provincial Government will require implementation of a Community Safety & Well-Being Plan that is aimed at a proactive approach to identified risks in a community. The Municipality has two years to get this in place and will be a partnership with a number of stakeholders. This may result in reduced calls for service. By-Law Enforcement Services are under review by the CAO & Clerk. The OPP Section 10 contract structure and costing is mandated by the Province and allows for little negotiation only in the areas of enhanced service levels. Ongoing communications between the PSB, Mayor & Staff with the OPP Detachment Commander help guide expectations and are a method of ensuing resident concerns are attended to within the OPP mandated services.</p>		Ongoing	
<p>2. Fire protection costs are too high. Reviewing our mutual aid contracts with bordering fire departments, and reviewing full-time staffing costs could result in savings.</p>	Next 12 Months	Organizational Review; Council; CAO	<input type="checkbox"/> For Council Review
<p>2019 Update: The Fire Service Agreements have been renegotiated with West Grey and the Municipality of Arran Elderslie in 2016.</p>			Implemented
<p>3. Animal control, by-law enforcement, and property standards functions are split between several departments resulting in spotty administration, and residents feeling their issues are not being properly addressed. Reorganizing</p>	Next 6 Months	Organizational Review; CAO, Clerk, CBO, Council	<input type="checkbox"/> For Council Review

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
these functions under one department would mean minimal savings, however the service level could improve.			
2019 Update: Both of these services are under review by the CAO, Clerk and CBO.	Ongoing		

Animal Control Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Investigate the benefits of sharing animal control between municipalities.	Next 6 Months	CAO, Clerk	<input type="checkbox"/> For Council Review
2019 Update: CAO & Clerk are actively reviewing these services.	Next 6 Months	CAO, Clerk	
2. Dogs should not be released from the vet clinic or pound until all expenses are paid by the owner and owner has purchased a dog licence if they do not already have one. Review dog pick-up policy and procedure with vet clinic to make sure all costs have been recovered before an animal is released.	Next 6 Months	Clerk	<input type="checkbox"/> To Be Implemented
2019 Update: Animal Control Procedures will be reviewed once the shared services agreement has been established.	Next 6 Months	Clerk	To Be Implemented
3. Benefits of having a dog tag should be communicated to the public to encourage all dog owners in the municipality to purchase tags. Easier payment methods should be explored (i.e. online registration and payments, sell dog tags at local retail locations like Household Waste Bag Tags and offer \$4 commission to retailer). Include dog licencing invoice in tax bill to save postage.	Next 6 Months	Clerk, CFO	<input type="checkbox"/> To Be Implemented
2019 Update: Communication is done through the Brockton Buzz, and new online payments have become available through the 'General' online account, there is a possibility of the using the Perfect Mind software; however that will be reviewed in the future. Refinements to the communication about dog tags will occur with training once the shared services has been considered.	Ongoing	CFO; Clerk	Implemented

By-Law Enforcement and Property Standards Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. In the case of issuing tickets for by-law infractions, consider using Part 3 Provincial Offence where warranted.	Next 6 Months	Clerk	<input type="checkbox"/> To Be Implemented
2019 Update: The merits of each charge are evaluated on a case by case basis – this evaluation also includes a consideration of which procedure to adopt.	Ongoing	Clerk	

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
2. Consider sharing By-Law Enforcement services with other municipalities.	Next 6 Months	CAO, Clerk	<input type="checkbox"/> For Council Review
2019 Update: This review has been started and is on-going.	Next 6 Months	CAO, Clerk	
3. Duties of By-Law Enforcement Officer should be clarified. Existing profile is incorrect.	Next 6 Months	CAO, Clerk	<input type="checkbox"/> For Council Review
2019 Update: This project has been started and is on-going.	Next 6 Months		
4. Animal control, by-law enforcement, and property standards functions are split between several departments resulting in spotty administration, and residents feeling their issues are not being properly addressed. Reorganizing these functions under one department would mean minimal savings, however the service level could improve.	Next 6 Months	Organizational Review; Chief Building Official CAO	<input type="checkbox"/> For Council Review
2019 Update: While the property standards component may rest with the building department, staff are ensuring communication continues between departments to improve service levels and support successional planning	Next 6 Months		
5. Improve communication and response times to ratepayers and complainants regarding By-Law Enforcement concerns.	Next 6 Months	Clerk	<input type="checkbox"/> To Be Implemented
2019 Update: This project has been started and is on-going.	Ongoing	Clerk	Implemented
6. Property Standards Process should comply with the Property Standards - Process Flow Chart on the Brockton website. Staff should provide ratepayers and complainants with a written response if the timeline cannot be met. Staff should provide Council with a monthly report on By-Law Enforcement and Property Standards Enforcement.	Next 6 Months	Chief Building Official Clerk	<input type="checkbox"/> To Be Implemented
2019 Update: This recommendation will be reviewed in the future when the shared services and procedures have been established.	Next 6 Months	Clerk	

Emergency Management and Planning Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Disaster and Emergency Management Planning should be coordinated at the County level. County of Bruce should hire a single Community Emergency Management Coordinator (CEMC) to serve all municipalities in the County.	Next 6 Months	CAO	<input type="checkbox"/> For Council Review
2019 Update: A CEMC has been hired through Bruce County.		CAO	Implemented

Fire Protection Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Discuss setting up a Fire Department sub-station in Cargill.	Next 6 Months	Fire Chief; CAO	<input type="checkbox"/> For Council Review
2019 Update: Brockton has an agreement in place with the Municipality of Arran Elderslie (Paisley Station) regarding shared fire services in the northern part of Brockton.			Not Being Implemented
2. Change name of Walkerton Fire Department to Brockton Fire Services with the existing departments to be known as "Brockton Fire Services - Walkerton Station".	Next 6 Months	Fire Chief	<input type="checkbox"/> To Be Implemented
2019 Update: The Walkerton Fire Department had a recent branding initiative for the Walkerton logo, Fire trucks all have the Brockton logo on the truck and ensure communications are Brockton focused.			Not Being Implemented
3. Hold discussion with Ontario Provincial Police (OPP) to implement a policy so that in the future the OPP does not abandon the Fire Departments at an emergency scene to attend another emergency.	Next 6 Months	Fire Chief	<input type="checkbox"/> To Be Implemented
2019 Update: Discussion on response times and services have occurred.			Implemented
4. Review By-Law 2015-053 – Establish and Regulate Walkerton Fire Department, to clarify intent of Paragraph 21 and the Fire Chief's authority over all persons at fires and emergencies	Next 6 Months	Fire Chief; CAO	<input type="checkbox"/> For Council Review
2019 Update: Clause has been clarified with OPP			Implemented
5. That Council direct the joint purchasing of fire gear and supplies with other municipalities	Next 6 Months	Fire Chief	<input type="checkbox"/> For Council Review
2019 Update: This has been brought forward to Bruce County Chiefs and there was little interest from the group due to the low volume and the vast amounts of different products/manufacturers each station uses			Not Being Implemented
6. Share fire administration with other municipalities (e.g. Municipality of South Bruce).	Next 12 Months	Fire Chief; CAO	<input type="checkbox"/> For Council Review
2019 Update: Shared services opportunities will be discussed as they arise. There is currently no interest as administration procedures/policies and duties differ throughout each municipalities.			Not Being Implemented
7. Combine Property Standards, By-Law Enforcement, and Fire Inspections under one position or department.	Next 6 Months	Organizational Review; Chief Building Official	<input type="checkbox"/> For Council Review

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
		Fire Chief CAO	
2019 Update: This would be too large of a position and is not feasible.			Not Being Implemented
8. Review By-Law 2015-052 - Establish and Regulate Elmwood Fire Department to ensure it is in harmony with By-Law 2015-053 – Establish and Regulate Walkerton Fire Department.	Next 6 Months	Fire Chief; CAO	<input type="checkbox"/> For Council Review
2019 Update: By-laws have been reviewed and no changes are required.			Implemented
9. Explore opportunity to rent space in the Walkerton Fire Hall to other EMS services.	Next 6 Months	Fire Chief	<input type="checkbox"/> For Council Review
2019 Update: This has been discussed in the past, however there was no interest.			Not Being Implemented
10. Offer opportunities to train citizens as Emergency Medical Technicians in areas in Brockton that are far from service.	Next 12 Months	Fire Chief	<input type="checkbox"/> For Council Review
2019 Update: This is going to be reviewed in the near future. Opportunities and liabilities need to be assessed.	Next 6 Months		

Health and Safety Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
Contract Health and Safety services for municipal staff and facilities to a private company.	Next 12 Months	CAO	<input type="checkbox"/> For Council Review
2019 Update: A Health & Safety Officer position was established for 2 days a week in 2017 following the Organizational/Operational Review. This position is strained within the two days to complete all that is required. Contract Services may be required to complete certain Health and Safety requirements or for certain assessments as required.	Ongoing		Implemented
Explore other cost effective ways to deliver Health and Safety mandate.	Next 12 Months	CAO	<input type="checkbox"/> For Council Review
2019 Update: The hiring of the Health & Safety Officer position is working very well at this time.			Implemented
Chief Administrative Officer (CAO) and Council take more active role in maintaining Health and Safety for municipal staff and facilities. Staff provide	Next 6 Months	CAO	<input type="checkbox"/> For Council Review

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
regular Health and Safety reports to Council and publish reports listing hazards and resolved issues.			
2019 Update: A bi-annual Health & Safety Staff report will be implemented in 2019 to keep Council apprised of Health & Safety related activities.			Implemented

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

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Brockton's policing costs are too high. About 60 percent of policing costs are charged as part of the OPP contract base rate and the other 40 percent is charged to the Municipality based on the number of calls for service that the OPP receive. The OPP agree that they receive a large number of calls for service that they are not best suited to handle (i.e. dogs at large). Come up with a strategy to reduce OPP calls for service by 15 percent to save Brockton \$120,000 a year.	Next 12 Months	Police Services Board; Staff; Council	<input type="checkbox"/> For Council Review
2019 Update: An updated OPP contract is pending for 2019. New legislation from the Provincial Government will require implementation of a Community Safety & Well-Being Plan that is aimed at a proactive approach to identified risks in a community. The Municipality has two years to get this in place and will be a partnership with a number of stakeholders. This may result in reduced calls for service. By-Law Enforcement Services are under review by the CAO & Clerk. The OPP Section 10 contract structure and costing is mandated by the Province and allows for little negotiation only in the areas of enhanced service levels. Ongoing communications between the PSB, Mayor & Staff with the			
2. Investigate other policing options before next contract renewal with OPP. Should policing be at the county level?	Next 12 Months	Mayor; CAO	<input type="checkbox"/> For Council Review
2019 Update: Council defeated this option in April of 2019 Resolution 19-08-06. Further a request was presented to County Council in April of 2019 and the County defeated looking at a County Wide Policing Option.		Mayor; CAO	Not Being Implemented

Property Standards Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Property standards should be given a higher priority with more staff resources.	Next 6 Months	Organizational Review; Chief Building Official CAO	<input type="checkbox"/> For Council Review

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
2019 Update: The property standards By-Law has been amended to include the entire municipality. Previously the By-Law only included Walkerton and the Hamlets. By-Law Enforcement is under review and a Property Standards component will be included.			Implemented
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
2019 Update: Personal Information between the Municipality and the Complainant and Resident is not public knowledge but all complaints are followed up on and records are maintained. However, a monthly report on type of calls will be developed in the future for tracking and awareness purposes.			Implemented
3. Combine Property Standards, By-Law Enforcement, and Fire Inspections under one position or department.	Next 6 Months	Organizational Review; Chief Building Official Fire Chief CAO	<input type="checkbox"/> For Council Review
2019 Update: Not feasible/too big of a position			Not Being Implemented
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 Clerk	<input type="checkbox"/> To Be Implemented
2019 Update: Personal Information between the Municipality and the Complainant and Resident is not public knowledge but all complaints are followed up on and records are maintained. However, a monthly report on type of calls will be developed in the future for tracking and awareness purposes.			Not Being Implemented

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

Highlighted Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
<p>1. Be more inclusive. Bring our recreation committees together under a new Brockton Recreation Committee. Rename the Walkerton Parks and Recreation Committee the Brockton Recreation Committee. Invite existing committees such as the Chepstow Lions Park, Cargill & District Community Fund, Elmwood Community Centre Board, and residents from the Lakes to join under one Brockton recreation committee to reflect the work the Parks and Recreation Department does throughout Brockton. Start a Brockton Recreation and Culture Fund to fund recreation projects and programs throughout Brockton.</p>	Next 6 Months	Organizational Review; Director of Operations	<input type="checkbox"/> For Council Review
<p>2019 Update: The Parks and Recreation Committee has reached out to the above committees and will be arranging annual meetings. A Committee Review will occur in 2019 but each area committee has specific functions and are actively working to support Brockton community infrastructure.</p>		Parks and Recreation Committee; Director of Recreation	Implemented
<p>2. Plan now for future replacement of our recreation assets like the arena and pool. Begin now to plan for long-range asset management and replacement for facilities like the arena and swimming pool. This is a long term goal that requires extensive planning to begin now. Staff and Committees must remember to inform and work with the community in developing these plans.</p>	Next 6 Months to 1 Year Plus	Director of Recreation	<input type="checkbox"/> For Council Review

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
2019 Update: A Building Conditions and Needs Study for the Walkerton Community Centre and the Walkerton Centennial Pool Facility will take place in 2019. A project of this scope will require a review of staff resources.	Ongoing	Director of Recreation	Being Implemented
3. Support recreation staff in improving efficiencies so they can continue to focus on providing high quality recreation programs in Brockton. Purchase new software to improve program registration process so that Recreation Department staff can spend less time manually entering date and more time planning and providing quality programs.	Next 6 to 12 Months	Director of Recreation	<input type="checkbox"/> For Council Review
2019 Update: Perfect Mind is being utilized to provide support for the recreation department. This program should be time efficient and effective.		Director of Recreation	Implemented

Asset Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Develop a long range plan for a permanent location for Brockton's heritage collection; the current collection is stored in several locations throughout Brockton, with little public access	1 Year Plus	Heritage Committee CAO, Clerk	<input type="checkbox"/> For Council Review
2019 Update: Majority of the heritage collection is currently stored in the Walkerton Fire Hall, This space is not required for the long-term. A permanent solution that offers public access can be reviewed as space and resources present themselves.	Ongoing		
2. Revisit parkland reserve and focus attention on creating green space east of Yonge Street.	1 Year Plus Ongoing	Parks and Recreation Committee;	<input type="checkbox"/> For Council Review
2019 Update: Recreation Committee is going to review future spaces for the "Green Space" and will bring forward to staff after spaces have been identified.	Ongoing	Parks and Recreation Committee; Director of Recreation	
3. Conduct regular review of recreation assets use long term planning to plan for asset replacement.	1 Year Plus; Ongoing	Director of Recreation	<input type="checkbox"/> To Be Implemented
2019 Update: Asset Management Planning is underway and ongoing	Ongoing	Director of Recreation	Implemented
4. Serious consideration needs to be made regarding replacement of the arena. Acknowledge this is a long term goal that requires extensive planning beginning in the short term. Challenge will be to inform and work with the community in developing these plans. Need to reinforce that grant programs require "shovel ready" projects.	Next 6 Months Ongoing	Parks and Recreation Committee; Director of Recreation	<input type="checkbox"/> For Council Review
2019 Update: A Building Conditions and Needs Study for the Walkerton Community Centre is being completed in 2019. Monies were placed in reserves	Ongoing	Director of Recreation	Being Implemented

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
in the 2019 budget. A project of this scope will require a review of staff resources.			
5. Develop shared service model with neighbouring municipalities when considering asset replacement.	Next 6 Months Ongoing	Parks and Recreation Committee; Director of Recreation	<input type="checkbox"/> For Council Review
2019 Update: Not a feasible option		Parks and Recreation Committee; Director of Recreation	Not Being Implemented
6. Monitor impact of splash pad on swimming pool and consider replacement of the pool accordingly.	Next 12 Months Ongoing	Parks and Recreation Director of Recreation	<input type="checkbox"/> To Be Implemented
2019 Update: There has been no impact on the pool operations. A Pool Tile RFP has been advertised and future replacement will be based on the Building Conditions and Needs Study.		Director of Recreation	Implemented

Program Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Review committee appointment process, applying consistent terms, limits etc. throughout all Brockton committees.	Next 6 Months	CAO; Clerk	<input type="checkbox"/> To Be Implemented <input type="checkbox"/> For Council Review
2019 Update: The CAO & Clerk will be reviewing the Terms of Reference and mandates of all Committees in 2019 with a follow up report to Council.	Ongoing	CAO; Clerk	
2. Focus Group examined many successful programs such as Doors Open, recreation programming etc.; continue to build on the success of these programs.	Next 12 Months Ongoing	Parks and Recreation Committee; Director of Recreation	<input type="checkbox"/> To Be Implemented
2019 Update: The Recreation Supervisor sits on various committee and works with community groups on various events.		Parks and Recreation Committee; Director of Recreation	Implemented
3. Do not implement higher user fees for non-residents.	Next 6 Months	Director of Recreation	<input type="checkbox"/> For Council Review
2019 Update: The Recreation Department is investigating this process.	Next 6 Months	Director of Recreation	
4. Acknowledge consistent revenues generated at Lobies Park. Consider small improvements with big impact: larger sites, an online presence for booking/viewing sites, and wireless internet service.	Next 6 to 12 Months	Director of Recreation	<input type="checkbox"/> To Be Implemented
2019 Update: Director of Recreation is currently reviewing. The CAO feels there are more opportunities that we should capitalize on.	Next 6 Months	Director of Recreation	Being Implemented

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
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.	Next 6 to 12 Months Ongoing	Director of Recreation	<input type="checkbox"/> To Be Implemented
2019 Update: Director of Recreation is currently reviewing.	Ongoing	Director of Recreation	
6. Work with surrounding regional municipalities to rotate which regional arena will host summer ice each year.	Next 6 Months Ongoing	Director of Recreation	<input type="checkbox"/> To Be Implemented
2019 Update: The cost vs benefit of hosting summer ice will be evaluated.	Next 12 months	Director of Recreation	Being Implemented

Inclusiveness Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Bring our recreation committees together under a new Brockton Recreation Committee. Rename the Walkerton Parks and Recreation Committee the Brockton Recreation Committee. Invite existing committees such as the Chepstow Lions Park, Cargill & District Community Fund, Elmwood Community Centre Board, and residents from the Lakes to join under one Brockton recreation committee to reflect the work the Parks and Recreation Department does throughout Brockton. Start a Brockton Recreation Fund to fund recreation projects and programs in Brockton.	Next 6 Months	Organizational Review; Director of Recreation	<input type="checkbox"/> For Council Review
2019 Update: The Walkerton Recreation Committee is currently reaching out the above mentioned clubs inviting them to begin an annual meeting of all the clubs.		Director of Recreation	Implemented
2. Expand horticulturalist function throughout all of Brockton.	Next 6 Months	Organizational Review; Director of Recreation	<input type="checkbox"/> For Council Review
2019 Update: Our horticulturist is actively working with various committees and on beautification efforts throughout Walkerton.		Director of Recreation	Implemented
3. Address concerns of invasive species (e.g. emerald ash borer) throughout the municipality; acknowledge the proactive work done by Parks and Recreation Department in this area.	Next 6 Months Ongoing	Director of Recreation	<input type="checkbox"/> To Be Implemented
2019 Update: The Recreation Department is investigating this concern. A Tree Canopy Policy was recently adopted by Council.		Director of Recreation	
4. Continue to engage senior recreation users; consider creating a 'community hub' as a gathering place.	Next 12 Months	Parks and Recreation Committee; Director of Recreation	<input type="checkbox"/> To Be Implemented

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
2019 Update: Report Number REC2018-05 went to Council on May 23, 2018 for information purposes regarding age friendly initiatives and actively engaging our seniors. The recreation department currently hosts Older Adult Fitness Program, Pickle Ball and Senior Games.		Director of Recreation	Implemented
5. Continue to financially support Chepstow Lions Park.	Ongoing	Director of Recreation	<input type="checkbox"/> To Be Implemented
2019 Update: No update at this time.	Next 6 Months		

Efficiency Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Upcoming Organizational Review should address need for Recreation Director position and assess the feasibility of continuing a shared position under the Director of Operations position.	Next 6 Months	Organizational Review	<input type="checkbox"/> For Council Review
2019 Update: The parks and recreation component has been eliminated from the Director of Operations position this vast portfolio was not effective. A review is ongoing in 2019 and further recommendations will come forward to Council.			Implemented
2. Current savings from eliminated Recreation Director position should funnel towards improving efficiencies for current staff: update software program to streamline registration process for programs and bookings at Lobies Park etc.	Next 6 Months	Director of Recreation	<input type="checkbox"/> For Council Review
2019 Update: No savings have been identified and the recreation Department needs staff resources to meet the action items identified and support the vast infrastructure in the Municipality of Brockton.		Director of Recreation	Implemented
3. Design a shared service model with bordering municipalities for both programs and assets.	1 Year Plus Ongoing	Director of Recreation	<input type="checkbox"/> For Council Review
2019 Update: No update at this time		Director of Recreation	
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, CAO	<input type="checkbox"/> For Council Review
2019 Update: A review is ongoing in 2019 and further recommendations will come forward to Council			
5. Consider succession planning for Heritage Committee volunteers.	Next 12 Months	Heritage Committee; CAO & Clerk	<input type="checkbox"/> To Be Implemented

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
2019 Update: A Committee Review will take place in 2019 and a Volunteer Recognition Event will occur in 2019 to raise awareness of the great work done in Brockton by area volunteers.			Being Implemented
6. Support the need for an Economic Development Officer to assist staff in applying for essential grant applications.	Next 6 Months	Organizational Review	<input type="checkbox"/> For Council Review
2019 Update: Fair Tax assists with all grant applications over \$25,000. The CDC also assists with smaller grant applications and the Recreation Supervisor identifies and applies for grants as they arise.			Implemented

Communication Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Consider sharing knowledge of Heritage Committee with local schools	Next 12 Months	Heritage Committee	<input type="checkbox"/> To Be Implemented
2019 Update: Community engagement initiatives are being worked on	Ongoing		To Be Implemented
2. Expand postal delivery of recreation and cultural information and publications.	Next 6 to 12 Months	Recreation Programmer	<input type="checkbox"/> To Be Implemented
2019 Update: Increased promotion of recreation and culture events through publications and social media.	Ongoing		To Be Implemented
3. Improve advertising of tree planting program (particularly in light of recent invasive species).	Next 6 Months	Director of Recreation	<input type="checkbox"/> To Be Implemented
2019 Update: A tree policy has recently been passed by Council, the current shade tree program is continued to be advertised.	Ongoing	Director of Recreation, Horticulturist	To Be Implemented
4. Start a Brockton Recreation and Culture Fund to fund recreation projects and programs throughout Brockton.	Next 6 to 12 Months	Parks and Recreation Committee; Director of Operations	<input type="checkbox"/> For Council Review
2019 Update: There is a Heritage Reserve Fund and a Recreation Reserve Fund. An increase in reserve contributions is needed to support future infrastructure needs.	Ongoing	Parks and Recreation Committee;	
5. Encourage dialogue with neighbouring municipal councils, taking a more shared and inclusive approach to recreation. They reap the economic benefits of our users in their communities.	1 Year Plus Ongoing	Council, Director of Recreation	<input type="checkbox"/> For Council Review
2019 Update: No update at this time.		Council; Director of Recreation	
6. Identify broader means of reaching out to recreation and culture users and potential users; engage both visitors to Brockton and residents themselves.	Next 6 Months Ongoing	Recreation Programmer	<input type="checkbox"/> To Be Implemented

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
<p>2019 Update: The Recreation Guide, Visitors Guide, Social Media, and new Brockton Branding are all improved means of reaching the community. The recreation programs are very busy and well attended. Improvements to communication is ongoing. The information is also on the Brockton Buzz and the Community Calendar and the website.</p>	<p>Ongoing</p>		<p>Implemented</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

Highlighted Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
<p>1. Streamline Council Committees to improve accountability. Reduce number of Council Committees to focus on the 4 pillars in the Sustainable Strategic Plan or 6 Service Focus Group areas. Create volunteer sub-committees to function without formal Council or staff involvement. Make the committee appointment process more transparent, establish clear committee mandates and goals, limit the term for all committee members, make conflict of interest policy clear, and develop a consistent approach to volunteer committee member reimbursement.</p>	Next 6 Months	Organizational Review; CAO & Clerk	<input type="checkbox"/> For Council Review
<p>2019 Update: A committee review will be completed in 2019 by the CAO & Clerk with updated Terms of Reference and these 4 pillars in mind and a report will be presented to Council.</p>	Next 6 Months		To Be Implemented
<p>2. Rewrite the mandate of the Brockton Area Physician Recruitment & Retention Committee to include a focus on wider local health system issues. Local health system planning can be better integrated. Establish a Brockton sub-committee to focus on broader local health issues with a regional focus. The mandate should include recruitment and retention of all health professionals, such as Nurse Practitioners, and issues such as palliative care.</p>	Next 6 Months	Organizational Review; CAO	<input type="checkbox"/> For Council Review
<p>2019 Update: The Brockton Area Physician Recruitment Committee has been very successful on their recruitment efforts and raising awareness of the South Bruce Grey Health Centre in Walkerton. Additional grant funds were obtained in 2018 by the CAO recruitment efforts.</p>			Implemented
<p>3. Turn Brockton Child Care Centre over to non-profit or cooperative board. The Brockton Child Care Centre currently spends \$80,000 more than its annual revenue to operate the Centre. While expanding programs to include children under two years of age could increase revenues, it will also increase expenses and may not close the gap. Turning the Centre over to a non-profit or cooperative board would eliminate this line item in Brockton's budget and may help the Centre to find some economies of scale without compromising quality.</p>	1 Year Plus	Organizational Review; CAO	<input type="checkbox"/> For Council Review

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
2019 Update: The Brockton Child Care Centre is an asset to the Municipality of Brockton's Community Development Efforts. While this may be an option in the future at this time this Municipal Service is a benefit to Brockton and supports area residents working and living in Brockton, as well as the cost per resident is minimal.			

Shared Services and Divestment Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Consolidate cemetery management functions within one department. Create 5 year maintenance plan, consistent maintenance standards, and guidelines for all local cemetery boards. Work with local boards to establish standard fee structure and consider fee increases.	Next 6 Months	Organizational Review	<input type="checkbox"/> For Council Review
2019 Update: Reviewed. Administration of the Cemetery is under the CFO and Operations are under the Director of Operations and this structure works for the Municipality with the current staff complement. Fees are reviewed by Senior Management on an ongoing basis.			Implemented.
2. Transfer Cemetery Management to outside contractor (e.g. funeral home). Timing of transfer could coincide with staff retirements.	Next 6 Months	Organizational Review; CAO	<input type="checkbox"/> For Council Review
2019 Update: The current structure is working at this time and will be reviewed as staff complement changes. The contractor takes great pride in the operations of the cemetery.			Implemented.
3. Turn Brockton Child Care Centre over to non-profit or cooperative board. The Brockton Child Care Centre currently spends \$80,000 more than its annual revenue to operate the Centre. While expanding programs to include children under two years of age could increase revenues, it will also increase expenses and may not close the gap. Turning the Centre over to a non-profit or cooperative board would eliminate this line item in Brockton's budget and may help the Centre to find some economies of scale without compromising quality.	1 Year Plus	Organizational Review; CAO/Clerk	<input type="checkbox"/> For Council Review
2019 Update: The Brockton Child Care Centre is an asset to the Municipality of Brockton's Community Development Efforts. While this may be an option in the future at this time this Municipal Service is benefit to Brockton and supports area residents working and living in Brockton.			

Physician Recruitment and Retention Committee Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
<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>	<p>Next 6 Months</p>	<p>Organizational Review; CAO</p>	<p><input type="checkbox"/> For Council Review</p>
<p>2019 Update: The Brockton Area Physician Recruitment Committee has been very successful on their recruitment efforts and raising awareness of the South Bruce Grey Health Centre in Walkerton.</p>			

Administration and General Government Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Upcoming Organizational Review should address suggestions and observations in this Municipal Services Review Final Report.	Next 6 Months	Organizational Review; CAO	<input type="checkbox"/> For Council Review
2019 Update: Many options in the Organization Review have been implemented. An update on the Operational/Organization review will be coming forward.			Implemented.
2. Identify all staff functions and responsibilities that could potentially be shared with other municipalities or with County.	Next 6 Months	Organizational Review; CAO	<input type="checkbox"/> For Council Review
2019 Update: Many options in the Organization Review have been implemented. An update on the Operational/Organization review will be coming forward. CEMC is now a shared service within area municipalities.			Implemented
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
2019 Update: With new staff in majority of Senior Management positions this action is not achievable at this time and ongoing training will ensure staff are able to meet the job requirements and start long-term planning. This model is what all Senior Managers are expected to do in their roles and will be an ongoing mandate as we train new staff			Ongoing
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
2019 Update: This is unreasonable for a Municipality the size of Brockton. In addition the Economic Climate in the region requires added staff attention to be able to respond and capitalize on the benefits for the community of Brockton.			Not Being Implemented

Engagement and Transparency – Council and Committees of Council Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Assess adequacy of councillors’ stipends and expense allowances. Develop a policy in relation to honoraria from Saugeen Valley Conservation Authority, Westario Power, County Council, etc.	Next 12 Months	CAO	<input type="checkbox"/> For Council Review

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
2019 Update: A Council Compensation Review was conducted in 2018 and recommendation was adopted. Outside agencies establish their own Committee/Board compensation policies.			Implemented.
2. Live stream Council meetings	Next 12 Months	Clerk	<input type="checkbox"/> For Council Review
2019 Update: The Clerk will examine Policy and IT requirements and prepare a report for Council's consideration	Next 6 Months		To Be Implemented
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.	Next 6 Months	Organizational Review; CAO & Clerk	<input type="checkbox"/> For Council Review
2019 Update: The CAO & Clerk will be reviewing the Terms of Reference and mandates of all Committees in 2019 with a follow up report to Council. A Volunteer Recognition Policy will be coming forward in 2019			Implemented
4. Committees of Council should have clear mandates, deliverables and performance measures.	Next 6 Months	Organizational Review; CAO & Clerk	<input type="checkbox"/> For Council Review
2019 Update: The CAO & Clerk will be reviewing the Terms of Reference and mandates of all Committees in 2019 with a follow up report to Council.			Implemented
5. Identify sub-committees that could function on a volunteer basis without formal Council or staff involvement.	Next 6 Months	Organizational Review; CAO & Clerk	<input type="checkbox"/> For Council Review
2019 Update: The CAO & Clerk will be reviewing the Terms of Reference and mandates of all Committees in 2019 with a follow up report to Council.			Implemented
6. Institute transparent Committee appointment process and standard committee operating procedures.	Next 12 Months	CAO & Clerk	<input type="checkbox"/> For Council Review
2019 Update: The Procedural By-law has been updated and outlines the Committee Appointment Process. The CAO & Clerk will be reviewing the Terms of Reference and mandates of all Committees in 2019 with a follow up report to Council.			Implemented
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

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
2019 Update: The Council Code of Conduct will be reviewed for all Committees. The CAO & Clerk will be reviewing the Terms of Reference and mandates of all Committees in 2019 with a follow up report to Council.			Implemented
8. Develop standard policy for equitable volunteer reimbursement and stipends.	Next 12 Months	CAO/Clerk	<input type="checkbox"/> For Council Review
2019 Update: The CAO & Clerk will be reviewing the Terms of Reference and mandates of all Committees in 2019 with a follow up report to Council. An Expense Reimbursement Policy is in place. Stipends would be cost prohibitive for the number of volunteers throughout Brockton and would not support what volunteerism represents in small communities. However a Volunteer Recognition Policy will be brought forward in 2019 to recognized and show the Municipalities appreciation for our local volunteers.			To Be Implemented

Planning and Asset Management Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Brockton's Sustainable Strategic Plan needs to be updated and pared down into a more focussed document with clear and achievable objectives.	1 Year Plus	Sustainability Coordinator: CAO & Clerk	<input type="checkbox"/> To Be Implemented
2019 Update: This document is now dated and with the amount of new staff and a recently elected Council an updated Strategic Plan would be beneficial and will be presented for consideration in the 2020 budget.			
2. Consolidate management of all assets, owned and leased buildings etc. under one department, e.g. Chief Building Official (CBO)	Next 6 Months	Organizational Review	<input type="checkbox"/> For Council Review
2019 Update: A Facility Manager is a good recommendation that could create efficiencies. The placement in Brockton that would make the most sense would be under the Community Services or Recreation Department. At this time there is not the staff complement to support this move.			
3. Create long term accommodation plan for municipal staff that makes optimum use of owned and leased accommodation, including sharing space with neighbouring municipalities, and County. (It is noted that there is no public demand for building a new administration office.)	1 Year Plus	CAO; Council	<input type="checkbox"/> For Council Review
2019 Update: We are sharing the County Office Administration Building for regular Council Meetings. Planning for a long-term Municipal Administration Centre that is accessible and secure and meets staffing needs must occur in the near future.	Ongoing	CAO; Council	

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
4. Conduct regular review of all municipal assets, including vehicles, and consolidate the list of priorities so that the most urgent needs are identified and addressed first.	Next 6 Months	CFO	<input type="checkbox"/> For Council Review
2019 Update: O. Reg 588/2017 sets out new requirements for undertaking asset management planning. A phase-in timeline from 2019-2025 has been developed for municipalities to follow.	Ongoing		Implemented

Transportation Services Focus Group

Services Reviewed

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

Highlighted Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Create long term Roads and Streets Plan. Roads department should establish long range planning goals for future maintenance, improvement, and expansion of roads and streets.	Next 12 Months	Roads Supervisor	<input type="checkbox"/> For Council Review
2019 Update: Council approved a Rural Roads Need Study for 2019 to be completed. The study will provide a timeline of maintenance and improvements to all rural roads in Brockton.	Next 6 Months	Director of Operations; Roads Supervisor	Implemented
2. Carry out complete Roads Department review. A complete review of management, manpower, and equipment needs of Roads Department to be undertaken in near future to become more efficient, accountable, and transparent.	Next 6 to 12 Months	Organizational Review; Roads Supervisor	<input type="checkbox"/> For Council Review
2019 Update: A review was completed, a new Director of Operations has been hired, as well the Operations Administration Assistant. Nine new Public Works employees began in 2018 with increased training opportunities.		Director of Operations	Implemented
3. Determine how Saugeen Municipal Airport benefits Brockton Review the benefit of the Saugeen Municipal Airport to Brockton; renegotiate operating agreement and establish more equitable cost sharing, and work towards self-sufficiency.	1 Year Plus	CAO Council, Commission	<input type="checkbox"/> For Council Review
2019 Update: A new Commission has been appointed and a Strategic Plan is in the works. Economic Development Officers assisted with a review in 2018 and action items were identified that all three municipalities are committed to	Ongoing		

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
assisting with implementing. Cost efficiencies are being identified and new processes are being investigated by the Commission. The Operating By-Law has been identified as an item that requires review.			

Saugeen Mobility and Regional Transit (SMART) Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Currently Saugeen Mobility and Regional Transit serves residents in nine of the seventeen municipalities in Bruce and Grey Counties. Recommend Saugeen Mobility and Regional Transit Board of Directors approach both Bruce and Grey County Councils to explore possibility of expanding the system to all Bruce and Grey municipalities.	1 Year Plus	SMART Board Chair; Council	<input type="checkbox"/> For Council Review
2019 Update: No update at this time.			
2. Collaborate with other local services to add long-distance trips for appointments outside the region; review maximum mileage for trips to appointments outside the region.	Next 6 Months	SMART Board Chair; Council	<input type="checkbox"/> For Council Review
2019 Update: No update at this time.			
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
2019 Update: No update at this time.			
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
2019 Update: No update at this time.			
5. All paid advertising should be cancelled. This is an unnecessary cost as Saugeen Mobility and Regional Transit has no direct competition and is well promoted by all local health care agencies.	Next 6 Months	SMART Board Chair; Council	<input type="checkbox"/> For Council Review
2019 Update: No update at this time.			

Saugeen Municipal Airport (SMA) Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Renegotiate cost sharing formula to be equal between all members of corporation.	Next 12 Months	Council, CAO	<input type="checkbox"/> For Council Review
2019 Update: A new Commission has been appointed and a Strategic Plan is in the works. Economic Development Officers assisted with a review in 2018 and	Ongoing		

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
<p>action items were identified that all three municipalities are committed to assisting with implementing. Cost efficiencies are being identified and new processes are being investigated by the Commission. The Operating By-Law has been identified as an item that requires review.</p>			
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
<p>2019 Update: A new Commission has been appointed and a Strategic Plan is in the works. Economic Development Officers assisted with a review in 2018 and action items were identified that all three municipalities are committed to assisting with implementing. Cost efficiencies are being identified and new processes are being investigated by the Commission. The Operating By-Law has been identified as an item that requires review.</p>			
3. If unable to become self-sufficient, sell assets to private operators and divide proceeds as per the municipal agreement.	5 Years Plus	Council	<input type="checkbox"/> For Council Review
<p>2019 Update: A new Commission has been appointed and a Strategic Plan is in the works. Economic Development Officers assisted with a review in 2018 and action items were identified that all three municipalities are committed to assisting with implementing. Cost efficiencies are being identified and new processes are being investigated by the Commission. The Operating By-Law has been identified as an item that requires review.</p>			

Streets/Roads, Winter Control, Streetlights Recommendations

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
1. Establish long term Roads and Streets Plan for future maintenance, improvement, and expansion of roads and streets. This will help focus resources, assist in determining the funds that need to be set aside in reserves, help to prioritize projects, and assist future councils and staff in understanding the needs of the municipality in the event of senior staff turnover.	Next 12 Months	Roads Supervisor	<input type="checkbox"/> For Council Review
<p>2019 Update: Council approved a Rural Roads Need Study for 2019 to be completed. The study will provide a timeline of maintenance and improvements to all rural roads in Brockton.</p>			
2. Review equipment needs and consider disposal of surplus equipment (backhoes etc.)	Next 6 to 12 Months	Roads Supervisor	<input type="checkbox"/> For Council Review

Recommendation	Recommended Timeline	Further Review By:	Staff or Council Action
2019 Update: An Assets Management Review was completed in December of 2018 determining what equipment requires replacement and what equipment can be auctioned off. The Surplus Policy will be followed for disposals			Implemented
3. Consider bulk purchases with other municipalities for commonly used items and material (i.e. calcium chloride)	Next 6 to 12 Months	Roads Supervisor	<input type="checkbox"/> For Council Review
2019 Update: Not a feasible option for municipalities			Not Being Implemented
4. Establish policies for inter-departmental use and sharing of equipment; too many pick-up trucks throughout the municipality sit unused.	Next 6 Months	Director of Operations & Recreation, CAO	<input type="checkbox"/> To Be Implemented <input type="checkbox"/> For Council Review
2019 Update: Fleet Equipment Management Plan to be established between the Operations Department and the Parks and Recreation Department.		Director of Operations; Director of Recreation	To Be Implemented
5. Continue with plans to change street lights to LED fixtures and establish reserves to complete conversion.	Next 6 Months Ongoing	Roads Supervisor	<input type="checkbox"/> To Be Implemented <input type="checkbox"/> For Council Review
2019 Update: The last 175 lights for Walkerton to be converted by July 2019	Next 4 Months		Implemented
6. Explore possible use of solar powered street lights for use in remote areas with no immediate power hook up.	Next 6 Months	Roads Supervisor	<input type="checkbox"/> For Council Review
2019 Update: Will be a 2019 project, Optimist Park has plans for solar lighting. Other options will be explored as the need arises	Ongoing		Implemented as Required
7. Offer more frequent snow removal on sidewalks and streets to businesses in Downtown Walkerton at a cost.	Next 6 Months	Roads Supervisor	<input type="checkbox"/> For Council Review
2019 Update: This would result in an increase in the Roads Budget. A complete review of Winter Operations is to be completed before August 2019 to establish service levels	Next 6 Months	Director of Operations; Operations Assistant; Roads Supervisor	Under Review