

2023 Tax Supported Operating and Capital Budget Report



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What do you mean?

Definitions

Municipal budgets can be difficult to read and understand. The following definitions, phrases and examples will help you navigate the budget.

A

Amortization is the rate and capitalization thresholds unique to each individual municipality and can lead to significant differences between operating cost and total replacement cost.

Assessment is the market value assigned to a property by the Municipal Property Assessment Corporation (MPAC) used as a basis for property taxation.

Assessment Growth is the amount of omitted and new assessments net of any tax or assessment appeals for a given year. These are changes made to the annual assessment roll after the roll has closed for a given year.

C

Consumer Price Index (CPI) is an indicator of changes in consumer prices experienced by Canadians.

Current Value Assessment (CVA) is the amount of money a property would realize if sold at arm's length by a willing seller to a willing buyer. To calculate a property's assessed value, MPAC analyzes market information from similar types of properties in the vicinity.

E

Efficiencies refer to the savings realized or additional revenue generated using existing resources.

Effectiveness refers to whether a goal or objective is achieved. For example, garbage is picked up on time; therefore, the program is effective.

G

Gas Tax Funding is funding provided by the Government of Canada. This federal initiative is based on a long-term vision of sustainability for Canadian cities and communities, including four interdependent dimensions—economic, environmental, social and cultural. The program is intended to achieve results leading to cleaner air, cleaner water and reduced greenhouse gas emissions.

Grant is a monetary contribution—typically from one level of government to another—as a means to lend support to a specific service, a program or function.

Growth is when additional costs are incurred to provide the same level of service to more citizens.

I

Inter-departmental Expenses are expenses allocated from one department to another.

Inter-departmental Revenue is the amount recovered by one department from another.

L

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

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

M

Municipal Property Assessment Corporation (MPAC) is an independent body formed by the Provincial government. MPAC is the largest assessment jurisdiction in North America, responsible for accurately assessing and classifying more than five million properties in Ontario in compliance with the Assessment Act and regulations set by the Government of Ontario.

N

Non-tax Supported Budget is self-supporting and does not require a property tax transfer. The Municipality's Water Services, Wastewater, and the services regulated by the Ontario Building Code (OBC) are represented in this budget. The costs associated with these respective service areas are 100 percent recovered through user fees, permit fees or other non-tax sources.

O

Ontario Municipal Partnership Fund (OMPF) is the Province's main general assistance grant to municipalities.

Ontario Community Infrastructure Fund (OCIF) provides steady, long-term funding for small, rural and northern communities to develop and renew their infrastructure. Each year the Municipality is provided with a base amount of funding and can apply for "top-up funding" for capital projects.

Obligatory – created whenever a statute requires revenues for special purposes to be segregated, e.g., Utilities Reserve Funds, or

Discretionary – created whenever Council wishes to earmark revenues to finance a future project for which it has authority to spend money, e.g., Equipment Reserve Funds and the Asset Renewal Reserve Fund.

P

Payment-in-lieu is compensation from the federal, provincial and/or municipal governments in recognition of lost property tax revenue.

Federally and provincially owned land are exempt from taxation; however, they often compensate the municipality with “payment-in-lieu of taxes.”

R

A **Reserve** is an allocation of accumulated net revenue. Reserves do not refer to any specific asset and do not require the physical segregation of money or assets.

Reserve Funds are assets segregated and restricted to meet the purpose of the reserve fund. Reserve Funds may be:

S

Supplementary Revenue is based on the supplementary and omitted assessments issued by MPAC for new properties or improvements to properties that were not assessed on the annual assessment roll. Omitted assessments can be issued as far back as the current year plus two years.

About Brockton

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

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

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

With a population nearing 9,784 in 2021 which is 3.4% increase since 2016.

The land area of Brockton is 564.64sq. kms, with a population density of 17.30 people per sq. km.



Brockton Council



Get to know your 2022 – 2026 Elected Council

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

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

Budget Overview

Sections 289, 290 and 291 of the *Municipal Act, 2001* outline the regulations for a municipality's yearly budget or multi-budget process. Brockton continues to operate on a single year budgeting process, while there are some larger municipalities that have adopted a multi-year budget.

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

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

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

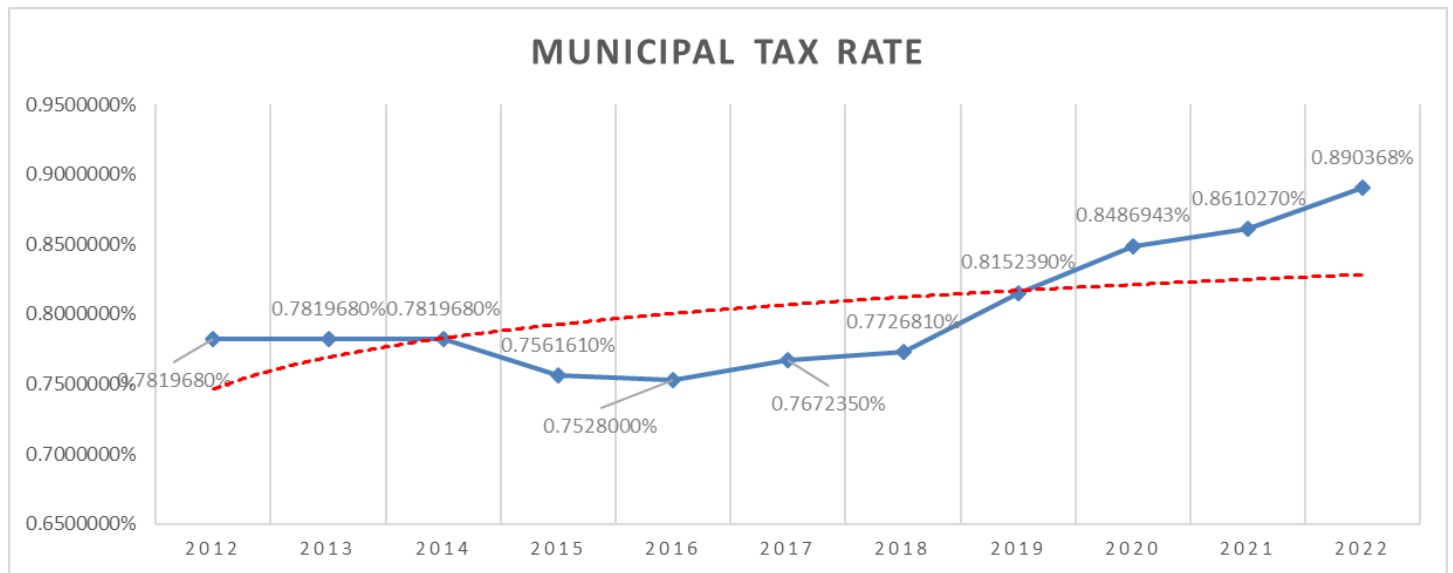
Secondly, Council will review Brockton's Operating Budget. Each department, along with the Chief Financial Officer has reviewed their operating budgets and will be presenting to Council the draft 2023 Operating Budget.

Third, Council will be presented with the 2023 Capital requirements of the Municipality.

Tax Rate Effect

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

During the previous term of Council, the Municipality of Brockton continued to provide quality services to residents with as little impact on the tax rate as possible, but the investment in infrastructure and reserves was limited. During the 2018-2022 Council term they have been looking ahead and putting a select amount in reserve funds for future infrastructure; and adopting a budget with a feasible tax rate increase to maintain services and infrastructure in the growing community of Brockton. This has put us in a better position but we still have significant investments to make to remotely meet the financial investments needed towards infrastructure in the recently adopted asset management plan.



For 2023, a 1% increase on the municipal tax rate equals \$106,890. The graph above shows the Municipal tax rates from 2012 to 2022.

Tax Dollar Allocation for Municipal Services

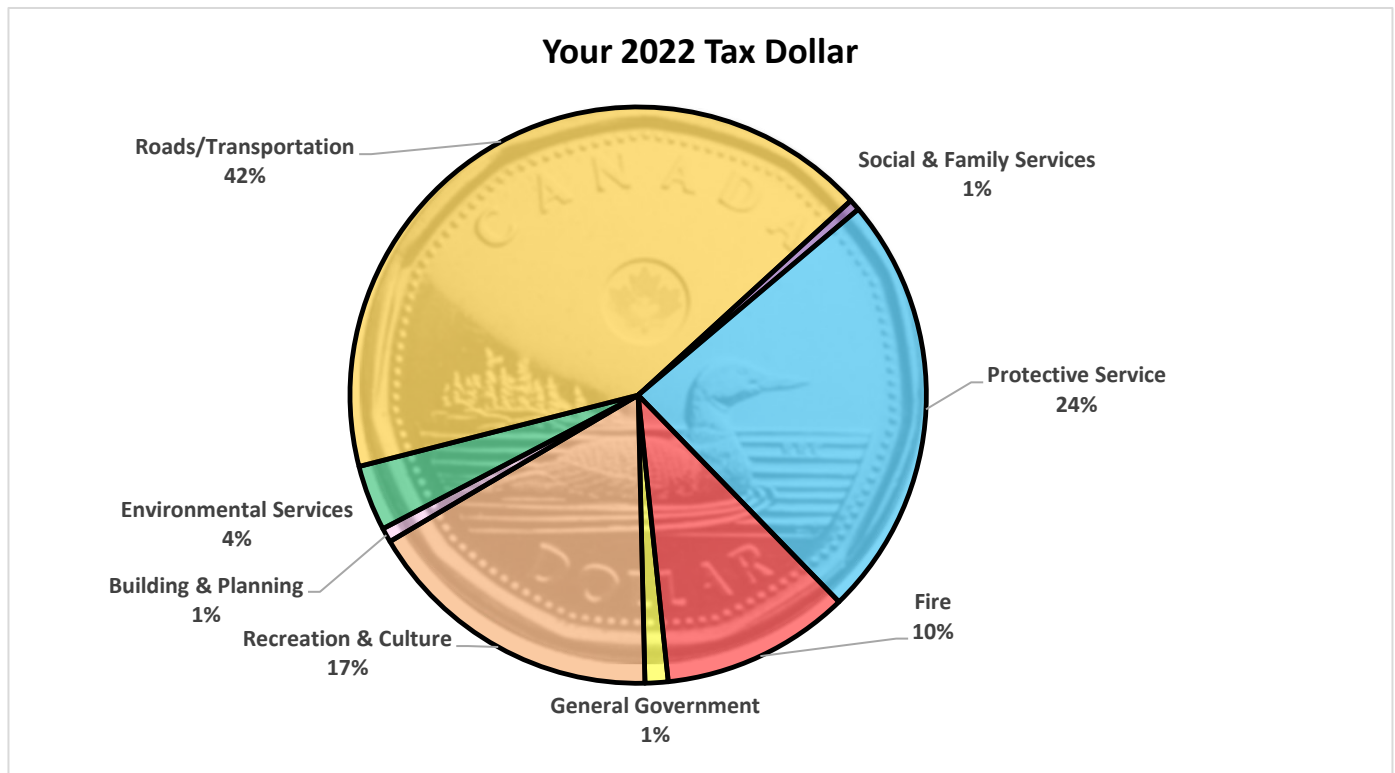
The Municipal tax rates are applied to the current value assessment (CVA) of each property as determined by MPAC which is an independent body formed by the Provincial government. Any tax increase would be contributed to the following factors:

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

The Municipality of Brockton can only control one of those factors - **the Municipal tax rate**

In 2022, the average household assessment in Brockton was \$262,322, which equalled municipal taxes of approximately \$2,259.

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



Brockton Assessment

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

Due to COVID-19, the Ontario Government announced that the 2020 Assessment Update would be postponed. Property assessments for the 2021 - 2023 taxation year will continue to be based on the fully phased-in January 1, 2016 current values (i.e., the same valuation date in use for the 2020-22 taxation year).

MPAC determines the valuation of properties within the Municipality, and additional assessment growth can be related to new development, change in property class information, change in market valuations, and other factors. While the Municipality has recently seen an increase in development applications, the time between the completion of the development project and the increase in assessment can take between 12 to 18 months before it is reflected in the Municipality's assessment records.



Net Assessment Growth

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

For 2021 - 2023, there is zero increase in the assessment growth as the reassessment due to Covid-19.

However, with the increased new development in Brockton, the municipality will realize a \$250,810 growth in revenue strictly from new development and reclassification of Vacant Commercial and Industrial properties.

Reserve and Reserve Funds

Reserves and Reserve Funds are an essential part of the Municipality of Brockton's finances. The purpose of the Reserve and Reserve Funds is to save for future infrastructure needs to avoid spikes and dips in the overall tax levy. By setting aside funds each year, we are able to spread out the cost for the maintenance or replacement of our assets. Most recently, Council established a new reserve fund to plan for a future Recreational Facility with a contribution of \$200,000 for the last four years.

Appendix A provides a brief description of the current Reserve Funds, a short description as to what the Reserve Fund is for, as well as a listing of the projected balances of the Reserve and Reserve Funds as of December 2022. Also included is what we are proposing for changes (additions and reductions) for 2023.

**Please note that these balances are subjected to change based on year-end adjustments.*

Current Long-term Debt Commitments

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

Brockton has issued debentures for long-term borrowing to provide financing for larger capital work. Each year Council approves the financing of the Municipality’s Capital Plan during the budget deliberation. The Municipality records all annual debt charges (principal and interest) in the operating budget, which requires either property tax dollars or user fees to fund these amounts.

In the Province of Ontario, municipalities have the authorization to incur long-term debt for municipal infrastructure as long as annual debt repayments do not exceed 25% of net revenues. The Province provides an annual statement for municipalities known as the Annual Repayment Limit (ARL) statement, outlining the revenue and debt servicing calculations. Brockton’s 2022 ARL statement from the Province indicates an ARL of \$3,007,861 based off the [consolidate financial statements](#).

In 2022 there were four new loans established for the reconstruction of Riversdale Bridge, expansion of ERBP phase 1 & 2, Kleist land purchase and the ¾ ton pick-up truck for Recreation. Between these new loans, the total annual repayment equals (principle and interest) \$296,786 which represents an increase from 2021 of 29.19%. Please note that ERBP loan is currently only interest payments as we are still utilizing the construction loan at a reduced rate. Sales from ERBP will help off-set the overall capital costs and will be used to pay off a portion of the long-term debt that is currently outstanding. Infrastructure Ontario is currently offering rates lower than CIBC, which staff will continue to utilities with increased capital investments and higher interest rates.

As of January 1, 2023, the Municipality of Brockton will have the following outstanding long-term loans:

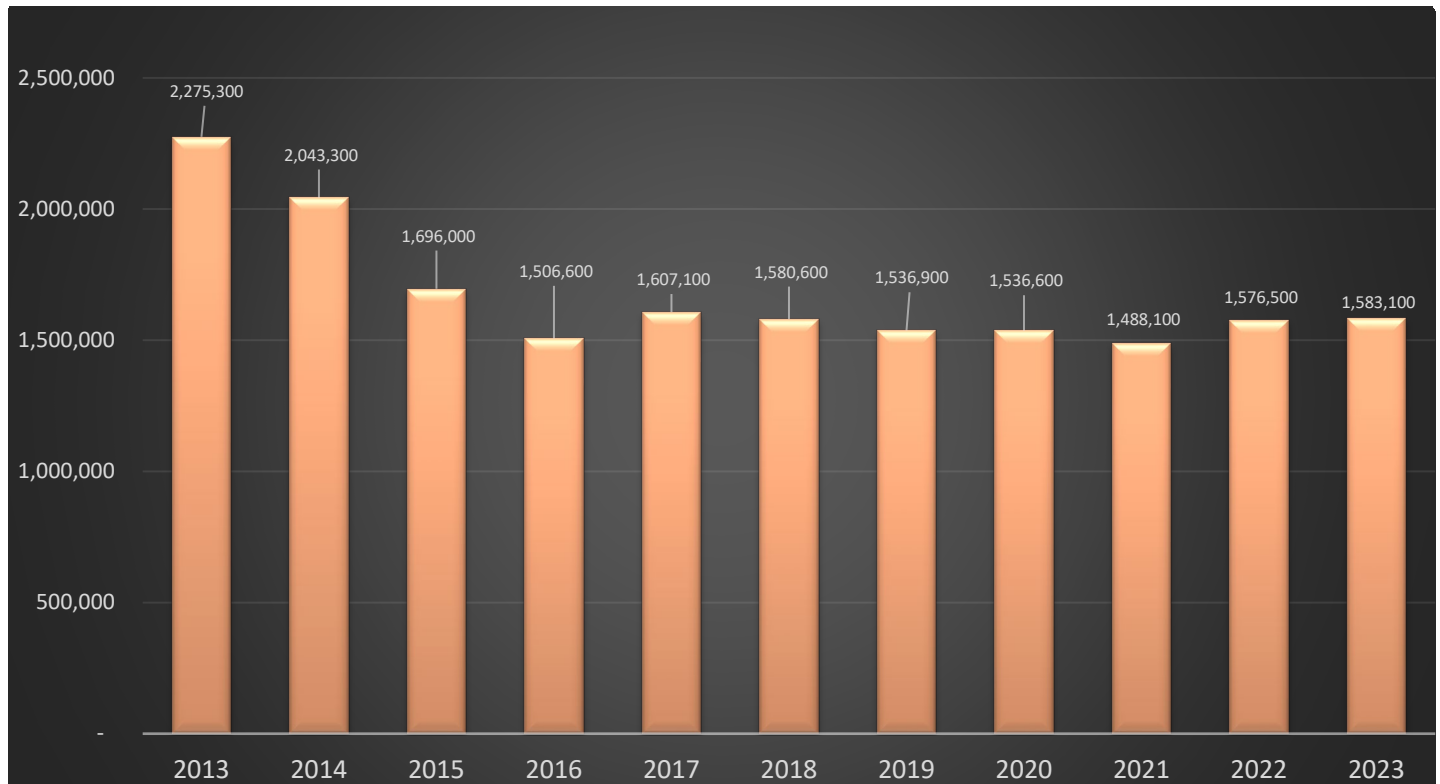
OUTSTANDING LOAN	'2022 OUTSTANDING BALANCE	'2023 OUTSTANDING BALANCE	Completion Year	Annual Principal and Interest Repayment Amount
WALKERTON FIRE HALL & PROPERTY - 2002 81 & 2003 56	199,513	58,680	2023	61,938
LOAN BY-LAW 2008-73 (NON-WATER/SEWER PORTION)	66,313	33,157	2023	34,799
JACKSON & YOUNGE STREET - 2004-034	199,808	122,568	2024	62,695
CAYLEY ST RECONSTRUCTION	340,904	317,012	2025	35,770
CDCF ENTRANCE - MUNICIPAL SHARE	287,009	269,379	2025	26,959
DE-OX WATER	24,000	16,000	2025	8,552
BRIDGE 11	186,646	163,315	2025	27,216
REC 3/4 TON TRUCK	0	63,431	2027	14,466
McCURDY BRIDGE #2	216,395	202,763	2030	20,283
SIDE ROAD 10	101,391	88,717	2030	14,474
TRACKLESS	118,042	103,286	2030	17,212
BALL DIAMOND ENTRANCE	64,993	43,329	2030	23,160
DS WEIS BRIDGE	579,657	798,244	2031	81,747
WALKERTON LANDFILL -2013-100	750,000	687,500	2034	77,783
SOCCER FIELDS 2016-057	165,483	100,770	2034	68,351
McCURDY BRIDGE #1	213,065	198,132	2034	22,356
KAAKE DRAIN	7,000	4,529	2035	2,633
PICK-UP TRUCK	84,000	56,000	2035	29,933
LANG DRAIN	37,000	28,128	2035	9,542
CONCESSION 6W	297,776	279,091	2036	23,913
CONCESSION 10 BRANT/QUEEN	1,017,295	1,012,711	2036	83,385
SOUTH STREET PHASE I RECONSTRUCTION 2016-057	677,791	650,314	2037	46,935
LEE & COATS 2017-074	426,023	389,693	2037	43,744
CHEPSTOW CULVERT	0	511,000	2037	48,629
KLEIST LAND PURCHASE ERBP	0	1,120,000	2047	71,126
RIVERSDALE	0	2,372,159	2053	176,202
ERBP - PHASE 1 & 2 – <i>Interest only – Construction Loan</i>	0	5,941,300	2053	96,000
YONG STREET RECONSTRUCTION – <i>TBD</i>	0	3,350,000	2053	PENDING
TRUNK MAIN REPLACEMENT - <i>TBD</i>	0	3,086,000	2053	PENDING
TOTAL OUTSTANDING LONG-TERM DEBT	6,060,104	22,067,208		1,229,803

Total annual long-term debt repayment equals \$1,229,803 which is equal to 11.5% tax rate increase.

Grant Funding

Ontario Municipal Partnership Fund (OMPF)

Historically the Municipality of Brockton has experienced a decrease in the Ontario Municipal Partnership Fund (OMPF) grant funding over the past seven years. In 2019-2020, the funding stayed consistent, however for 2022 the Municipality experienced an increase of \$88,400. For 2023, the Municipality will have an increase in funding of \$6,600

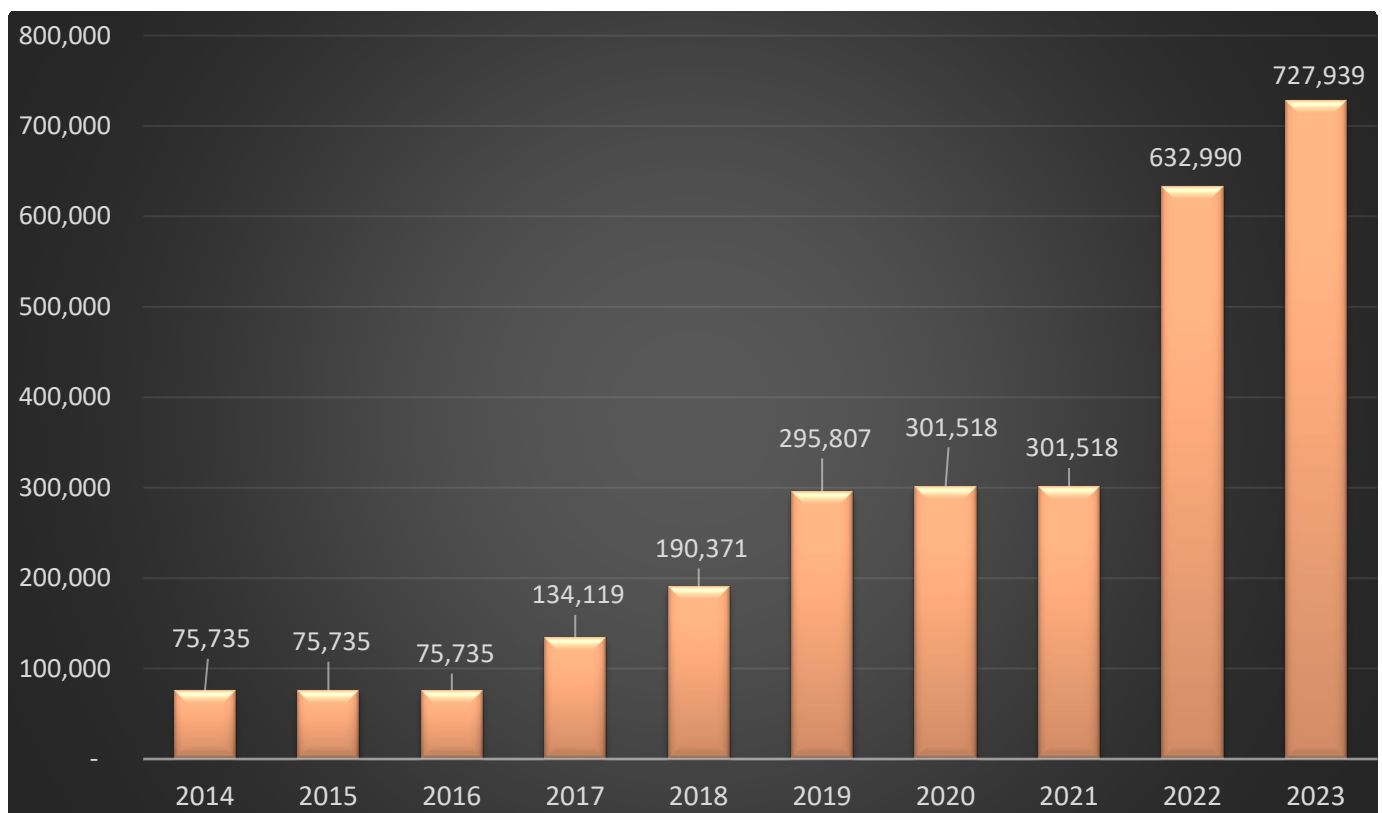


Ontario Community Infrastructure Fund (OCIF)

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

Since 2017 there has been an increase in the OCIF funding which goes towards the municipal roads infrastructure improvements.

The Municipality received notification that there will be an increase to the OCIF Funding in 2023 with funding totaling \$727,939



Canada Community-Building Fund (CCBF) – (previously known as the Federal Gas Tax)

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

2019 was the start of a new five-year funding agreement. The chart below illustrates the payment schedule from 2014 to 2023.

As per the agreement, Brockton will receive a total of \$300,057 gas tax funds going to roads infrastructure.

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



Message from Chief Administrative Officer

Establishing the Municipal Budget is one of the most important tasks of staff and Council. We are looking forward to working collaboratively with the new Council and setting the stage for a successful 2023. Throughout our Strategic Action Plan process and upon completion of the recently adopted Asset Management Plan a number of priorities have been established by Council including ensuring the renewal of infrastructure to meet the needs of the growing community of Brockton in a fiscally responsible manner. With this in mind some key infrastructure projects are being initiated and are included in the 2023 budget.

In 2022, we completed some significant infrastructure projects including the Riversdale Bridge, DS Weiss Bridge project, expansion of the East Ridge Business Park Phase 1 & 2, as well as purchased the Kleist Land for boundary expansion and had fleet replacements in both Roads, Recreation and Fire. We continue to have high interest in lands in East Ridge Business Park and were successful in the sale of majority of Phase 1 and 2 lands. Additionally, with the success of the Minister 's Zoning Order (MZO) many residential projects can advance quickly in 2023.

This will be a difficult and challenging budget year. With MPAC's assessments still based on the 2016 values and inflation at an all-time high there is a significant gap between revenues and increasing expenses. This budget contains only essential projects and planning for the future so we can grow in an effective and fiscally responsible manner. Staff have been tactful in their approach to the 2023 budget. We know our residents are feeling the effects of increased prices in all aspects of their lives. Unfortunately, the Municipality is experiencing the same inflationary pressures from all time high gas, hydro and insurance prices to increased interest rates affecting our long-term borrowing. We have included two essential infrastructure projects in the Young Street Re-construction project and the County Road 2 watermain project. We are looking forward to the completion of the Market Garden in downtown Walkerton and the Soccer Concession Building in the Bruce Power Regional Soccer Complex. We have included monies for essential plans that will help continue to guide our future such as the Official Plan, Master Water & Waste Water infrastructure Plan, A Development Charges Study and the Asset Management Plan – Building Condition Assessments Study. Each of these contribute to planning for a growing community. Throughout 2023 we will continue to look for new creative ways to engage our residents through timely and effective communications and respond to meet broad community needs. We are continually looking to build and improve upon our existing strengths and engage residents, the business community, development community and our employees to expand and modernize our service delivery.

Entering my sixth year with Brockton I am excited about all we have accomplished, the growth we are experiencing and the solid team of professionals that lead the community. Council can be assured much thought and consideration has went into the proposed 2023 budget and it is based on solid recommendations and needed infrastructure renewal. We have analyzed each operating budget for potential savings and have presented this budget through the collaboration of our Senior Management Team.

As Chief Administrative Officer, I remain passionate about the community of Brockton and have confidence in our professional and skilled Senior Management Team and dedicated employees throughout the organization. Throughout 2023 we will continue to work together and celebrate how far the community has come while we continue to encourage people to “Come Home to Community...Come Home to Brockton”

A handwritten signature in cursive script, appearing to read "Sonya Watson", with a long, sweeping underline.

Sonya Watson, Chief Administrative Officer

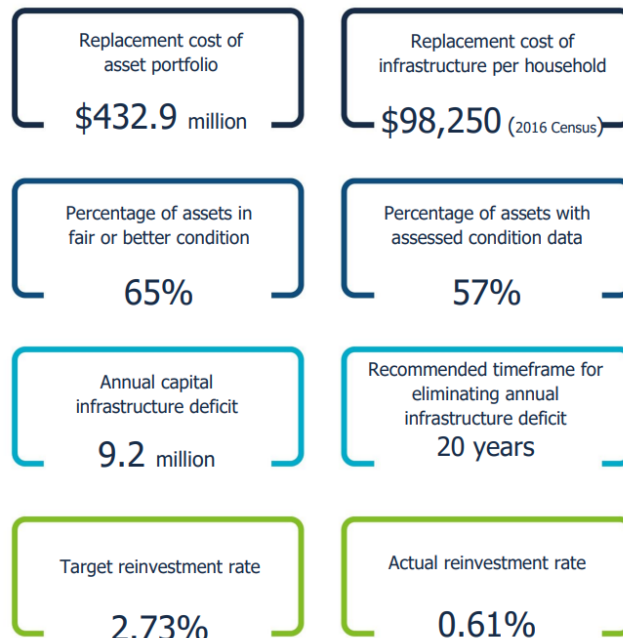
Asset Management Plan

Municipal infrastructure provides the foundation for the economic, social, and environmental health and growth of a community through the delivery of critical services. The goal of asset management is to deliver an adequate level of service in the most cost-effective manner. This involves the development and implementation of asset management strategies and long-term financial planning.

As part of the Infrastructure for Jobs and Prosperity Act, 2015, the Ontario government introduced Regulation 588/17 - Asset Management Planning for Municipal Infrastructure (O. Reg 588/17). Following this regulation, every municipality shall prepare an Asset Management Plan (AMP) in respect of its core municipal infrastructure assets by July 1, 2021, the municipalities shall report on specific current levels of service being provided by core municipal infrastructure assets, determined in accordance with qualitative descriptions and technical metrics defined by the regulation. The data reported should be from at most the two calendar years prior to the year in which all information required is included in the asset management plan.

The Municipality of Brockton has achieved compliance with O. Reg. 588/17 to the extent of the requirements that must be completed by July 1, 2022. There are additional requirements concerning proposed levels of service and growth that must be met by July 1, 2024 and 2025.

The 2021 Asset Management Plan identified the following key statistics, specifically that the target reinvestment rate for the replacement and maintenance of our core infrastructure is 2.73% and Brockton is only reinvesting 0.61%:



2023 Department Budgets

Each department head, along with the Chief Financial Officer, has reviewed and compared the proposed 2023 budgets to the 2022 operations to date. The overall objective of the staff was to present to Council an operational budget that continued excellent services and with a minimal impact on the budget.

Inflation and rising prices for goods and services has also impacted the day-to-day operations of the Municipality, particularly the cost of fuel. Fuel cost increases directly affect the operating costs across all departments. Supply chain shortages have also increased the prices of goods for materials, equipment and supplies (chemicals, automotive parts, salt/sand, gravel, etc.) creating further pressures on the municipal budget. *With an inflation rate of 7%, any tax increase that is less than inflation will require a decrease in municipal service levels.*

As we continue to recover from Covid-19, staff have incorporated the operating impact from decrease in revenue as a result of decline in participation and an increase in operating expense due to supply shortage and inflation.

The 2023 draft budget consists of tax-supported operating expenses of \$20,680 million, compared to \$19,103 million in 2022, which represents an overall increase of \$1.577 million, or 8.3%. The draft 2023 operating budget includes a municipal tax rate increase of 13.11%. For the average residential property assessed at \$263,913, a municipal tax rate increase of 13.11% amounts to an annual increase of \$311.71, which equals \$25.98 per month.

Summary of Significant Operating Changes

Revenue changes

- No assessment growth \$250,810 growth in revenue strictly from new development and reclassification of the Commercial and Industrial vacant properties.
- Decrease in Westario Dividend \$50,000
- Decrease in Rate Stabilization Reserve Transfer \$150,000
- Decrease in Roads Miscellaneous revenue due to one-time surplus asset sales in 2022

Expenses

- Increase in Service Agreements, \$463,054
 - OPP contract of \$230,691 to cover prior year deficit.
 - Waste Management \$95,000 – estimated increase to be in line with prior year actual
 - Planning \$40,000 for Official Plan update

- Conservation Authority \$35,000 for Cliff Study Engineering fees
- Increase in Long-term debt repayments of \$296,786
- Increase in Municipal Liability Insurance 20% - \$62,380
- Increase in utilities \$39,650
- Increase in maintenance \$335,975 due to increased supply and fuel costs
- Winter Maintenance increase \$100,000 to be in line with actuals
- Increase in Utilities \$31,335 to reflect actuals for water for soccer and splashpad
- Wages and Benefits, increase \$313,432 or 5.07%
 - \$167,314 or 13.81% increase in benefits due to:
 - OMERS eligible to all staff, including part-time
 - Increase in WSIB Rate, CPP and EI rate
 - \$146,118 or 2.94% increase in wages
- **Decrease** annual Reserve Fund transfer amongst all departments of \$453,950



2023 Operating Budget

	2022	2023	Net Difference
General Government			
Council	\$208,612	\$246,975	\$38,363
General Government	(359,944)	(118,557)	241,387
Taxation	(275,100)	(278,600)	(3,500)
Human Resources	156,563	173,603	17,040
Economic Development	151,834	133,136	(18,698)
ERBP	114,376	201,215	86,839
Tourism/VIC	20,811	17,304	(3,507)
Total General Government	17,152	375,076	357,924
Public Works			
Streets/Roads	\$3,812,171	\$4,210,302	\$398,131
Winter Control	380,000	480,000	100,000
Street Lights	181,628	180,893	(735)
Total Public Works	4,373,799	4,871,195	497,396
Child Care			
3155 Child Care	\$65,767	\$49,046	(\$16,721)
Total Child Care	65,767	49,046	(16,721)
Waste Management			
3144 Brant and Greenock Landfills	\$77,904	\$94,916	\$17,012
3145 Walkerton/Hanover Landfill	86,170	141,953	55,783
3146 Recycling and Env Advisory Committee	159,770	161,858	2,088
Total Waste Management	323,844	398,727	74,883
Protective Services			
Walkerton Fire	\$1,022,625	\$1,046,982	\$24,357
Emergency Management	32,500	21,700	(10,800)
Health & Safety	47,479	42,903	(4,576)
O.P.P and Brockton Police Service Board	2,265,138	2,324,985	59,847
Animal Control/By-law	20,932	26,133	5,201
Total Protective Services	3,388,674	3,462,703	74,029
Recreation			
Recreation Administration	\$489,202	\$482,931	(\$6,271)
Recreation Parks	396,386	476,333	79,947
Recreation Pool	70,885	69,598	(1,287)
Recreation Community Centre	493,705	479,265	(14,440)
Recreation Lobies Park	(19,158)	(38,900)	(19,742)
Recreation Summer Day Camp	(1,984)	5,180	7,164
Recreation Programs	(17,760)	(21,641)	(3,881)



2023 Operating Budget

	2022	2023	Net Difference
Brockton Soccer Fields	127,178	131,586	4,408
Recreation Cargill DCF	133,585	173,787	40,202
Total Recreation	1,672,039	1,758,139	86,100
Cemetery			
3150 Cemetery	\$59,784	\$30,645	(\$29,139)
3151 Cemetery - Starkvale	1,778	2,295	517
3152 Abandoned Cemetery		12,000	12,000
Total Cemetery	61,562	44,940	(16,622)
Physician Recruitment			
3148 Physician Recruitment			
3149 Brockton Phy Rec/Clinic	64,350	40,500	(23,850)
Total Physician Recruitment	64,350	40,500	(23,850)
Library			
3170 Library - Walkerton	\$35,662	\$25,779	(\$9,883)
3171 Library - Cargill	4,199	14,286	10,087
Total Library	39,861	40,065	204
Drainage			
3180 Planning	\$32,144	\$20,644	(\$11,500)
Total Drainage	32,144	20,644	(11,500)
Planning			
3125 Planning	\$52,070	\$96,256	\$44,186
Total Planning	52,070	96,256	44,186
Conservation Authority			
3122 Conservation Authority	\$207,901	\$257,827	\$49,926
Total Conservation Authority	207,901	257,827	49,926
Heritage			
3172 Heritage	\$8,400	(\$2,720)	(\$11,120)
Total Heritage	8,400	(2,720)	(11,120)
Total	10,307,563	11,412,398	1,104,835

Goals & Objectives

Purpose

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

2022 In Review

In 2022, the following projects were completed or are currently in the process of completion:

- 2022 Municipal and School Board Election
- Swearing in for Mayor, Deputy Mayor and Councillors
- Purchase and installation of equipment to allow for hybrid Council meetings
- Purchase of equipment to allow for meetings in Elmwood and Cargill to be broadcast and recorded
- New Council Code of Conduct
- Appointment of new Integrity Commissioners

2023 Goals and Objectives

- Continue to finalize guidelines for hybrid meetings
- Additional training and support for incoming Members of Council
- Training and Support for Volunteers appointed to Committees of Council

Summary of Significant Changes

- Additional funds for training on new Code of Conduct
- Additional funds for advice and direction due to change in appointment for the Integrity Commissioners
- Reduction in revenue for election funding and wages for staff election support
- Reallocated election reserve fund transfer from General Government Budget



**2023
Operating Budget Summary
Council**

	2022 Actuals	2022 Approved Budget	2023 Draft Budget	2023 Budget Change (\$)	2023 Budget Change (%)
Revenues					
Other Revenue	2,500				
Reserve Fund		45,000		(45,000)	(100.00%)
Total Revenues	2,500	45,000		(45,000)	(100.00%)
Expenses					
Wages & Benefits	158,618	163,477	154,850	(8,627)	(5.28%)
General Expense	22,290	20,785	31,325	10,540	50.71%
Service Agreement	73,586	67,350	53,800	(13,550)	(20.12%)
Transfers to Reserves	2,000	2,000	7,000	5,000	250.00%
Total Expenses	256,494	253,612	246,975	(6,637)	(2.62%)
Net Difference	253,994	208,612	246,975	38,363	18.39%

Goals & Objectives

Purpose

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

General Government has many components;

CAO Administration

The CAO's department oversees and coordinates all departmental activities in the Municipality of Brockton. The CAO's office conducts policy research, provides advice, ensures the effective and efficient administration of the Municipality and delivers the implementation of Council decisions and directions. Specifically, the CAO's office has direct oversight of human resource activities and economic development.

Treasury Department

The Treasury Department is responsible for monitoring and implementing sound financial policies that support the Municipality as a whole. Treasury advises the Chief Administrative Officer and Council on the status of the Municipality's finances and actions required to meet financial obligations and objectives.

This department is also responsible for IT, insurance coverage related to general liability, municipal asset management and responsible for the administration and maintenance of all financial records.

Clerks Department

The Clerk's Department is responsible for the development of practices and procedures that achieve transparency and lead to public confidence and trust in local government. The Clerk is a position required under the Municipal Act, 2001. Statutory duties include recording decisions and proceedings of Council and maintaining records of Council Minutes and By-laws. Appropriate records management policies must be in place to manage legal liability and risk. The Clerk's Department is also charged with accessibility, licensing and website maintenance and Municipal Drains.

2022 In Review

In 2022, the following projects were completed or are currently in the process of completion:

- Manage the 2022 Municipal and School Board Election
- Implement Form Builder software on the Municipal Website
- Review and update Municipal Website content in preparation for the 2022 Election
- Implement a Municipal App representing the most frequent service needs, portray Brockton's best assets, and share news and service requests with the community
- Implement Budgeting Software System
- Enter into new term with Municipal Auditor
- Completed a Market Review to support staff retention and pay equity

2023 Goals and Objectives



2023
Operating Budget
General Government

- Under Studies there are monies included for Building Condition Assessments that are required for each facility as legislated for completion as part of Assessment Management requirements.
- Under Studies there is monies included for a Development Charges Study. Development Charges are necessary to support the current and future growth of infrastructure required in the community.

Summary of Significant Changes

- There are no significant changes proposed to the normal operations within this budget. Cost increases as a result of inflation and increased insurance costs have been accounted for.
- Monies for the Building Condition Assessments that are required in accordance with legislation for Asset Management have been included and this will take place throughout 2023 and 2024 - \$40,000
- Development Charges Study - \$35,000
- Decrease in Westario Dividend from prior year.
- Decrease in Rate Stabilization Reserve transfer from \$300,000 in 2022 to \$100,000.



**2023
Operating Budget Summary
General Government**

	2022 Actuals	2022 Approved Budget	2023 Draft Budget	2023 Budget Change (\$)	2023 Budget Change (%)
Revenues					
User Fees	49,900	85,450	80,450	(5,000)	(5.85%)
Grants	1,629,924	1,688,450	1,695,050	6,600	0.39%
License & Permits	14,412	16,025	16,025		
Agreements	(31,879)				
Sales of Lands	362,580				
Investments	162,947	235,000	185,000	(50,000)	(21.28%)
Long-term Debt	1,120,000				
Other Revenue	46,580	46,500	27,000	(19,500)	(41.94%)
Reserve Fund	637,663	323,000	150,000	(173,000)	(53.56%)
Total Revenues	3,992,127	2,394,425	2,153,525	(240,900)	10.06%
Expenses					
Wages & Benefits	1,157,755	1,159,212	1,191,528	32,316	2.79%
Maintenance	41,971	39,285	45,285	6,000	15.27%
General Expense	396,096	328,804	351,292	22,488	6.84%
Utilities	2,111	1,560	1,560		
Service Agreement	118,619	136,150	126,450	(9,700)	(7.12%)
Other	170,898	162,755	226,554	63,799	39.20%
Transfers to Reserves	196,008	168,362	57,500	(110,862)	(65.85%)
Long-term Debt	34,881	38,353	34,799	(3,554)	(9.27%)
Total Expenses	2,118,339	2,034,481	2,034,968	487	0.02%
Net Difference	(1,873,788)	(359,944)	(118,557)	241,387	67.06%



**2023
Operating Budget Summary
Taxation**

	2022 Actuals	2022 Approved Budget	2023 Draft Budget	2023 Budget Change (\$)	2023 Budget Change (%)
Revenues					
Total Revenues					
Expenses					
General Expense	111,950	60,500	110,000	49,500	81.82%
Total Expenses	111,950	60,500	110,000	49,500	81.82%
Net Difference	111,950	60,500	110,000	49,500	81.82%



**2023
Operating Budget
Human Resources**

Goals & Objectives

Purpose

The Human Resources Department provides support to staff and management through legislative compliance and is responsible for managing and coordinating various human resource functions, which include talent acquisition, training and development, performance management and employee relations.

2022 In Review

In 2022, there was significant time spent on recruitment activities for various departments. Third-party expertise was contracted for certain HR matters. Implementation of HR download training module was completed and staff utilized various modules throughout the organization. A thorough review of HR Policies is ongoing with many being brought forward for Council consideration in 2022. Preparation of the Salary and Benefits Review took significant preparation time, but was conducted by a third-party in 2022 for Council's consideration.

2023 Goals and Objectives

The review of HR policies will continue throughout 2023. Monies have been included to resume an in-person Christmas gathering in 2023 at a location that will host all staff and to increase funding the volunteer recognition event. Support Programs are utilized for third party involvement or consulting purposes as necessary for more significant HR matters or in the case of specialized recruitment.

Summary of Significant Changes

Small increase due to service recognition awards and to recognize staff, Christmas party venue and volunteer recognition event expenses. As well as budgeting for staff needs related to third party consultants or programs as required considering 2022 actuals.



**2023
Operating Budget Summary
Human Resources**

	2022 Actuals	2022 Approved Budget	2023 Draft Budget	2023 Budget Change (\$)	2023 Budget Change (%)
Revenues					
Total Revenues					
Expenses					
Wages & Benefits	94,589	95,532	100,584	5,052	5.29%
General Expense	40,149	52,931	61,019	8,088	15.28%
Service Agreement	24,245	8,100	12,000	3,900	48.15%
Total Expenses	158,983	156,563	173,603	17,040	10.88%
Net Difference	158,983	156,563	173,603	17,040	10.88%

Goals & Objectives

Purpose

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

2022 In Review

In 2022, Phase 1 and 2 construction on the East Ridge Business Park were initiated. works on Phase 1 will carry over into 2023, Phase 2 is completed. Estimated probable costs summary including engineering are as follows:

Phase 1 - \$3,806,677

Phase 2 - \$2,057,633

Certain costs included will be recoverable from specific developments.

The purchase of Kleist lands for the boundary expansion of Walkerton and for future industrial lands.

2023 Goals and Objectives

Staff have been proceeding with design and construction drawings for Phase 3. Total estimated construction costs including engineering are \$3,487,500. Hydro, fibre and paving will be additional costs in future budget years for Phase 3. We proposed to hold off further construction of phase 3 in 2023. We will continue to finalize plans and prepare a financial summary for Council. We plan to issue the tender in September 2023 for early construction start in 2024.

Additionally, pertaining to East Ridge we have included monies to replace the LED sign through capital.

We are also purchasing a new entrance sign at County Rd 19, and are in the process of developing a new brochure and web-based story map and are planning on a promotional event at East Ridge once construction of Phase 3 is advanced.

Summary of Significant Changes

- EA Bird Study in 2023
- Increase in projected ERBP sales, revenue transferred to borrowing
- Decrease in survey fees from prior year
- Increase in long-term debt due to loan repayment for the purchase of Kleist lands and the expansion of the ERBP



**2023
Operating Budget Summary
ERBP**

	2022 Actuals	2022 Approved Budget	2023 Draft Budget	2023 Budget Change (\$)	2023 Budget Change (%)
Revenues					
User Fees	11,068	6,000	6,000		
Grants		20,000	25,000	5,000	25.00%
Agreements		2,000	2,000		
Sales of Lands	399,035	1,732,700	2,043,000	310,300	17.91%
Total Revenues	410,103	1,760,700	2,076,000	315,300	(17.91%)
Expenses					
Maintenance	1,403	3,000	3,000		
General Expense	89,275	47,876	38,451	(9,425)	(19.69%)
Utilities	(316)	6,000	6,000		
Other	600	10,500	14,000	3,500	33.33%
Transfers to Reserves		1,732,700	2,043,000	310,300	17.91%
Long-term Debt	63,562	75,000	172,764	97,764	130.35%
Total Expenses	154,524	1,875,076	2,277,215	402,139	21.45%
Net Difference	(255,579)	114,376	201,215	86,839	75.92%

Goals & Objectives

Purpose

To assist in community development, investment attraction, business retention and expansion, residential growth and helping to ensure a qualified labour pool. To advise and assist other organizations by having available and properly zoned land, and advising on the need for new municipal programs or by-laws to support development and attracting new business. The Community Development Coordinator (“CDC”) will collect and provide all available data relating to real estate, financing, and business retention and expansion to current and prospective parties.

2022 In Review

In 2022, the following projects were completed or are currently in the process of completion:

- New Community Improvement Plan, with added Brockton-wide business incentive programs
- Summer and Christmas events to assist businesses in downtown Walkerton
- New 36-page Residents Guide (print and online)
- Market Garden project -- heritage interpretive panels, assistance with local fund raising, \$54,000 grant from My Main Street
- \$100,000 grant from the Tourism Relief Fund for Lobies Park signage, river trail signage, benches and waste receptacles, and an EV charger
- Continued work with Saugeen Connects, Business Recognition Awards (7 new businesses, 3 anniversaries), Bruce County Economic Development Group, Grey-Bruce Local Immigration Partnership - Economic Development Subcommittee, NWMO - Deep Geological Repository (DGR) study group
- Developing new signage, promotional material for East Ridge Business Park.
- Brockton Business Newsletter - expanded subscription list
- Digital Main Street partnership - sharing a digital specialist with South Bruce who is assisting Brockton businesses with online marketing, sales, and grant applications.
- Assisted with Shop Walkerton & Win billing
- New Map & Attractions guide, plus rack card for dining, accommodations and events

2023 Goals and Objectives

- Business Outreach - Sector specific forums for agriculture, manufacturing and development
- Further expansion of CIP programs, adding incremental tax increase program for developers
- New Facade Guidelines for downtown businesses
- Arrange a meeting with all service clubs and event organizers to understand scheduling, promotion, etc for year
- Hawks Nest (supporting partner)
- Promotions for East Ridge expansion including new East Ridge sign on Cty Rd 19
- Market Garden Park - assistance with opening event and programming planning
- Expanded offerings for Welcome Week with GBLIP
- Continue to promote Brockton Dollars; increased role with Shop Walkerton & Win campaign
- Continue to participate in NWMO study group, GBLIP, Digital Main Street
- Revise and reprint Community Guide, video



**2023
Operating Budget
Economic Development**

Summary of Significant Changes

- Decrease in Studies - natural gas project
- Tax deferral incentive for major CIP approved developments (municipal and county)
- New Brockton video
- Design Guidelines for CIP Program



**2023
Operating Budget Summary
Economic Development**

	2022 Actuals	2022 Approved Budget	2023 Draft Budget	2023 Budget Change (\$)	2023 Budget Change (%)
Revenues					
Agreements	2,380	1,800	1,800		
Other Revenue		500		(500)	(100.00%)
Reserve Fund	3,979	40,000	40,000		
Total Revenues	6,359	42,300	41,800	(500)	1.18%
Expenses					
Wages & Benefits	98,399	95,532	100,584	5,052	5.29%
General Expense	24,078	48,602	44,852	(3,750)	(7.72%)
Service Agreement	5,269	6,500	6,500		
Other	28,693	43,500	23,000	(20,500)	(47.13%)
Total Expenses	156,439	194,134	174,936	(19,198)	(9.89%)
Net Difference	150,080	151,834	133,136	(18,698)	(12.31%)

Goals & Objectives

Purpose

To promote the Municipality's tourism assets and amenities to increase visitation and spending, and draw attention to Brockton as a prospective place to live or do business. To support tourism-related businesses (including accommodators, food services, galleries, retail shops, outfitters and tour operators) and the strategic development of tourism products. To hire and train seasonal staff to assist visitors and act as ambassadors to help promote festivals and events, outdoor recreation and niche activities such as the Greenock Swamp Tours, through the operation of a Visitor Information Centre, and use of communication channels such as digital media.

2022 In Review

In 2022, the following projects were completed or are currently in the process of completion:

- Operated Visitor Information Centre in Lobies Park from mid-May to September
- Created monthly events listings, published online and posted on bulletin boards
- Updated tourism business listings and tourism website (VisitWalkerton.com)
- Social Media Campaign - The 7 Wonders of Brockton (excellent response rate)
- Walkerton Hometown Christmas Market and Summer Street Fest Events
- Hosted 2022 Regional Brochure Swap in Cargill
- Two videos created for Cargill tourism attractions
- Photography - drone photos of industrial park and tourism attractions, plus select events, by Visitor Services summer staff
- Assisted with Saugeen River Survey, a joint project with Hanover, Arran-Elderslie and Saugeen Shores tourism & economic development teams
- Published new Map & Attractions brochure, plus listing of events, accommodators and restaurants
- Worked with tourism partners focused on historic Cargill (swamp tours, museum, etc)

2023 Goals and Objectives

- Operate Visitor Information Centre in Lobies Park from mid-May to September, with coverage of centre by other parks staff during special events
- Events Promotion: Attend all major summer events in Brockton and cover through photos/video/social media posts.
- Publications: 2023 Where to Stay, Where to Eat, What to Do rack card, plus "Your Guide to the Best of Brockton - 2023". Improved Lobies Park brochure
- Student to assist with Walkerton Summer Streetfest, and potentially other municipal events (eg: Market Garden park opening)
- Install signage downtown directing people to visitor centre
- Update downtown map/business directory in front of library
- Lead Summer Streetfest and Hometown Christmas market and Shop Walkerton and Win events with participation from local businesses, using an "events team" approach



**2023
Operating Budget
Tourism/VIC**

Summary of Significant Changes

- No significant changes to operations
- Expenses for Christmas Market, Shop Walkerton and Win and Summer StreetFest Even
- New "Best of Brockton" handout, with a social media campaign to go with it.



**2023
Operating Budget Summary
Tourism/VIC**

	2022 Actuals	2022 Approved Budget	2023 Draft Budget	2023 Budget Change (\$)	2023 Budget Change (%)
Revenues					
Grants		2,875	2,875		
Other Revenue	6,446		6,000	6,000	
Total Revenues	6,446	2,875	8,875	6,000	(208.70%)
Expenses					
Wages & Benefits	66	5,750	3,743	(2,007)	(34.90%)
General Expense	19,094	17,936	22,436	4,500	25.09%
Service Agreement	102				
Total Expenses	19,262	23,686	26,179	2,493	10.53%
Net Difference	12,816	20,811	17,304	(3,507)	(16.85%)



2023 Operating Budget Cemetery

Goals & Objectives

Purpose

To provide lands for the internment as per the *Funeral, Burial and Cremation Services Act, 2002* which came into effect on July 1, 2012

2022 In Review

In 2022, the following projects were completed or are currently in the process of completion:

The operations of the Walkerton and Starkvale Cemetery were completed once again by an internal staff member. 2021-22 Walkerton completed the Pilot Project for winter internments (2021 and 2022 winter season). There were only a few winter internments, however, Brockton will continue to offer this service to the community. Brockton also completed the revised Cemetery By-Law and has started the process to add a new columbarium to the Walkerton Cemetery.

2023 Goals and Objectives

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

Staff wish to do some more dead tree and limb removal and complete the purchase and install of a new columbarium.

Summary of Significant Changes

- Reallocated ground maintenance from Walkerton Cemetery Budget to the Abandoned Cemetery Budget to have a better indication of the total cost to operate the Walkerton Cemetery and Abandoned cemeteries.



**2023
Operating Budget Summary
Cemetery**

	2022 Actuals	2022 Approved Budget	2023 Draft Budget	2023 Budget Change (\$)	2023 Budget Change (%)
Revenues					
User Fees	53,665	23,355	36,730	13,375	57.27%
Sales of Lands	37,335	15,500	30,500	15,000	96.77%
Investments	4,450	4,241	4,500	259	6.11%
Other Revenue	400	1,080		(1,080)	(100.00%)
Total Revenues	95,850	44,176	71,730	27,554	(62.37%)
Expenses					
Wages & Benefits	47,030	51,265	52,839	1,574	3.07%
Maintenance	22,821	17,700	31,000	13,300	75.14%
General Expense	5,991	7,173	7,806	633	8.82%
Utilities	1,276	1,300	1,500	200	15.38%
Service Agreement	16,737	12,850	6,050	(6,800)	(52.92%)
Other	362	1,600	1,100	(500)	(31.25%)
Transfers to Reserves	23,465	13,850	16,375	2,525	18.23%
Total Expenses	117,682	105,738	116,670	10,932	10.34%
Net Difference	21,832	61,562	44,940	(16,622)	(27.00%)



**2023
Operating Budget Summary
Cemetery**

	2022 Actuals	2022 Approved Budget	2023 Draft Budget	2023 Budget Change (\$)	2023 Budget Change (%)
Revenues					
User Fees	51,335	20,650	34,025	13,375	64.77%
Sales of Lands	36,615	14,750	29,750	15,000	101.69%
Investments	4,450	3,844	4,500	656	17.07%
Other Revenue	400				
Total Revenues	92,800	39,244	68,275	29,031	(73.98%)
Expenses					
Wages & Benefits	47,030	51,265	52,839	1,574	3.07%
Maintenance	7,080	17,500	14,000	(3,500)	(20.00%)
General Expense	5,991	7,113	7,806	693	9.74%
Utilities	1,276	1,300	1,500	200	15.38%
Service Agreement	8,978	8,050	6,050	(2,000)	(24.84%)
Other	362	1,600	1,100	(500)	(31.25%)
Transfers to Reserves	22,785	12,200	15,625	3,425	28.07%
Total Expenses	93,502	99,028	98,920	(108)	(0.11%)
Net Difference	702	59,784	30,645	(29,139)	(48.74%)



**2023
Operating Budget Summary
Cemetery - Starkvale**

	2022 Actuals	2022 Approved Budget	2023 Draft Budget	2023 Budget Change (\$)	2023 Budget Change (%)
Revenues					
User Fees	2,330	2,705	2,705		
Sales of Lands	720	750	750		
Investments		397		(397)	(100.00%)
Other Revenue		1,080		(1,080)	(100.00%)
Total Revenues	3,050	4,932	3,455	(1,477)	29.95%
Expenses					
Maintenance	6,600	200	5,000	4,800	2,400.00%
General Expense		60		(60)	100.00%
Service Agreement		4,800		(4,800)	100.00%
Transfers to Reserves	680	1,650	750	(900)	(54.55%)
Total Expenses	7,280	6,710	5,750	(960)	(14.31%)
Net Difference	4,230	1,778	2,295	517	29.08%



**2023 Operating
Budget Summary
Abandoned Cemetery**

	2022 Actuals	2022 Approved Budget	2023 Draft Budget	2023 Budget Change (\$)	2023 Budget Change (%)
Revenues					
Total Revenues					
Expenses					
Maintenance	9,141		12,000	12,000	100.00%
Service Agreement	7,759				
Total Expenses	16,900		12,000	12,000	100.00%
Net Difference	16,900		12,000	12,000	



**2023
Operating Budget
Animal Control/By-law**

Goals & Objectives

Purpose

The purpose of the Protective Services Animal Control/By-Law Department is to oversee the investigation of complaint based enforcement of Municipal By-Laws and provides Animal Control services for dogs within the Municipality related to licensing and dogs at large.

2022 In Review

In 2022, the following projects were completed or are currently in the process of completion:

- Continuation of door to door dog count
- Updating of regulatory by-laws and administrative processes saw the enactment of the Encampment By-law, False Alarm By-Law, amendments to the Traffic and Parking by-law.
- Formalize and renew the Kennel Service Agreement.

2023 Goals and Objectives

- Continuation of door to door dog count
- Continue review of regulatory by-laws and administrative processes.

Summary of Significant Changes

- New expense line for legal services required to assist with enforcement and animal control related matters



**2023
Operating Budget Summary
Animal Control/By-law**

	2022 Actuals	2022 Approved Budget	2023 Draft Budget	2023 Budget Change (\$)	2023 Budget Change (%)
Revenues					
User Fees		1,000	1,000		
Grants		2,000	2,000		
License & Permits	16,528	18,250	18,250		
Other Revenue	2,636	5,000	5,000		
Total Revenues	19,164	26,250	26,250		
Expenses					
Wages & Benefits	35,415	35,906	36,392	486	1.35%
Maintenance			500	500	100.00%
General Expense	16,870	11,276	15,491	4,215	37.38%
Service Agreement	109				
Total Expenses	52,394	47,182	52,383	5,201	11.02%
Net Difference	33,230	20,932	26,133	5,201	24.85%



2023 Operating Budget Heritage

Goals & Objectives

Purpose

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

2022 In Review

In 2022, the following projects were completed or are currently in the process of completion:

- Relocation of the Heritage Archives and Collection to accommodate the Regional Fire Training Centre and programming at the Walkerton Library Branch;
- Partnered with Bruce County Museum and Archives to digitize Walkerton Herald-Times Newspapers and to permanently store files related to the Walkerton Water Inquiry;
- Implementation of a Cloud Based storage system for photographs and files;
- Development of a Designation Policy with associated communication materials;
- Development of Historic Plaques for Bridge 11 and the Truax Dam Bridge

2023 Goals and Objectives

- Continue to migrate the photographs to cloud based storage system;
- Continue to organize and catalogue Heritage Collection;
- Begin planning for Doors Open 2024
- Continue planning for an updated cordwainer book and heritage murals

Summary of Significant Changes

- Addition of \$7,500 for design work and planning associated with 2024 Doors Open Event
- Removal of rent associated with Walkerton Fire Hall Location
- Inclusion of \$500 for mileage for Committee members traveling to the Greenock Shop to organize Heritage Collection.



**2023
Operating Budget Summary
Heritage**

	2022 Actuals	2022 Approved Budget	2023 Draft Budget	2023 Budget Change (\$)	2023 Budget Change (%)
Revenues					
User Fees		1,000	1,000		
Grants		10,000	10,000		
Donations		100	100		
Other Revenue	28				
Total Revenues	28	11,100	11,100		
Expenses					
General Expense	163	19,500	8,300	(11,200)	(57.44%)
Service Agreement	39		80	80	100.00%
Total Expenses	202	19,500	8,380	(11,120)	(57.03%)
Net Difference	174	8,400	(2,720)	(11,120)	132.38%

Goals & Objectives

Purpose

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

2022 In Review

In 2022, the following projects were completed or are currently in the process of completion:

- Purchase of new card tables for seniors group completed at Walkerton Branch
- Painting of exterior windows and doors completed at Walkerton Branch
- Replacement of floor tiles in side entrance at Walkerton Branch
- Movement of archives storage at Walkerton Branch and Fire Hall to Greenock office storage

2023 Goals and Objectives

- Routine maintenance and operations
- Seniors Community grant to support continued use by seniors
- Complete agreement with abutting private landowner for continued water supply to Cargill Branch

Summary of Significant Changes

- No significant changes



**2023
Operating Budget Summary
Library**

	2022 Actuals	2022 Approved Budget	2023 Draft Budget	2023 Budget Change (\$)	2023 Budget Change (%)
Revenues					
User Fees	100	3,100	1,100	(2,000)	(64.52%)
Donations	51,702	50,700	50,000	(700)	(1.38%)
Other Revenue		100	100		
Total Revenues	51,802	53,900	51,200	(2,700)	5.01%
Expenses					
Wages & Benefits	28,995	35,523	34,576	(947)	(2.67%)
Maintenance	18,525	16,125	13,000	(3,125)	(19.38%)
General Expense	7,297	7,728	8,754	1,026	13.28%
Utilities	19,795	25,085	22,935	(2,150)	(8.57%)
Service Agreement	9,577	7,800	10,000	2,200	28.21%
Transfers to Reserves	1,500	1,500	2,000	500	33.33%
Total Expenses	85,689	93,761	91,265	(2,496)	(2.66%)
Net Difference	33,887	39,861	40,065	204	0.51%

Goals & Objectives

Purpose

The Brockton Child Care Centre provides childcare for working and non-working families. The Centre has the licence capacity for 117 children/day. The St. Teresa School Age program is licenced for 56 children and the School Age Program at the Walkerton District Community School is licenced for 50 children. The Centre provides educational programming for all children to enhance their development. The majority of the Centre's purchases are from the Municipality of Brockton, therefore creating revenue for Brockton's local business.

2022 In Review

In 2022, the following projects were completed or are currently in the process of completion:

- The Covid pandemic was still affecting the operations of the Child Care Centre and the School Age programs. Capacity levels were increasing but parents were not allowed into the Centre until April. The Centre needed an extra staff to fill the screener and runner positions from January until April 2022. A long-time employee retired in June of 2022. As a result of this retirement we were able to promote a part time employee to a full-time position. Recruiting supply staff is an ongoing issue.
- Opted into the Canada Wide Early Learning Child Care. The fees were reduced by 25% as of November first.
- A second reduction will occur on December 31st 2022 of 37%. The Province, through the County of Bruce will reimburse the Centre for the reduction in revenue.

2023 Goals and Objectives

- To increase capacity to shorten the wait list.
- To recruit Registered Early Childhood Educators.
- Continue cross training

Summary of Significant Changes

- Increase in Wages and Benefits due to pay equity requirements and OMERS benefits now offered to all part-time staff.



**2023
Operating Budget Summary
Child Care**

	2022 Actuals	2022 Approved Budget	2023 Draft Budget	2023 Budget Change (\$)	2023 Budget Change (%)
Revenues					
User Fees	1,235,060	1,383,250	1,529,950	146,700	10.61%
Grants	316,177	280,000	330,000	50,000	17.86%
Other Revenue	2,813				
Total Revenues	1,554,050	1,663,250	1,859,950	196,700	(11.83%)
Expenses					
Wages & Benefits	1,478,954	1,590,562	1,771,526	180,964	11.38%
Maintenance	3,068	2,000	3,000	1,000	50.00%
General Expense	42,996	25,061	28,736	3,675	14.66%
Utilities					
Service Agreement	63,963	61,394	60,234	(1,160)	(1.89%)
Other	32,194	40,000	45,000	5,000	12.50%
Transfers to Reserves	10,000	10,000	500	(9,500)	(95.00%)
Long-term Debt					
Total Expenses	1,631,175	1,729,017	1,908,996	179,979	10.41%
Net Difference	77,125	65,767	49,046	(16,721)	(25.42%)



**2023
Operating Budget
Physician Recruitment**

Goals & Objectives

Purpose

Volunteer citizen committee, tasked with promoting Brockton and area and providing a welcoming environment for potential new doctors to the area.

2022 In Review

In 2022, the following projects were completed or are currently in the process of completion:

- Recruitment of 16 doctors including 4 new doctors in the past 14 months
- Strong involvement in the medical clinics
- Hosting of the yearly Discovery Week visitation for 1st year Medical Students of Western Medical School
- Hosted Rural Retreat in Walkerton for 21 physician residents as well as 13 of their partners

2023 Goals and Objectives

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

Summary of Significant Changes

- Physician Recruitment Committee plans to hire a part-time recruiter that can cover for the multiple locations within the South Bruce Grey Health Centre. This cost would be shared with the other recruitment committees and enable the committee to work together to a greater extent



**2023
Operating Budget Summary
Physician Recruitment**

	2022 Actuals	2022 Approved Budget	2023 Draft Budget	2023 Budget Change (\$)	2023 Budget Change (%)
Revenues					
Agreements	120,925	85,800	54,000	(31,800)	(37.06%)
Reserve Fund	87,450	9,000	118,000	109,000	1,211.11%
Total Revenues	208,375	94,800	172,000	77,200	(81.43%)
Expenses					
Maintenance	10,483	16,400	15,600	(800)	(4.88%)
Service Agreement	154,350	141,350	195,500	54,150	38.31%
Other	595	1,400	1,400		
Total Expenses	165,428	159,150	212,500	53,350	33.52%
Net Difference	(42,947)	64,350	40,500	(23,850)	(37.06%)



Budget Proposal 2023

Prepared
December 7, 2022

1. History

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

2. Financials

- 5 Year historical financial data
- Proposed 2023 budget

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



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

Mayor Chris Peabody & Members of Council,

The Physician Recruitment & Retention Committee is in its 17th year of operation as of 2022. We thank you for your ongoing support of the Physician Recruitment Committee and its efforts locally to attract physicians.

History of the Brockton and Area Physician Recruitment Committee

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

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

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

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

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

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

Chambers. A number of citizens from Brockton (10 people), South Bruce (3-5 people), and Arran-Elderslie (2-4 people) formed the committee. The committee has been retained and has a membership of approximately 15 people to date.

The Municipality of Arran-Elderslie withdrew in 2011.

Recruitment Success and Accomplishments

- Establishment of Brockton and Area Family Health Team
- Recruitment of 16 doctors including 4 new doctors in the past 14 months
- Strong involvement in medical clinics
- Hosting of the yearly Discovery Week visitation for 1st year Medical Students of Western Medical School
- Attendance at several recruitment fairs throughout the province
- Organization and greeting activities for new Doctors
- Continual Liaisons with Municipal Councils
- Hosted Rural Retreat in Walkerton for 21 physician residents as well as 13 of their partners
- Frequent R&R Committee Meetings

The Current Reality

In the past few years there has been fluctuation in the physician population in Brockton and South Bruce. Given that we've lost a few physicians, our physicians have been struggling to provide coverage for even currently rostered patients, while new people arriving to town have been impossible to add to physician rosters. Our recent success gives us hope that by the end of 2024, with the addition of a few more new physicians, new arrivals to our town may be able to join a local physician practice. We anticipate needing at least 3 new physicians within the coming year to two years. We have a critical need for physician anesthesiologists and family doctors, along with a moderate need for physicians trained in birthing and the emergency room.

Doctor Recruitment is a community challenge.

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

Where We Are Today

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

Looking to the Future

There are 2 physicians currently practising full-time and 2 working part-time in the municipalities of Brockton and South Bruce who range in age from 60's to 80's. Working with these physicians and the entire physician group to maintain open lines of communication regarding the anticipated recruitment needs is a priority. We will review physician feedback and continue to include them in distribution of meeting minutes. We will continue to work toward a strong relationship with the hospital for a complete and mutual recruitment effort among all stakeholders.

We find ourselves in the enviable position of having a solid core of new, young physicians, which also helps incoming young physicians be able to see themselves fitting in well with our physician group. We've got a great physician group in our area and need to continue to support them, largely by continuing to bring in physicians to complement their skills and make their workloads more reasonable.

Financials

Attached are the historical financial data and our proposed 2023 Budget.

We are requesting a budget of \$40,500 from Brockton for 2023. This amount is a significant decrease from 2022. The details of our request are:

- \$27,750 for operations and
- \$12,750 for doctor incentives for #17-19 (when combined with existing reserves)

While our budget request is a significant decrease from last year, we are requesting more of it be allocated to operations. The reasoning for this request is that we'd like to hire a part-time recruiter that can cover for the multiple locations within the South Bruce Grey Health Centre. This cost would be shared with the other recruitment committees and enable us to work together to a greater extent.

The recruitment committee has a decent reserve balance, so our needs are less significant there, while the increased operational budget would enable us to promote our region and be able to better utilize the existing finances we have for incentives.

The other big reason that we believe that we need a paid recruiter is that it's our local physicians who have been taking on the bulk of the recruitment volunteer work. By hiring a recruiter, we can decrease the workload on our volunteer physicians, while simultaneously increasing our recruiting efforts.

Goals & Objectives

Purpose

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

2022 In Review

In 2022, the following projects were completed or are currently in the process of completion:

- Issued a Request for Proposal for the purchase of a new pumper truck, which will be delivered in the first quarter of 2023.
- 5 new firefighters were hired and put through recruit training.
- 3 Walkerton Firefighters completed their Level 2 NFPA Certifications.
- Required upgrades to the building were scheduled and are awaiting completion.
- 2 new portable pump replacements are on order.
- Full sets of PPE, radios and pagers were purchased for new recruits as well as for our annual maintenance program.
- The regional training centre has successfully hosted all three practical courses required to meet Provincially mandated Firefighter training within a 12 month period.

2023 Goals and Objectives

- Train staff on the new pumper truck upon delivery.
- Expand the course offerings for the Brockton Regional Training Centre.
- Develop an NFPA testing centre at the Walkerton Fire Department in collaboration with AS&E .
- Develop a second classroom within the Walkerton Fire Department in collaboration with Fanshawe College.
- Begin training new recruits to Provincial NFPA standards

Summary of Significant Changes

- No significant changes



**2023
Operating Budget Summary
Walkerton Fire**

	2022 Actuals	2022 Approved Budget	2023 Draft Budget	2023 Budget Change (\$)	2023 Budget Change (%)
Revenues					
User Fees	82,305	45,000	70,000	25,000	55.56%
License & Permits	1,269				
Agreements		32,950	32,950		
Donations	283				
Other Revenue	7,975	1,500	1,500		
Total Revenues	91,832	79,450	104,450	25,000	(31.47%)
Expenses					
Wages & Benefits	328,620	342,784	352,630	9,846	2.87%
Maintenance	67,570	68,000	93,100	25,100	36.91%
General Expense	337,325	302,010	329,344	27,334	9.05%
Utilities	14,276	13,600	14,100	500	3.68%
Service Agreement	148,110	142,964	150,277	7,313	5.12%
Other	1,709				
Transfers to Reserves	150,000	150,000	150,000		
Long-term Debt	67,343	82,717	61,981	(20,736)	(25.07%)
Total Expenses	1,114,953	1,102,075	1,151,432	49,357	4.48%
Net Difference	1,023,121	1,022,625	1,046,982	24,357	2.38%



**2023
Operating Budget
Emergency Management**

Goals & Objectives

Purpose

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

2022 In Review

In 2022, the following projects were completed or are currently in the process of completion:

- Appointment of new CEMC
- Transition out of Municipal Emergency Management Meetings related to Covid-19
- Completion of required training for staff and newly elected officials

2023 Goals and Objectives

- Continue to ensure training and support for staff and newly elected officials on role within the Emergency Response Plan
- Continue public education campaigns
- Potential upgrades to WebEOC shred platform

Summary of Significant Changes

- Removal of staff wages to be reallocated to Fire budget



**2023
Operating Budget Summary
Emergency Management**

	2022 Actuals	2022 Approved Budget	2023 Draft Budget	2023 Budget Change (\$)	2023 Budget Change (%)
Revenues					
Total Revenues					
Expenses					
Wages & Benefits		3,300		(3,300)	100.00%
Maintenance	475	3,200	3,200		
General Expense	1,058	3,500	3,500		
Service Agreement	7,689	7,500	7,500		
Transfers to Reserves	15,000	15,000	7,500	(7,500)	(50.00%)
Total Expenses	24,222	32,500	21,700	(10,800)	(33.23%)
Net Difference	24,222	32,500	21,700	(10,800)	(33.23%)



**2023
Operating Budget
Health & Safety**

Goals & Objectives

Purpose

The Health and Safety Department promotes a safe and healthy workplace for all employees and develops and implements policies and procedures that meet legislated requirements and conducts workplace inspections, investigations and reporting of accidents/incidents.

2022 In Review

In 2022, the following projects were completed or are currently in the process of completion:

- De-escalation training for select staff
- Expansion of the Working with sharps program including increased training, new sharps kits and sharps drop offs in the community with signage.

2023 Goals and Objectives

- Development of a more advanced crisis prevention program including training and equipment.
- Completion of updated workplace risk assessments.
- Working with the fire department on a Community Risk Assessment.
- Continued review and updating of Health & Safety Policies and Procedures.

Summary of Significant Changes

- 2022 has shown us a significant change in our community in which our staff are being exposed to new situations and we must give them the tools and equipment to keep them safe at all times.



**2023
Operating Budget Summary
Health & Safety**

	2022 Actuals	2022 Approved Budget	2023 Draft Budget	2023 Budget Change (\$)	2023 Budget Change (%)
Revenues					
Total Revenues					
Expenses					
Wages & Benefits	32,658	31,187	35,361	4,174	13.38%
Maintenance	1,123	5,000	5,500	500	10.00%
General Expense	723	2,792	2,042	(750)	(26.86%)
Service Agreement		8,500		(8,500)	100.00%
Total Expenses	34,504	47,479	42,903	(4,576)	(9.64%)
Net Difference	34,504	47,479	42,903	(4,576)	(9.64%)

Goals & Objectives

Purpose

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

2022 In Review

In 2022, the following projects were completed or are currently in the process of completion:

- The Board and Municipal By-Law Department developed a False Alarm By-Law to minimize calls for service related to false alarms in the Municipality of Brockton.
- The Municipality of Brockton extended the contract with the South Bruce O.P.P. until December 2023.
- The Board submitted a proposal under the Comprehensive Policing and Safety Act, 2019 which is being reviewed by the Ministry of the Solicitor General (The Brockton PSB may be amalgamated into one Detachment Board for all of South Bruce).
- The Board continued to share communications from the South Bruce O.P.P. through the Municipality of Brockton.
- The Board conducted a joint auction with the Kincardine Police Services Board to auction off unclaimed items collected by the South Bruce O.P.P.
- The Board started discussing conducting an anti-impaired driving campaign with local businesses.

2023 Goals and Objectives

- The Board is planning to initiate an anti-impaired driving campaign with local businesses.
- The Board is awaiting confirmation from the Ministry of the Solicitor General on the structure of the Brockton Police Services Board (Brockton or a South Bruce PSB).
- Depending on the structure of the Board, they may advertise for vacancies for Provincial Appointee positions.

Summary of Significant Changes

- Increase in the OPP 2023 contract of \$230,691



2023
Operating Budget Summary
O.P.P and Brockton Police Service Board

	2022 Actuals	2022 Approved Budget	2023 Draft Budget	2023 Budget Change (\$)	2023 Budget Change (%)
Revenues					
User Fees	2,283	2,500	2,500		
Grants	278,120	254,002	417,946	163,944	64.54%
Other Revenue	7,687				
Total Revenues	288,090	256,502	420,446	163,944	(63.92%)
Expenses					
Wages & Benefits	5,644	5,900		(5,900)	100.00%
General Expense	6,427	20,950	20,950		
Service Agreement	2,480,728	2,492,790	2,723,481	230,691	9.25%
Transfers to Reserves	2,000	2,000	1,000	(1,000)	(50.00%)
Total Expenses	2,494,799	2,521,640	2,745,431	223,791	8.87%
Net Difference	2,206,709	2,265,138	2,324,985	59,847	2.64%

Goals & Objectives

Purpose

Saugeen Conservation was established in 1950 as a result of increased flooding problems in and around the communities developed along the Saugeen River.

The Authority has a jurisdiction of over 4,632 sq. km (1,788 square miles). There are currently 15 member municipalities within the Authority jurisdiction.

Saugeen Conservation is one of 36 Conservation Authorities established across Ontario to look after the natural resources on a watershed scale. Conservation Ontario is the umbrella organization for all 36 Conservation Authorities across Ontario.

The watershed jurisdiction consists of the drainage basins of the Saugeen, Penetangore and Pine Rivers as well as the adjoining Lake Huron shoreline.

In delivering its programs, Saugeen Conservation has acquired over 8,498 ha (21,000 acres) of land for a variety of purposes, ranging from the protection of important river systems to the provision of picnic areas and campgrounds.

In addition to its participation in local projects, Saugeen Conservation is involved in provincial conservation concerns, as a voting member of Conservation Ontario.

2022 In Review

In 2022, the following projects were completed or are currently in the process of completion:

- Initiated the environmental assessment process and associated engineering for the cliff erosion study

2023 Goals and Objectives

- Complete the environmental process and select a desired option for cliff erosion study

Summary of Significant Changes

- Increase in estimated engineering cost for the completion of the cliff erosion study and design if applicable.



**2023
Operating Budget Summary
Conservation Authority**

	2022 Actuals	2022 Approved Budget	2023 Draft Budget	2023 Budget Change (\$)	2023 Budget Change (%)
Revenues					
Total Revenues					
Expenses					
Service Agreement	186,930	207,901	257,827	49,926	24.01%
Total Expenses	186,930	207,901	257,827	49,926	24.01%
Net Difference	186,930	207,901	257,827	49,926	24.01%



2023 Operating Budget Planning

Goals & Objectives

Purpose

Brockton's planning staff primarily oversee the administration of the zoning by-law and site plan control agreement process. This also includes consultation with the public related to inquiries for interpretation and knowledge of the zoning by-law for obtaining building permits and permitted land uses. The Bruce County Planning and Development Department provides Planning services related to Zoning By-Laws and Official Plan Amendments, Minor Variances, Consent Applications and Draft Plan Approval for Subdivisions.

2022 In Review

In 2022, the following projects were completed or are currently in the process of completion:

- Minister's Zoning Order for conversion of Industrial zoned lands to Residential Lands in the East Ridge Business Park
- Delegated Authority to staff for Site Plan Control Approval
- Consultation work on the Plan the Bruce, Bruce County Official Plan

2023 Goals and Objectives

- Conduct Local Official Plan and Zoning By-Law review for update and uniformity with Bill 23 Provincial Policy Statement and new County Official Plan.

Summary of Significant Changes

- Increase in Service Agreements to reflect continued consultant services retained for County Official Plan review as well as one time increase to retain Planning Consultant for conducting Local Official Plan review and Zoning By-Law update.



2023 Operating Budget Summary Planning

	2022 Actuals	2022 Approved Budget	2023 Draft Budget	2023 Budget Change (\$)	2023 Budget Change (%)
Revenues					
License & Permits	5,528	10,000	21,500	11,500	115.00%
Reserve Fund					
Total Revenues	5,528	10,000	21,500	11,500	(115.00%)
Expenses					
Wages & Benefits	42,894	15,176	40,524	25,348	167.03%
Maintenance	63	200	200		
General Expense	3,350	5,811	16,149	10,338	177.90%
Service Agreement	57,226	40,883	60,883	20,000	48.92%
Transfers to Reserves	25,000				
Total Expenses	128,533	62,070	117,756	55,686	89.71%
Net Difference	123,005	52,070	96,256	44,186	84.86%



2023 Operating Budget Drainage

Goals & Objectives

Purpose

The Drainage Act provides a democratic procedure for the construction, improvement and maintenance of drainage works in a manner that is binding on all future landowners. The Drainage Act allows landowners to petition for drainage infrastructure that is designed by a qualified engineer with the costs shared equitably amongst the landowners within the watershed.

2022 In Review

In 2022, the following projects were completed or are currently in the process of completion:

- Council accepted the Engineer's Report for the Zettler Municipal Drain Improvement and the Petitions for the Dales and Young Municipal Drains

2023 Goals and Objectives

- Completion of Zettler Municipal Drain Improvements
- Engineer's Reports for the Dales Municipal Drain and Young Municipal Drain
- Potential to bill landowners for the Russell Municipal Drain

Summary of Significant Changes

- Addition of estimated assessments for the Dales and Young Municipal Drains



**2023
Operating Budget Summary
Drainage**

	2022 Actuals	2022 Approved Budget	2023 Draft Budget	2023 Budget Change (\$)	2023 Budget Change (%)
Revenues					
User Fees		300,000	200,000	(100,000)	(33.33%)
Grants	158,519	10,000	10,000		
Agreements	7,982		160,000	160,000	
Total Revenues	166,501	310,000	370,000	60,000	(19.35%)
Expenses					
Wages & Benefits	32,366				
Maintenance	163,516	300,000	310,000	10,000	3.33%
General Expense	3,401	5,644	5,644		
Service Agreement	9,863	26,500	15,000	(11,500)	(43.40%)
Other	16,100	10,000	60,000	50,000	500.00%
Long-term Debt	14,561				
Total Expenses	239,807	342,144	390,644	48,500	14.18%
Net Difference	73,306	32,144	20,644	(11,500)	(35.78%)

Goals & Objectives

Purpose

Brockton Parks and Recreation Department is ever evolving to enhance recreational experiences. We strive to achieve the highest level of quality in our facilities, parks, trails and programs with the ambition to stay current and provide recreational experiences for all ages. Our objective is to always promote and operate our facilities to capacity while maintaining the highest level of quality possible to ensure our resident's enjoyment with our parks, playgrounds, and facilities, trails and sports fields.

2022 In Review

As operations, facilities use, programming and events began to return as we continued to progress out of the COVID Pandemic, staff turn over and shortages experienced by the Recreation Department throughout the year as well as unplanned repairs to aging facilities and equipment created a very challenging year for staff resulting in delays in tendering and securing contractors/suppliers for capital projects of all sizes. Most recreation budgets areas experienced revenue growth and manageable expenses. Inflation contributed to pressures on utilities, fuel, supplies, parts, equipment, building and insurance lines. Staff continue to seek every grant opportunity with the time, resources and project readiness available.

In 2022, the following projects were completed or are currently in the process of completion:

- Recreation Master Facilities and Services Plan initiated and to be completed by Jan. 31, 2023
- Market Garden Park Project design, tender and award were completed with delay in starting construction from September 2022 to now April 2023. Fund raising to date in range of \$230,000
- Arena ice dehumidifier replacement was completed in time for start if 2022/23 ice season
- Arena concession booth renovation and reopening Sept 2022 - strong revenues to date
- Emergency replacement of Hot Water tank for Centennial Park Pool washrooms/showers
- Emergency temporary repair of in floor brine leak at arena in late August
- Replacement of lighting in Arena dressing rooms to LED (grant supported)
- 25 new steel frame picnic tables for Parks
- Beautification of Chepstow, Cargill and Walkerton main streets with new water reservoir hanging baskets and planters
- Successful continuation of Skating Oval at Lobies Park
- Successful support/movement/relocation of multiple homeless encampments throughout year
- Installation of 3 Electric Vehicle Charging Stations at Elmwood, Cargill and Walkerton Community Centres in partnership with Westario and Bruce Power
- 23 new park benches ordered (grant supported) with installation planned for spring 2023
- Successful support of Volunteer Appreciation Luncheon, OFSAA Tournament, Canada Day Celebrations, Day Camps, 55+ Summer Games, Summer Street Festival, Dirt Pigs Tournament, Christmas Market
- Ongoing replacement/upgrade of parks and trails signage (grant supported)
- Started implementation of turf management plan for Bruce Power Regional Soccer Fields
- Purchase (grant supported) and implementation of Cargill Lawn Bowling Greens maintenance
- Renovation of Elmwood Community Centre pavillion kitchen and installation of audio visual IT equipment in hall
- Transition and completion of agreement with Cargill District Community Foundation
- Development and adoption of Concession Awareness Policy
- Ongoing review of draft update to Municipal Alcohol Policy
- Ongoing development of draft comprehensive Parks By-law

2023 Goals and Objectives



**2023
Operating Budget Summary
Recreation**

- Infrastructure repairs, renewal and replacement continues to be a top priority for the department.
- Aligning programming and services with results and recommendations of updated Recreation Master Plan
- Completion of current/carried over grant projects.
- Progress feasibility study, financial planning and design considerations for new recreation complex
- Continued application to new grant opportunities.
- Continued Policy and Procedure development
- Professional Development of new hires (required Certifications, Customer Service, Health & Safety)

Summary of Significant Changes

- 8.5% increase in expenses in line with 2022 actuals and inflation
- Adjustment of 2023 budgeted revenues to actuals from 2022



**2023
Operating Budget Summary
Recreation**

	2022 Actuals	2022 Approved Budget	2023 Draft Budget	2023 Budget Change (\$)	2023 Budget Change (%)
Revenues					
User Fees	489,299	613,700	599,200	(14,500)	(2.36%)
Grants	103,862	120,674	172,835	52,161	43.22%
License & Permits		7,000	2,000	(5,000)	(71.43%)
Donations	15,905	10,000	15,000	5,000	50.00%
Sales of Lands	(150)				
Other Revenue	14,135	45,500	28,200	(17,300)	(38.02%)
Reserve Fund	21,624	21,624	26,624	5,000	23.12%
Total Revenues	644,675	818,498	843,859	25,361	(3.10%)
Expenses					
Wages & Benefits	983,130	1,070,546	1,165,869	95,323	8.90%
Maintenance	308,971	253,350	285,850	32,500	12.83%
General Expense	278,280	341,931	298,963	(42,968)	(12.57%)
Utilities	185,526	174,150	203,300	29,150	16.74%
Service Agreement	144,398	226,260	270,590	44,330	19.59%
Other		500	500		
Transfers to Reserves	280,000	280,000	235,000	(45,000)	(16.07%)
Long-term Debt	131,492	143,800	141,926	(1,874)	(1.30%)
Total Expenses	2,311,797	2,490,537	2,601,998	111,461	4.48%
Net Difference	1,667,122	1,672,039	1,758,139	86,100	5.15%



**2023
Operating Budget Summary
Recreation Administration**

	2022 Actuals	2022 Approved Budget	2023 Draft Budget	2023 Budget Change (\$)	2023 Budget Change (%)
Revenues					
Grants	69,752	86,496	86,496		
Other Revenue	2,753	5,000	3,000	(2,000)	(40.00%)
Reserve Fund		21,624	21,624		
Total Revenues	72,505	113,120	111,120	(2,000)	1.77%
Expenses					
Wages & Benefits	374,395	388,121	407,520	19,399	5.00%
Maintenance	1,907	2,000	1,000	(1,000)	(50.00%)
General Expense	68,019	92,381	64,281	(28,100)	(30.42%)
Service Agreement	9,829	119,820	121,250	1,430	1.19%
Total Expenses	454,150	602,322	594,051	(8,271)	(1.37%)
Net Difference	381,645	489,202	482,931	(6,271)	(1.28%)



**2023
Operating Budget Summary
Recreation Parks**

	2022 Actuals	2022 Approved Budget	2023 Draft Budget	2023 Budget Change (\$)	2023 Budget Change (%)
Revenues					
User Fees	7,083	17,000	8,000	(9,000)	(52.94%)
Grants		5,000	11,983	6,983	139.66%
Donations	5,642				
Other Revenue	(930)	12,000	5,000	(7,000)	(58.33%)
Total Revenues	11,795	34,000	24,983	(9,017)	26.52%
Expenses					
Wages & Benefits	206,549	193,341	266,837	73,496	38.01%
Maintenance	88,150	91,000	79,500	(11,500)	(12.64%)
General Expense	78,783	73,405	73,572	167	0.23%
Utilities	8,654	8,000	26,300	18,300	228.75%
Service Agreement	24,045	34,140	25,140	(9,000)	(26.36%)
Other		500	500		
Transfers to Reserves	30,000	30,000	15,000	(15,000)	(50.00%)
Long-term Debt	2,411		14,467	14,467	100.00%
Total Expenses	438,592	430,386	501,316	70,930	16.48%
Net Difference	426,797	396,386	476,333	79,947	20.17%



**2023
Operating Budget Summary
Recreation Pool**

	2022 Actuals	2022 Approved Budget	2023 Draft Budget	2023 Budget Change (\$)	2023 Budget Change (%)
Revenues					
User Fees	39,108	47,500	47,500		
Grants		8,000	6,340	(1,660)	(20.75%)
Other Revenue	94	5,500	4,000	(1,500)	(27.27%)
Reserve Fund			5,000	5,000	
Total Revenues	39,202	61,000	62,840	1,840	(3.02%)
Expenses					
Wages & Benefits	45,267	67,246	82,511	15,265	22.70%
Maintenance	25,104	12,000	17,500	5,500	45.83%
General Expense	8,710	17,639	13,427	(4,212)	(23.88%)
Utilities	14,004	20,000	11,500	(8,500)	(42.50%)
Service Agreement	5,088				
Transfers to Reserves	15,000	15,000	7,500	(7,500)	(50.00%)
Total Expenses	113,173	131,885	132,438	553	0.42%
Net Difference	73,971	70,885	69,598	(1,287)	(1.82%)



**2023
Operating Budget Summary
Recreation Community Centre**

	2022 Actuals	2022 Approved Budget	2023 Draft Budget	2023 Budget Change (\$)	2023 Budget Change (%)
Revenues					
User Fees	260,065	277,200	286,600	9,400	3.39%
Grants	750		50,000	50,000	
License & Permits		7,000	2,000	(5,000)	(71.43%)
Donations	9,383	5,000	5,000		
Other Revenue	4,927	13,000	6,200	(6,800)	(52.31%)
Total Revenues	275,125	302,200	349,800	47,600	(15.75%)
Expenses					
Wages & Benefits	176,705	199,155	178,595	(20,560)	(10.32%)
Maintenance	145,284	113,500	129,500	16,000	14.10%
General Expense	79,717	70,150	90,370	20,220	28.82%
Utilities	107,564	136,800	111,400	(25,400)	(18.57%)
Service Agreement	25,407	36,800	82,400	45,600	123.91%
Transfers to Reserves	205,000	205,000	205,000		
Long-term Debt	32,195	34,500	31,800	(2,700)	(7.83%)
Total Expenses	771,872	795,905	829,065	33,160	4.17%
Net Difference	496,747	493,705	479,265	(14,440)	(2.92%)



**2023
Operating Budget Summary
Recreation Lobies Park**

	2022 Actuals	2022 Approved Budget	2023 Draft Budget	2023 Budget Change (\$)	2023 Budget Change (%)
Revenues					
User Fees	83,566	65,000	85,000	20,000	30.77%
Grants		3,700	2,170	(1,530)	(41.35%)
Other Revenue	3,044	4,500	4,500		
Total Revenues	86,610	73,200	91,670	18,470	(25.23%)
Expenses					
Wages & Benefits	26,190	22,903	3,743	(19,160)	(83.66%)
Maintenance	9,537	5,500	8,000	2,500	45.45%
General Expense	7,303	7,289	9,427	2,138	29.33%
Utilities	3,138	3,350	4,100	750	22.39%
Service Agreement			20,000	20,000	100.00%
Transfers to Reserves	15,000	15,000	7,500	(7,500)	(50.00%)
Total Expenses	61,168	54,042	52,770	(1,272)	(2.35%)
Net Difference	(25,442)	(19,158)	(38,900)	(19,742)	(103.05%)



**2023
Operating Budget Summary
Recreation Summer Day Camp**

	2022 Actuals	2022 Approved Budget	2023 Draft Budget	2023 Budget Change (\$)	2023 Budget Change (%)
Revenues					
User Fees	52,555	68,000	65,000	(3,000)	(4.41%)
Grants		3,000	4,340	1,340	44.67%
Total Revenues	52,555	71,000	69,340	(1,660)	2.34%
Expenses					
Wages & Benefits	28,769	56,076	69,680	13,604	24.26%
General Expense	5,227	5,440	4,840	(600)	(11.03%)
Transfers to Reserves	7,500	7,500		(7,500)	100.00%
Total Expenses	41,496	69,016	74,520	5,504	7.97%
Net Difference	(11,059)	(1,984)	5,180	7,164	(361.09%)



**2023
Operating Budget Summary
Recreation Programs**

	2022 Actuals	2022 Approved Budget	2023 Draft Budget	2023 Budget Change (\$)	2023 Budget Change (%)
Revenues					
User Fees	14,684	85,000	75,000	(10,000)	(11.76%)
Grants	7,411	14,478	11,506	(2,972)	(20.53%)
Other Revenue	2,196	5,000	5,000		
Total Revenues	24,291	104,478	91,506	(12,972)	12.42%
Expenses					
Wages & Benefits	14,265	36,300	37,119	819	2.26%
General Expense	24,932	32,918	27,746	(5,172)	(15.71%)
Service Agreement	585	10,000	5,000	(5,000)	(50.00%)
Transfers to Reserves	7,500	7,500		(7,500)	100.00%
Total Expenses	47,282	86,718	69,865	(16,853)	(19.43%)
Net Difference	22,991	(17,760)	(21,641)	(3,881)	(21.85%)



**2023
Operating Budget Summary
Brockton Soccer Fields**

	2022 Actuals	2022 Approved Budget	2023 Draft Budget	2023 Budget Change (\$)	2023 Budget Change (%)
Revenues					
User Fees	4,870	9,000	6,000	(3,000)	(33.33%)
Donations			5,000	5,000	
Total Revenues	4,870	9,000	11,000	2,000	(22.22%)
Expenses					
Wages & Benefits	3,127	14,178	3,085	(11,093)	(78.24%)
Maintenance	18,394	12,000	28,000	16,000	133.33%
General Expense	15	300	300		
Utilities	30,459	5,000	30,000	25,000	500.00%
Service Agreement	13,967	22,500	12,500	(10,000)	(44.44%)
Long-term Debt	68,722	82,200	68,701	(13,499)	(16.42%)
Total Expenses	134,684	136,178	142,586	6,408	4.71%
Net Difference	129,814	127,178	131,586	4,408	3.47%



**2023
Operating Budget Summary
Recreation Cargill DCF**

	2022 Actuals	2022 Approved Budget	2023 Draft Budget	2023 Budget Change (\$)	2023 Budget Change (%)
Revenues					
User Fees	16,773	45,000	26,100	(18,900)	(42.00%)
Donations	880	5,000	5,000		
Sales of Lands	(150)				
Other Revenue	1,925	500	500		
Total Revenues	19,428	50,500	31,600	(18,900)	37.43%
Expenses					
Wages & Benefits	80,573	93,226	116,779	23,553	25.26%
Maintenance	19,603	17,350	22,350	5,000	28.82%
General Expense	13,288	42,409	15,000	(27,409)	(64.63%)
Utilities	21,707	1,000	20,000	19,000	1,900.00%
Service Agreement	1,359	3,000	4,300	1,300	43.33%
Long-term Debt	26,958	27,100	26,958	(142)	(0.52%)
Total Expenses	163,488	184,085	205,387	21,302	11.57%
Net Difference	144,060	133,585	173,787	40,202	30.09%

Goals & Objectives

Purpose

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

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

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

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

2022 In Review

In 2022, the following projects were completed or are currently in the process of completion:

- Weekly household waste pickup throughout the year
- Continued with the EPS recycling program, e-waste, scrap metal, corrugated cardboard, and battery recycling
- Continued working with CleanFarms for the collection of bale wrap, twine, silage bags and bunker cover

2023 Goals and Objectives

- Continue weekly household waste pickup
- Continue to maintain landfill operations at or exceeding regulatory standards
- Improvement with new signage at the MTO yard recycling facility
- Continue to partner with CleanFarms for the recycling of agricultural waste materials
- Implement new security measures at the Brant landfill

Summary of Significant Changes

- Increase in service agreements to be inline with actuals



**2023
Operating Budget Summary
Waste Management**

	2022 Actuals	2022 Approved Budget	2023 Draft Budget	2023 Budget Change (\$)	2023 Budget Change (%)
Revenues					
User Fees	304,904	293,332	323,332	30,000	10.23%
Other Revenue	242,718	216,610	216,610		
Reserve Fund	15,560	5,000	5,000		
Total Revenues	563,182	514,942	544,942	30,000	(5.83%)
Expenses					
Wages & Benefits	96,745	80,311	94,946	14,635	18.22%
Maintenance	3,619	5,000	5,000		
General Expense	49,769	51,928	57,893	5,965	11.49%
Utilities	6,651	6,400	6,900	500	7.81%
Service Agreement	445,642	366,370	461,370	95,000	25.93%
Other	107,639	168,762	172,262	3,500	2.07%
Transfers to Reserves	67,515	67,515	67,515		
Long-term Debt	78,507	92,500	77,783	(14,717)	(15.91%)
Total Expenses	856,087	838,786	943,669	104,883	12.50%
Net Difference	292,905	323,844	398,727	74,883	23.12%



**2023
Operating Budget Summary
Brant and Greenock Landfills**

	2022 Actuals	2022 Approved Budget	2023 Draft Budget	2023 Budget Change (\$)	2023 Budget Change (%)
Revenues					
User Fees	184,205	190,000	210,000	20,000	10.53%
Other Revenue	76,573	71,260	71,260		
Total Revenues	260,778	261,260	281,260	20,000	(7.66%)
Expenses					
Wages & Benefits	96,745	80,311	94,946	14,635	18.22%
Maintenance	3,619	5,000	5,000		
General Expense	44,958	45,238	50,115	4,877	10.78%
Utilities	1,513	1,400	1,900	500	35.71%
Service Agreement	149,215	129,700	144,700	15,000	11.57%
Other		10,000	12,000	2,000	20.00%
Transfers to Reserves	67,515	67,515	67,515		
Total Expenses	363,565	339,164	376,176	37,012	10.91%
Net Difference	102,787	77,904	94,916	17,012	21.84%



**2023
Operating Budget Summary
Walkerton/Hanover Landfill**

	2022 Actuals	2022 Approved Budget	2023 Draft Budget	2023 Budget Change (\$)	2023 Budget Change (%)
Revenues					
User Fees	120,430	100,000	110,000	10,000	10.00%
Other Revenue	165,225	144,750	144,750		
Total Revenues	285,655	244,750	254,750	10,000	(4.09%)
Expenses					
General Expense	1,526	1,750	2,250	500	28.57%
Service Agreement	296,427	236,670	316,670	80,000	33.80%
Long-term Debt	78,507	92,500	77,783	(14,717)	(15.91%)
Total Expenses	376,460	330,920	396,703	65,783	19.88%
Net Difference	90,805	86,170	141,953	55,783	64.74%



2023
Operating Budget Summary
Recycling and Env Advisory Committee

	2022 Actuals	2022 Approved Budget	2023 Draft Budget	2023 Budget Change (\$)	2023 Budget Change (%)
Revenues					
User Fees	269	3,332	3,332		
Other Revenue	920	600	600		
Reserve Fund	15,560	5,000	5,000		
Total Revenues	16,749	8,932	8,932		
Expenses					
General Expense	3,285	4,940	5,528	588	11.90%
Utilities	5,138	5,000	5,000		
Other	107,639	158,762	160,262	1,500	0.94%
Total Expenses	116,062	168,702	170,790	2,088	1.24%
Net Difference	99,313	159,770	161,858	2,088	1.31%

Goals & Objectives

Purpose

The Public Works (PW) Department is responsible for operating, maintaining and improving the municipality's hard service infrastructure. Our infrastructure must be properly maintained in order to for the Municipality to be in a position to support existing and future residential growth and economic development opportunities. Public Safety is the Municipality's number one priority.

2022 In Review

In 2022, the following projects were completed or are currently in the process of completion:

- Completed George Street with a final lift of asphalt
- Completed Concession 10/ Queen Street in Elmwood with a final lift of asphalt
- Rehabilitation of the Concession 8 Bridge (Greenock)
- Construction on the Riversdale Bridge

2023 Goals and Objectives

- Rehabilitation of Yonge Street, between Jackson Street and Durham Street

Summary of Significant Changes

- Increase in Maintenance costs to be inline with actuals.
- Increase in fuel cost.
- Increase in Winter Maintenance to be inline with actuals due to increased supply and hauling costs for salt and sand.
- Significant increase to long-term debt to fund capital infrastructure.
- Decrease in reserve fund contribution to mitigate tax rate increases



**2023
Operating Budget Summary
Streets/Roads**

	2022 Actuals	2022 Approved Budget	2023 Draft Budget	2023 Budget Change (\$)	2023 Budget Change (%)
Revenues					
Grants	5,000				
Agreements	1,913				
Other Revenue	104,580	328,000	230,000	(98,000)	(29.88%)
Total Revenues	111,493	328,000	230,000	(98,000)	29.88%
Expenses					
Wages & Benefits	991,114	1,403,181	1,412,624	9,443	0.67%
Maintenance	1,271,073	1,102,000	1,342,000	240,000	21.78%
General Expense	436,265	383,504	453,752	70,248	18.32%
Utilities	47,846	45,400	47,900	2,500	5.51%
Service Agreement	182,932	171,200	171,200		
Transfers to Reserves	527,205	450,400	225,200	(225,200)	(50.00%)
Long-term Debt	507,041	584,486	787,626	203,140	34.76%
Total Expenses	3,963,476	4,140,171	4,440,302	300,131	7.25%
Net Difference	3,851,983	3,812,171	4,210,302	398,131	10.44%



**2023
Operating Budget Summary
Winter Control**

	2022 Actuals	2022 Approved Budget	2023 Draft Budget	2023 Budget Change (\$)	2023 Budget Change (%)
Revenues					
Total Revenues					
Expenses					
Wages & Benefits	134,198				
Winter Control	259,181	200,000	300,000	100,000	50.00%
Other		180,000	180,000		
Total Expenses	393,379	380,000	480,000	100,000	26.32%
Net Difference	393,379	380,000	480,000	100,000	26.32%



2023 Operating Budget Street Lights

Goals & Objectives

Purpose

Provides street lights to the urban areas of Brockton.

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

2022 In Review

In 2022, the following projects were completed or are currently in the process of completion:

- No street lights were upgraded in 2022

2023 Goals and Objectives

- Replace down town street lights to LED
- Install new street lights on streets in ERBP

Summary of Significant Changes

- Operating increase in Hydro expense due to inflation



**2023
Operating Budget Summary
Street Lights**

	2022 Actuals	2022 Approved Budget	2023 Draft Budget	2023 Budget Change (\$)	2023 Budget Change (%)
Revenues					
Total Revenues					
Expenses					
Maintenance	9,819	12,000	14,000	2,000	16.67%
General Expense	128,128	143,758	150,388	6,630	4.61%
Utilities	15,456	15,870	16,505	635	4.00%
Transfers to Reserves		10,000		(10,000)	100.00%
Total Expenses	153,403	181,628	180,893	(735)	(0.40%)
Net Difference	153,403	181,628	180,893	(735)	(0.40%)

2023 Capital Request



2023 Capital Budget Summary

	2022 Net Budget	2023 Revenue	2023 Expenditures	2023 Net	2023 Net Budget Change (\$)	2023 Net Budget Change (%)
General Government						
Fire-Walkerton	51,600	12,100	33,100	21,000	(30,600)	(59.3%)
Streets/Roads	30,000	4,775,886	4,775,886		(30,000)	(100.0%)
Street Lights		200,000	200,000			
Water		4,777,225	4,777,225			
Sewage Treatment Plant		670,000	670,000			
Sewage Collection System		583,315	583,315			
Cemetery		45,000	80,000	35,000	35,000	100.0%
Recreation Parks		857,071	857,071			
Recreation Community Centre	43,000	75,000	90,000	15,000	(28,000)	(65.1%)
Recreation Lobies Park		15,000	15,000			
Brockton Soccer Fields		880,000	880,000			
EDC		18,000	18,000			
Total	124,600	12,908,597	12,979,597	71,000	(53,600)	(43.0%)

Capital Analysis For period ending

Account/Description	2023 YTD Actuals	2023 Approved Budget	% of Annual Budget Remaining	2023 Budget vs Actual Variance
Fire-Walkerton				
Expenses:				
02-3120-1608 CAPITAL - TURNOUT GEAR	25,674	-	- %	(25,674)
02-3120-1613 RADIO/PAGERS	3,823	-	- %	(3,823)
02-3120-1720 TRANSFER TO RESERVE FUND	12,100	-	- %	(12,100)
02-3120-2200 PPE	2,868	-	- %	(2,868)
02-3120-2201 BUILDING UPGRADES	-	6,100	100%	6,100
02-3120-2202 PORTABLE PUMPS	-	6,000	100%	6,000
02-3120-2203 WALKERTON PUMPER TRUCK	393,957	-	- %	(393,957)
02-3120-2300 TURNOUT GEAR	-	12,000	100%	12,000
02-3120-2301 RADIO AND PAGER REPLACEMENT	-	9,000	100%	9,000
	438,422	33,100	(92%)	(405,322)

ORGANIZATION

Capital Projects

Project	3120-2201 BUILDING UPGRADES		
Department			
Version	2.Finance Review	Year	2023

Description

Project Description

Capital project included and approved in the 2022 budget for ventilation requirements for the air compressor and replacement window

Justification of Project Need

Carry forward from 2022 - delay in receiving goods and installation due to Covid

Budget

	Total	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures						
Project Expenditures		6,100	6,100			
Expenditures Total		6,100	6,100			
Funding						
Reserve Funds		6,100	6,100			
Funding Total		6,100	6,100			

Attributes

Attribute	Value	Comment
Project Management		
Location		
Manager	Director of Fire and Emergency Services	
Funding & Administration		
Funding Source	Reserve Fund	
Reserve Fund	Equipment - Walkerton Fire	
Grant (If Appl.)		
Tender # (If Appl.)		
By-law # (If Appl.)		

ORGANIZATION

Capital Projects

Project	3120-2202 PORTABLE PUMPS		
Department			
Version	2.Finance Review	Year	2023

Description

Project Description

Replacement of two portable pumps that can no longer be maintained as we are not able to get parts. There is also a health and safety issue.

Justification of Project Need

Carry forward from 2022 - delayed due to Covid shortages

Budget

	Total	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures						
Project Expenditures	6,000		6,000			
Expenditures Total	6,000		6,000			
Funding						
Reserve Funds	6,000		6,000			
Funding Total	6,000		6,000			

Attributes

Attribute	Value	Comment
Project Management		
Location		
Manager	Director of Fire and Emergency Services	
Funding & Administration		
Funding Source	Reserve Fund	
Reserve Fund	Equipment - Walkerton Fire	
Grant (If Appl.)		
Tender # (If Appl.)		
By-law # (If Appl.)		

ORGANIZATION

Capital Projects

Project	3120-2300 TURNOUT GEAR		
Department			
Version	2.Finance Review	Year	2023

Description

Project Description

Each year 3-4 sets of Bunker gear are purchased on a continual rotation so that the gear can be kept up to date with the requirements for NFPA standard 1851.

Justification of Project Need

NFPA 1851-Structural fire fighting ensembles and ensemble elements shall be retired in accordance with 10.2.1 or 10.2.2, no more than 10 years from the date the ensembles or ensemble elements were manufactured

10.2.1 and 10.2.2 are Disposition of Retired Elements

Budget

	Total 2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
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Expenditures

Project Expenditures	12,000	12,000			
Expenditures Total	12,000	12,000			

Attributes

Attribute	Value	Comment
Project Management		
Location	Walkerton	
Manager	Director of Fire and Emergency Services	
Funding & Administration		
Funding Source	Tax Rate Funded	
Reserve Fund		
Grant (If Appl.)		
Tender # (If Appl.)		
By-law # (If Appl.)		

ORGANIZATION

Capital Projects

Project	3120-2301 RADIO AND PAGER REPLACEMENT		
Department			
Version	2.Finance Review	Year	2023

Description

Project Description

Each year a dollar value is set aside to replace aging radio equipment.

Justification of Project Need

Several of our radios are no longer produced and as such we must replace them before they are no longer able to be serviced. This project will also allow us to maintain battery supplies for our older hand held radios. batteries on our older radios

Budget

	Total	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures						
Project Expenditures		9,000	9,000			
Expenditures Total		9,000	9,000			

Attributes

Attribute	Value	Comment
Project Management		
Location	Walkerton	
Manager	Director of Fire and Emergency Services	
Funding & Administration		
Funding Source	Tax Rate Funded	
Reserve Fund		
Grant (If Appl.)		
Tender # (If Appl.)		
By-law # (If Appl.)		

Capital Analysis For period ending

Account/Description	2023 YTD Actuals	2023 Approved Budget	% of Annual Budget Remaining	2023 Budget vs Actual Variance
Streets/Roads				
Expenses:				
02-3130-1612 YONGE ST (DURHAM - JACKSON)	79,496	2,321,486	2,820%	2,241,990
02-3130-1650 MCGIVERN RECONSTRUCTION	1,376	-	- %	(1,376)
02-3130-1652 BRIDGES & CULVERTS - RIVERSDALE	2,641,992	-	- %	(2,641,992)
02-3130-1665 SIDEWALK - DOWNTOWN CORNER	165	-	- %	(165)
02-3130-1666 SIDEWALK - CEMETERY RD	-	-	- %	-
02-3130-1680 CONSTRUCTION - MISC	47,101	-	- %	(47,101)
02-3130-1720 TRANSFER TO RESERVE FUND	662,990	-	- %	(662,990)
02-3130-2000 CONCESSION 14 (CTY RD 19 - SDR 20)	29,203	-	- %	(29,203)
02-3130-2001 BRIDGE - CHEPSTOW BRIDGE REPLACEMENT	13,992	-	- %	(13,992)
02-3130-2003 BRIDGE - DS WEIS BRIDGE	95,448	25,000	(74%)	(70,448)
02-3130-2007 CONCESSION 10 BRANT/QUEEN ST	118,298	-	- %	(118,298)
02-3130-2101 GEORGE ST - REHIBILIATION	27,455	-	- %	(27,455)
02-3130-2102 TANDEM PLOW	-	660,000	100%	660,000
02-3130-2104 SIDEWALK - NAPIER	-	40,000	100%	40,000
02-3130-2106 CONCESSION 8 GREENOCK BRIDGE	606,414	-	- %	(606,414)
02-3130-2300 Structure 0018 Replacement on Concession 6	-	330,000	100%	330,000
02-3130-2301 SWEEPER	-	450,000	100%	450,000
02-3130-2302 MAPLE HILL BRIDGE	-	764,400	100%	764,400
02-3130-2303 TRANER BRIDGE - DECK REHABILITATION	-	110,000	100%	110,000
02-3130-2304 ONE TON PICK-UP TRUCK	-	75,000	100%	75,000
	4,323,930	4,775,886	10%	451,956

ORGANIZATION

Capital Projects

Project	3130-1612 YONGE ST (DURHAM - JACKSON)		
Department			
Version	2.Finance Review	Year	2023

Description

Project Description

Complete rehabilitation of Yonge St from Durham to Jackson. Rehabilitation of Water and Wastewater systems, Storm and Sanitary Sewer. New road bed, grade and asphalt to be included.

Justification of Project Need

Complete reconstruction of road and underground services required as the assets are nearing the end of their useful lifespan

Budget

Total 2023 Budget 2024 Budget 2025 Budget 2026 Budget 2027 Budget

Expenditures

Project Expenditures	2,321,486	2,321,486
Expenditures Total	2,321,486	2,321,486

Funding

Federal Grants	1,063,103	1,063,103
Long-Term Debt	1,258,383	1,258,383
Funding Total	2,321,486	2,321,486

Attributes

Attribute	Value	Comment
Project Management		
Location	Walkerton	
Manager	Roads Supervisor	
Funding & Administration		
Funding Source	Grant - Federal	
Reserve Fund		
Grant (If Appl.)	Federal Gas Tax	
Tender # (If Appl.)		
By-law # (If Appl.)		

ORGANIZATION

Capital Projects

Project	3130-2102 TANDEM PLOW		
Department			
Version	2.Finance Review	Year	2023

Description

Project Description

Purchase of two new tandem plow trucks

Justification of Project Need

Requirement as part of our ongoing fleet management and succession planning for support and replacement of operations assets

Budget

	Total 2023 Budget	Budget 2024	Budget 2025	Budget 2026	Budget 2027
Expenditures					
Project Expenditures	660,000	660,000			
Expenditures Total	660,000	660,000			

Attributes

Attribute	Value	Comment
Project Management		
Location	Walkerton	
Manager	Roads Supervisor	
Funding & Administration		
Funding Source	Reserve Fund	
Reserve Fund	Equipment - Brockton Roads	
Grant (If Appl.)		
Tender # (If Appl.)		
By-law # (If Appl.)		

ORGANIZATION

Capital Projects

Project	3130-2104 SIDEWALK - NAPIER		
Department			
Version	2.Finance Review	Year	2023

Description

Project Description

Construction of new sidewalk on Napier

Justification of Project Need

Replacement of existing sidewalk on Napier street. Existing sidewalk is nearing the end of its useful life.

Budget

	Total 2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
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Expenditures

Project Expenditures	40,000	40,000			
Expenditures Total	40,000	40,000			

Attributes

Attribute	Value	Comment
Project Management		
Location	Walkerton	
Manager	Roads Supervisor	
Funding & Administration		
Funding Source	Reserve Fund	Carry Over from 2022 - Tax rate funded, transfer to RF at year-end
Reserve Fund	Equipment - Brockton Roads	
Grant (If Appl.)		
Tender # (If Appl.)		
By-law # (If Appl.)		

ORGANIZATION

Capital Projects

Project	3130-2300 Structure 0018 Replacement on Concession 6		
Department			
Version	2.Finance Review	Year	2023

Description

Project Description

Replace Structure 0018 on Concession 6

Justification of Project Need

The culvert barrel has significant corrosion along the bottom edge, and the concrete footing and streambed slab are severely scaled or delaminated. The gabion basket is bulging and corroding, and the block retaining walls are not up to standard. Considering the poor condition of the structure, a replacement structure is recommended.

Budget

	Total	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures						
Project Expenditures		330,000	330,000			
Expenditures Total		330,000	330,000			
Funding						
Provincial Grants		330,000	330,000			
Funding Total		330,000	330,000			

Attributes

Attribute	Value	Comment
Project Management		
Location		
Manager	Roads Supervisor	
Funding & Administration		
Funding Source	Grant - Provincial	OCIF
Reserve Fund		
Grant (If Appl.)	OCIF	
Tender # (If Appl.)		
By-law # (If Appl.)		

ORGANIZATION

Capital Projects

Project	3130-2301 SWEEPER		
Department			
Version	2.Finance Review	Year	2023

Description

Project Description

New Sweeper \$450,000

Justification of Project Need

Current unit is almost 23 years old and becoming very costly to maintain. New unit required to continue to street sweep. New unit will result in lower machine yearly maintenance costs.

Budget

	Total	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures						
Project Expenditures	450,000	450,000				
Expenditures Total	450,000	450,000				
Funding						
Reserve Funds	450,000	450,000				
Funding Total	450,000	450,000				

Attributes

Attribute	Value	Comment
Project Management		
Location	Walkerton	
Manager	Roads Supervisor	
Funding & Administration		
Funding Source	Multi-Source Funding	
Reserve Fund	Equipment - Brockton Roads	
Grant (If Appl.)		
Tender # (If Appl.)		
By-law # (If Appl.)		

ORGANIZATION

Capital Projects

Project	3130-2302 MAPLE HILL BRIDGE		
Department			
Version	2.Finance Review	Year	2023

Description

Project Description

The deck top is in fair to poor condition with significant signs of deck patching. A deck chaining survey completed in 2022 has determined that an additional 4 0% of the deck area requires patching. It is recommended that the deck top be patched, Waterproofed and paved to avoid a major deck replacement in the near future.

Justification of Project Need

Deck patching is required as part of ongoing infrastructure maintenance to continue to provide a high level of infrastructure quality while avoiding a complete replacement cost, adding years to the life cycle of this asset

Budget

	Total 2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures					
Project Expenditures	764,400	764,400			
Expenditures Total	764,400	764,400			
Funding					
Federal Grants	362,000	362,000			
Funding Total	362,000	362,000			

Attributes

Attribute	Value	Comment
Project Management		
Location	Brant	
Manager	Roads Supervisor	
Funding & Administration		
Funding Source	Grant - Federal	
Reserve Fund		
Grant (If Appl.)	Gas Tax Funding	
Tender # (If Appl.)		
By-law # (If Appl.)		

ORGANIZATION

Capital Projects

Project	3130-2303 TRANER BRIDGE - DECK REHABILITATION		
Department			
Version	2.Finance Review	Year	2023

Description

Project Description

Areas with poor concrete quality and delaminations to be chipped (bad concrete removed) and patched.

Justification of Project Need

There are delaminations over approximately 5% of the bridge deck top (22.0m²). Although this amount of deterioration is significantly lower than Maple Hill Bridge, this amount of deterioration is still considered significant and requires work to extend the life of the asset.

Budget

	Total	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures						
Project Expenditures		110,000	110,000			
Expenditures Total		110,000	110,000			
Funding						
Provincial Grants		110,000	110,000			
Funding Total		110,000	110,000			

Attributes

Attribute	Value	Comment
Project Management		
Location	Brant	
Manager	Roads Supervisor	
Funding & Administration		
Funding Source		
Reserve Fund		
Grant (If Appl.)		
Tender # (If Appl.)		
By-law # (If Appl.)		

ORGANIZATION

Capital Projects

Project	3130-2304 ONE TON PICK-UP TRUCK		
Department			
Version	2.Finance Review	Year	2023

Description

Project Description

Purchase of new one ton pick-up.

Justification of Project Need

The Brant shop is in need of a new one ton truck to replace an older unit (no longer in service). One ton trucks are used on a daily basis to maintain our road infrastructure.

Budget

	Total	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures						
Project Expenditures		75,000		75,000		
Expenditures Total		75,000		75,000		
Funding						
Other		75,000		75,000		
Funding Total		75,000		75,000		

Attributes

Attribute	Value	Comment
Project Management		
Location	Walkerton	
Manager	Roads Supervisor	
Funding & Administration		
Funding Source	Reserve Fund	
Reserve Fund	Equipment - Brockton Roads	Transfer surplus funds at year-end 2022
Grant (If Appl.)		
Tender # (If Appl.)		
By-law # (If Appl.)		

Capital Analysis For period ending

Account/Description	2023 YTD Actuals	2023 Approved Budget	% of Annual Budget Remaining	2023 Budget vs Actual Variance
Street Lights				
Expenses:				
02-3134-2300 STREETLIGHT POLE REPLACEMENT - 8 UNITS	-	28,000	100%	28,000
02-3134-2301 50 LED REPLACEMENT	-	100,000	100%	100,000
	-	128,000	100%	128,000

ORGANIZATION

Capital Projects

Project	3134-2300 STREETLIGHT POLE REPLACEMENT - 8 UNITS		
Department			
Version	2.Finance Review	Year	2023

Description

Project Description

There are eight light poles that are in rough condition along Main Street that need to be replaced.

Justification of Project Need

Budget

	Total 2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures					
Project Expenditures	50,000	50,000			
Expenditures Total	50,000	50,000			
Funding					
Reserve Funds	50,000	50,000			
Funding Total	50,000	50,000			

Attributes

Attribute	Value	Comment
Project Management		
Location	Walkerton	
Manager	Roads Supervisor	
Funding & Administration		
Funding Source	Tax Rate Funded	
Reserve Fund		
Grant (If Appl.)		
Tender # (If Appl.)		
By-law # (If Appl.)		

ORGANIZATION

Capital Projects

Project	3134-2301 50 LED REPLACEMENT		
Department			
Version	2.Finance Review	Year	2023

Description

Project Description

Upgrade 50 coach lanterns LED units

Justification of Project Need

The new coach lanterns are required as the current fixtures will not allow for the LED conversion

Budget

	Total 2023 Budget	Budget 2024	Budget 2025	Budget 2026	Budget 2027
Expenditures					
Project Expenditures	150,000	150,000			
Expenditures Total	150,000	150,000			
Funding					
Reserve Funds	105,000	105,000			
Provincial Grants	45,000	45,000			
Funding Total	150,000	150,000			

Attributes

Attribute	Value	Comment
Project Management		
Location	Walkerton	
Manager	Roads Supervisor	
Funding & Administration		
Funding Source	Tax Rate Funded	
Reserve Fund		
Grant (If Appl.)	RED Grant - Minor Capital Improvements	
Tender # (If Appl.)		
By-law # (If Appl.)		

Capital Analysis For period ending

Account/Description	2023 YTD Actuals	2023 Approved Budget	% of Annual Budget Remaining	2023 Budget vs Actual Variance
Cemetery				
Expenses:				
02-3150-1600 PURCHASES - CAPITAL-MOWER	17,155	-	- %	(17,155)
02-3150-2300 NEW COLUMBARIUM	-	60,000	100%	60,000
02-3150-2301 COLUMBARIUM FOUNDATION	-	20,000	100%	20,000
	17,155	80,000	366%	62,845

ORGANIZATION

Capital Projects

Project	3150-2300 NEW COLUMBARIUM		
Department			
Version	2.Finance Review	Year	2023

Description

Project Description

96-unit columbarium and well as additional work needed for the cement and landscaping

Justification of Project Need

Currently only two units available in the existing columbarium, it will take nearly six months before we are able to have a new unit available.

Budget

	Total	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures						
Project Expenditures		60,000	60,000			
Expenditures Total		60,000	60,000			
Funding						
Reserve Funds		45,000	45,000			
Funding Total		45,000	45,000			

Attributes

Attribute	Value	Comment
Project Management		
Location	Walkerton	
Manager	CFO	
Funding & Administration		
Funding Source	Multi-Source Funding	
Reserve Fund	Equipment - Walkerton Cemetery	
Grant (If Appl.)		
Tender # (If Appl.)		
By-law # (If Appl.)		

ORGANIZATION

Capital Projects

Project	3150-2301 COLUMBARIUM FOUNDATION		
Department			
Version	2.Finance Review	Year	2023

Description

Project Description

The cement foundation for the new columbarium

Justification of Project Need

Budget

	Total 2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
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Expenditures

Project Expenditures	20,000	20,000			
Expenditures Total	20,000	20,000			

Attributes

Attribute	Value	Comment
Project Management		
Location	Walkerton	
Manager	CFO	
Funding & Administration		
Funding Source	Tax Rate Funded	
Reserve Fund		
Grant (If Appl.)		
Tender # (If Appl.)		
By-law # (If Appl.)		

Capital Analysis For period ending

Account/Description	2023 YTD Actuals	2023 Approved Budget	% of Annual Budget Remaining	2023 Budget vs Actual Variance
Recreation Parks				
Expenses:				
02-3161-1603 DIAMOND FENCING #3	-	25,000	100%	25,000
02-3161-2002 MOWER REPLACEMENT	-	10,000	100%	10,000
02-3161-2100 TENNIS COURT RESTORATION	-	214,000	100%	214,000
02-3161-2101 MARKET GARDEN	48,488	450,000	828%	401,512
02-3161-2200 OPTIMIST PARK PHASE II	-	114,271	100%	114,271
02-3161-2202 PARK & TRAIL BENCHES	48,683	-	- %	(48,683)
02-3161-2203 RECYCLING SOLUTION	11,641	-	- %	(11,641)
02-3161-2300 OPTIMIST PARK ACCESSIBLTY PLAYGROUND SLID	-	15,000	100%	15,000
02-3161-2301 Trail and Foot Bridge Improvements	-	-	- %	-
02-3161-2302 WALKERTON LAWN BOWLING CLUB GREENS EQU	-	17,300	100%	17,300
02-3161-2303 CARGILL LAWN BOWLING GREEN EQUIPMENT	-	11,500	100%	11,500
	108,812	857,071	688%	748,259

ORGANIZATION

Capital Projects

Project	3161-1603 DIAMOND FENCING #3		
Department			
Version	2.Finance Review	Year	2023

Description

Project Description

Replace existing deteriorating back stop with new posts and fencing. Remove existing portable fencing on third base line and replace with new permanent fencing with top safety barrier.

Justification of Project Need

The back stop on WCC Ball Diamond #3 is beyond repair. The chain-link fence has rusted as well as there are bent support bars. The chain-link fence along the third base line is an older portable fence that can be re-purposed for temporary fencing for special events. Ideally fencing for ball diamonds should be cemented in place so it is un able to move. Completing this project is the final part of fencing replacement for the WCC Ball Diamondcomplex.

Budget

	Total	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures						
Project Expenditures		25,000	25,000			
Expenditures Total		25,000	25,000			
Funding						
Reserve Funds		25,000	25,000			
Funding Total		25,000	25,000			

Attributes

Attribute	Value	Comment
Project Management		
Location		
Manager	Director of Community Services	
Funding & Administration		
Funding Source	Reserve Fund	
Reserve Fund	Equipment - Recreation	
Grant (If Appl.)		
Tender # (If Appl.)		
By-law # (If Appl.)		

ORGANIZATION

Capital Projects

Project	3161-2002 MOWER REPLACEMENT		
Department			
Version	2.Finance Review	Year	2023

Description

Project Description

Replace 2018 Cub Cadet Z900 72 inch mower with 970 hours with new stand-on lawn mower. Ideally mowers are replaced every 5 years.

Justification of Project Need

The Cub Cadet Z900 is nearing end of its life expectancy. We have been faced with significant downtime and costly repairs to this unit, with the trade in value beginning to drop it is the best time financially to replace.

Budget

	Total	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures						
Project Expenditures		10,000	10,000			
Expenditures Total		10,000	10,000			
Funding						
Reserve Funds		10,000	10,000			
Funding Total		10,000	10,000			

Attributes

Attribute	Value	Comment
Project Management		
Location		
Manager	Director of Community Services	
Funding & Administration		
Funding Source	Reserve Fund	
Reserve Fund	Equipment - Recreation	
Grant (If Appl.)		
Tender # (If Appl.)		
By-law # (If Appl.)		

ORGANIZATION

Capital Projects

Project	3161-2100 TENNIS COURT RESTORATION		
Department			
Version	2.Finance Review	Year	2023

Description

Project Description

Carried forward from 2022. Replacement of court surfacing, lines, netting, lighting to LED. Conversion of 1 of 3 tennis courts to two pickleball courts.

Justification of Project Need

End of life of current court surface. Significant cracking - weeds penetrating surface. Court discolourization and fading lines. Ponding of water. User Safety. User demand for inclusion of Pickleball courts

Budget

	Total 2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures					
Project Expenditures	214,000	214,000			
Expenditures Total	214,000	214,000			
Funding					
Provincial Grants	214,000	214,000			
Funding Total	214,000	214,000			

Attributes

Attribute	Value	Comment
Project Management		
Location	Walkerton	
Manager	Director of Community Services	
Funding & Administration		
Funding Source	Grant - Provincial	
Reserve Fund		
Grant (If Appl.)		
Tender # (If Appl.)		
By-law # (If Appl.)		

ORGANIZATION

Capital Projects

Project	3161-2101 MARKET GARDEN		
Department			
Version	2.Finance Review	Year	2023

Description

Project Description

Carried forward from 2022. Design and Construction of a community meeting/park space at 312 Durham Street (former Wong Family property)- downtown Walkerton.

CCRF grant \$55,281
MMS grant \$54,000
Bruce Power \$53,000
Community donations \$67,719 to date
Council - financing \$118,000
Council authorized up to \$345,000 in expenditures thus far.

Justification of Project Need

Part of Community Improvement Plan/downtown beautification, Covid recovery, economic development.

Budget

	Total	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures						
Project Expenditures		450,000	450,000			
Expenditures Total		450,000	450,000			
Funding						
Reserve Funds		102,000	102,000			
Provincial Grants		162,281	162,281			
Long-Term Debt		118,000	118,000			
Other		67,719	67,719			
Funding Total		450,000	450,000			

Attributes

Attribute	Value	Comment
Project Management		
Location		
Manager		
Funding & Administration		
Funding Source	Multi-Source Funding	
Reserve Fund		
Grant (If Appl.)		
Tender # (If Appl.)		
By-law # (If Appl.)		

ORGANIZATION

Capital Projects

Project	3161-2200 OPTIMIST PARK PHASE II		
Department			
Version	2.Finance Review	Year	2023

Description

Project Description

Install accessible swing set and We-Go-Round wheelchair spin equipment.

EAF grant anticipated \$91,271

Brockton contribution \$23,000 (from project reserve)

Justification of Project Need

Partnership with Walkerton & District Optimist Club. Complete the vision from 2019 Phase I work. Brockton's only fully accessible playground location. \$50,000 currently leftover from Phase I fund raising.

Budget

	Total	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures						
Project Expenditures		114,271	114,271			
Expenditures Total		114,271	114,271			
Funding						
Provincial Grants		91,271	91,271			
Other		23,000	23,000			
Funding Total		114,271	114,271			

Attributes

Attribute	Value	Comment
Project Management		
Location		
Manager	Director of Community Services	
Funding & Administration		
Funding Source	Multi-Source Funding	
Reserve Fund		
Grant (If Appl.)		
Tender # (If Appl.)		
By-law # (If Appl.)		

ORGANIZATION

Capital Projects

Project	3161-2300 OPTIMIST PARK ACCESSIBILTY PLAYGROUND SLIDE		
Department			
Version	2.Finance Review	Year	2023

Description

Project Description

Carried forward from 2022. Install modified slide to existing playground unit.

Justification of Project Need

Council approved solution from staff reports in 2022 regarding required safety zone at end of 4 ft. high slide. Parts arrive Dec 2022, installation

Budget

	Total	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures						
Project Expenditures		15,000	15,000			
Expenditures Total		15,000	15,000			
Funding						
Reserve Funds		15,000	15,000			
Funding Total		15,000	15,000			

Attributes

Attribute	Value	Comment
Project Management		
Location	Walkerton	
Manager	Director of Community Services	
Funding & Administration		
Funding Source	Donation	
Reserve Fund		
Grant (If Appl.)		
Tender # (If Appl.)		
By-law # (If Appl.)		

ORGANIZATION

Capital Projects

Project	3161-2302 WALKERTON LAWN BOWLING CLUB GREENS EQUIPMENT & STORAGE		
Department			
Version	2.Finance Review	Year	2023

Description

Project Description

Replacement of deteriorated storage/garden shed with new 16x22 shed, purchase of new lawn tractor John Deer 130, new storage shelving and a hydraulic lift table. Grant to cover 100% of costs.

Justification of Project Need

End of life cycle for storage shed and lawn tractor. Aged volunteers need support from Parks and Recreation Department from time to time with procurement of capital renewal and improvements. Lift will assist persons with physical limitations to make easier the maintenance of greens equipment. Maintenance costs covered by club membership fees.

Budget

	Total	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures						
Project Expenditures		17,300	17,300			
Expenditures Total		17,300	17,300			
Funding						
Federal Grants		17,300	17,300			
Funding Total		17,300	17,300			

Attributes

Attribute	Value	Comment
Project Management		
Location	Walkerton	
Manager	Director of Community Services	
Funding & Administration		
Funding Source	Grant - Federal	
Reserve Fund		
Grant (If Appl.)	NHSP	
Tender # (If Appl.)		
By-law # (If Appl.)		

ORGANIZATION

Capital Projects

Project	3161-2303 CARGILL LAWN BOWLING GREEN EQUIPMENT		
Department			
Version	2.Finance Review	Year	2023

Description

Project Description

Carried over in part from 2022. One of six equipment items still back ordered (shortage of Honda engines) since May 2022. 2022 grant of \$24,020 received.

Justification of Project Need

Speciality greens mower equipment. Club compensates Brockton \$2,600 a year for staff and equipment time maintenance of the greens at Cargill Community Centre. Volunteer maintenance person retired during Covid.

Budget

	Total	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures						
Project Expenditures		11,500	11,500			
Expenditures Total		11,500	11,500			
Funding						
Federal Grants		11,500	11,500			
Funding Total		11,500	11,500			

Attributes

Attribute	Value	Comment
Project Management		
Location	Walkerton	
Manager	Director of Community Services	
Funding & Administration		
Funding Source	Grant - Federal	
Reserve Fund		
Grant (If Appl.)	NHSP	
Tender # (If Appl.)		
By-law # (If Appl.)		

Capital Analysis For period ending

Account/Description	2023 YTD Actuals	2023 Approved Budget	% of Annual Budget Remaining	2023 Budget vs Actual Variance
Recreation Community Centre				
Expenses:				
02-3163-2000 ELECTRICAL REPAIR/INSPECTION	-	-	- %	-
02-3163-2200 DEHUMIDIFER REPLACEMENT	44,282	-	- %	(44,282)
02-3163-2201 EV Charging Station	-	15,000	100%	15,000
02-3163-2300 WALKERTON ARENA REFRIGERATION SYSTEM REF	-	75,000	100%	75,000
02-3163-2301 LIGHTING REPLACEMENT - WALKERTON ARENA IC	-	-	- %	-
	44,282	90,000	103%	45,718

ORGANIZATION

Capital Projects

Project	3163-2201 EV Charging Station		
Department			
Version	2.Finance Review	Year	2023

Description

Project Description

EV Charging station as approved in 2022 , final charging station out five units within Brockton

Justification of Project Need

Budget

	Total 2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures					
Project Expenditures	15,000	15,000			
Expenditures Total	15,000	15,000			

Attributes

Attribute	Value	Comment
Project Management		
Location	Walkerton	
Manager	Director of Community Services	
Funding & Administration		
Funding Source	Tax Rate Funded	
Reserve Fund		
Grant (If Appl.)		
Tender # (If Appl.)		
By-law # (If Appl.)		

ORGANIZATION

Capital Projects

Project	3163-2300 WALKERTON ARENA REFRIGERATION SYSTEM REPAIRS		
Department			
Version	2.Finance Review	Year	2023

Description

Project Description

Replace header pipe, repair brine pipe split in floor of ice surface and replacement of safety valves in ice plant room. Will required ending spring ice earlier than normal (April 30th vs. May 19th.)

Header pipe replacement \$50,000
 Brine line repair in floor \$15,000
 Safety Valves replacement \$10,000

Justification of Project Need

Brine leak discovered and temporarily fixed in October for balance of 2022/23 season. Assessment completed by Black & MacDonald.
 TSSA requirement.

Budget

	Total	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures						
Project Expenditures		75,000	75,000			
Expenditures Total		75,000	75,000			
Funding						
Reserve Funds		75,000	75,000			
Funding Total		75,000	75,000			

Attributes

Attribute	Value	Comment
Project Management		
Location	Walkerton	
Manager	Director of Community Services	
Funding & Administration		
Funding Source	Reserve Fund	
Reserve Fund		
Grant (If Appl.)		
Tender # (If Appl.)		
By-law # (If Appl.)		

Capital Analysis For period ending

Account/Description	2023 YTD Actuals	2023 Approved Budget	% of Annual Budget Remaining	2023 Budget vs Actual Variance
Recreation Lobies Park				
Expenses:				
02-3164-2200 25 PICNIC TABLES	10,106	15,000	48%	4,894
	10,106	15,000	48%	4,894

ORGANIZATION

Capital Projects

Project	3164-2200 25 PICNIC TABLES		
Department			
Version	2.Finance Review	Year	2023

Description

Project Description

Purchase steel frames and lumber to build (internal parks Staff) 25 additional new picnic tables for Lobies Park Campground.

Justification of Project Need

This purchase/build will replace the last of the deteriorated wooden tables scrapped in 2022. These new tables will be safer, are more accessible, easier to maintain and allow for placement of more tables in other parks throughout Walkerton.

Budget

	Total	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures						
Project Expenditures		15,000	15,000			
Expenditures Total		15,000	15,000			
Funding						
Reserve Funds		15,000	15,000			
Funding Total		15,000	15,000			

Attributes

Attribute	Value	Comment
Project Management		
Location		
Manager	Director of Community Services	
Funding & Administration		
Funding Source	Reserve Fund	
Reserve Fund	Equipment - Recreation	
Grant (If Appl.)		
Tender # (If Appl.)		
By-law # (If Appl.)		

Capital Analysis For period ending

Account/Description	2023 YTD Actuals	2023 Approved Budget	% of Annual Budget Remaining	2023 Budget vs Actual Variance
Brockton Soccer Fields				
Expenses:				
02-3167-1600 PURCHASES - CAPITAL	129	-	- %	(129)
02-3167-2100 SOCCER CHANGE ROOM/CONESSCION BOOTH	534	880,000	164,694%	879,466
	663	880,000	132,630%	879,337

ORGANIZATION

Capital Projects

Project	3167-2100 SOCCER CHANGE ROOM/CONESSCION BOOTH		
Department			
Version	2.Finance Review	Year	2023

Description

Project Description

Carried forward from 2022. Design and Construction of new approx. 1500 sq ft building to service users of the Bruce Power Regional Soccer Park.

Justification of Project Need

Part of overall facility vision and development plan. Support increased growth of local FC Club and tournaments. No permanent washroom/change room facilities on site.

Budget

	Total 2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures					
Project Expenditures	880,000	880,000			
Expenditures Total	880,000	880,000			
Funding					
Provincial Grants	640,000	640,000			
Long-Term Debt	240,000	240,000			
Funding Total	880,000	880,000			

Attributes

Attribute	Value	Comment
Project Management		
Location		
Manager	Director of Community Services	
Funding & Administration		
Funding Source	Multi-Source Funding	
Reserve Fund		
Grant (If Appl.)	ICIP	
Tender # (If Appl.)		
By-law # (If Appl.)		

Capital Analysis For period ending

Account/Description	2023 YTD Actuals	2023 Approved Budget	% of Annual Budget Remaining	2023 Budget vs Actual Variance
EDC				
Expenses:				
02-3185-1601 ENTRANCE SIGN - LED	-	-	- %	-
02-3185-1620 ERBP - PHASE 1 & 2	4,993,536	-	- %	(4,993,536)
02-3185-1621 PURCHASE OF LAND - KLEIST	1,117,999	-	- %	(1,117,999)
02-3185-2300 ERBP Street Lights	-	18,000	100%	18,000
02-3185-2301 ERBP - Phase 3	-	-	- %	-
02-3185-2302 BUSINESS PARK ENTRANCE SIGN - PHASE II	-	-	- %	-
	6,111,535	18,000	(100%)	(6,093,535)

ORGANIZATION

Capital Projects

Project	3185-2300 ERBP Street Lights		
Department			
Version	2.Finance Review	Year	2023

Description

Project Description

Installation of street lights on roads constructed in 2022 , Creighton Road and remaining portion of Eastridge road

Justification of Project Need

Budget

	Total	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures						
Project Expenditures		18,000	18,000			
Expenditures Total		18,000	18,000			
Funding						
Reserve Funds		18,000	18,000			
Funding Total		18,000	18,000			

Attributes

Attribute	Value	Comment
Project Management		
Location	Walkerton	
Manager	Director of Operations	
Funding & Administration		
Funding Source	Tax Rate Funded	
Reserve Fund		
Grant (If Appl.)		
Tender # (If Appl.)		
By-law # (If Appl.)		

ORGANIZATION

Capital Projects

Project	3185-2301 ERBP - Phase 3		
Department			
Version	2.Finance Review	Year	2023 -24

Description

Project Description

This is the third phase of a multi-year project. All lots in East Ridge Phase 1 and 2 have now been sold or are pending sale , save and except one 4.3 acre lot. There remains strong interest in lands and we are one of only a few communities a cross the region with serviced Industrial Lands for sale.

Phase 3 would proceed in two phases.
 Phase 1) approximately 16 acres. and Phase 2) 22.6 acres with approximately 8 acres reserved for a municipal complex. This project is expected to be tendered in September 2023 for an early construction start in 2024.
 Estimated costs for the Phase 3 project are \$3,483,500 plus utilities.

Justification of Project Need

This is a multi-year -multi phased project that supports economic development and growth of assessment in the community and provides employment opportunities to residents in the community and area

Budget

	Total 2023 Budget	Budget 2024	Budget 2025	Budget 2026	Budget 2027
Expenditures					
Project Expenditures	3,487,500		3,487,500		
Expenditures Total	3,487,500		3,487,500		
Funding					
Long-Term Debt	3,487,500		3,487,500		
Funding Total	3,487,500		3,487,500		

Attributes

Attribute	Value	Comment
Project Management		
Location	Walkerton	
Manager	CAO	
Funding & Administration		
Funding Source	Long-Term Debt	
Reserve Fund		
Grant (If Appl.)		
Tender # (If Appl.)		
By-law # (If Appl.)		