

2024 Tax Supported Operating and Capital Budget Report



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Goals & Objectives

Purpose

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

2023 In Review

In 2023, the following projects were completed:

- Appointment of new Integrity Commissioners
- Training on Update Council Code of Conduct and Councillor Legislative Obligations
- Expanded lobbying efforts at ROMA and AMO Conference
- Appointment of Accessibility Advisory Committee as new Committee of Council

2024 Goals and Objectives

- Additional training and support for volunteers appointed to Committees of Council
- Arranging facility tours for Accessibility Advisory Committee
- Introduction of newly Appointment Integrity Commissioners
- Accessibility Advisory Committee goal to arrange for an Accessibility Awareness Speaker

Summary of Significant Changes

- Additional funds for programming for Accessibility Advisory Committee
- Reduction in Training and Seminars to align with 2022 actuals
- Service Agreement changes for additional Council Chamber rentals and reallocation of IT costs



**2024
Operating Budget Summary
Council**

	2023 Actuals	2023 Approved Budget	2024 Draft Budget	2024 Budget Change (\$)	2024 Budget Change (%)
Revenues					
Other Revenue	1,683		2,500	2,500	
Total Revenues	1,683		2,500	2,500	(100.00%)
Expenses					
Wages & Benefits	146,853	154,850	150,541	(4,309)	(2.78%)
General Expense	18,279	31,325	38,949	7,624	24.34%
Service Agreement	50,427	53,800	69,350	15,550	28.90%
Transfers to Reserves	7,000	7,000	11,500	4,500	64.29%
Total Expenses	222,559	246,975	270,340	23,365	9.46%
Net Difference	220,876	246,975	267,840	20,865	8.45%

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 strategic and departmental activities in the Municipality of Brockton. Leads the oversight and advancement of subdivision development throughout the Municipality. 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.

2023 In Review

In 2023, the following projects were completed or are currently in the process of completion:

- Completed various actions in the Strategic Action Plan
- Advanced Subdivision Development for various active plans
- Initiated the Development Charge Study
- Finalized the digitization of roll files and migrated pre-amalgamation files to the museum
- Re-examined Municipal investment strategy, and invested \$3,800,000
- Expand budgeting software feature to track Reserve and Reserve Fund transactions, and Long-term debt schedule for more efficient budget process
- Implement Microsoft 365

2024 Goals and Objectives

- Complete the Building Condition Assessments that is required for each facility as legislated for completion as part of Assessment Management requirements.
- Complete the Development Charges Study.
- Assist with the County Development Charge fee tracking, collection and submission
- Continue to roll-out Records Management throughout organization and scanning historical documents
- Roll-out a training program for staff on the features and usage of Microsoft 365



2024
Operating Budget
General Government

Summary of Significant Changes

- Service agreement increase include \$77,000 for Lobbyist which was not included in the 2023 budget. As well as \$22,000 for VJH rental space.
- Administration office maintenance and office expansion, funded from prior year reserve fund transfer.
- One time increase in the transfer to legal reserve fund of \$40,000 to re-establish depleted funds
- Increase in Rate Stabilization Reserve transfer from \$150,000 in 2023 to \$300,000.



**2024
Operating Budget Summary
General Government**

	2023 Actuals	2023 Approved Budget	2024 Draft Budget	2024 Budget Change (\$)	2024 Budget Change (%)
Revenues					
User Fees	94,703	80,450	75,450	(5,000)	(6.22%)
Grants	1,591,020	1,695,050	1,588,050	(107,000)	(6.31%)
License & Permits	18,126	16,025	18,025	2,000	12.48%
Sales of Lands	5,089				
Investments	137,818	185,000	160,000	(25,000)	(13.51%)
Other Revenue	13,799	27,000	57,000	30,000	111.11%
Reserve Fund	249,445	150,000	375,000	225,000	150.00%
Total Revenues	2,110,000	2,153,525	2,273,525	120,000	(5.57%)
Expenses					
Wages & Benefits	1,136,730	1,191,528	1,262,880	71,352	5.99%
Maintenance	31,476	45,285	95,285	50,000	110.41%
General Expense	318,865	351,292	356,185	4,893	1.39%
Utilities	1,763	1,560	1,560		
Service Agreement	157,509	126,450	123,800	(2,650)	(2.10%)
Other	193,342	226,554	229,054	2,500	1.10%
Transfers to Reserves	672,000	57,500	118,750	61,250	106.52%
Long-term Debt	34,278	34,799		(34,799)	100.00%
Total Expenses	2,545,963	2,034,968	2,187,514	152,546	7.50%
Net Difference	435,963	(118,557)	(86,011)	32,546	27.45%



**2024
Operating Budget
Taxation**

	2022 Actuals	2023 Actuals	2023 Approved Budget	2024 Draft Budget	2024 Budget Change (\$)	2024 Budget Change (%)
Revenues						
Expenses						
1390 TAX WRITE-OFFS - MUNICIPA	111,950	107,325	110,000	110,000		
Total Expenses	111,950	107,325	110,000	110,000		
Net Difference	111,950	107,325	110,000	110,000		



2024
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.

2023 In Review

In 2023, there was significant time spent on recruitment activities for various departments. Third-party expertise was contracted for certain HR matters.

2024 Goals and Objectives

To complete the review of HR policies throughout 2024.

To complete the salary and pay equity review as per the motion of Council.

Summary of Significant Changes

Small increase due to salary and pay equity review to be conducted by a third-party and development of a recruitment video to support increasing challenging recruitment activities.



**2024
Operating Budget Summary
Human Resources**

	2023 Actuals	2023 Approved Budget	2024 Draft Budget	2024 Budget Change (\$)	2024 Budget Change (%)
Revenues					
Other Revenue	61				
Total Revenues	61				
Expenses					
Wages & Benefits	99,013	100,584	104,962	4,378	4.35%
General Expense	45,267	61,019	65,372	4,353	7.13%
Service Agreement	32,405	12,000	12,000		
Total Expenses	176,685	173,603	182,334	8,731	5.03%
Net Difference	176,624	173,603	182,334	8,731	5.03%



2024 Operating Budget Economic Development

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, by-laws or added supports for development and attracting new business. The Community Development Coordinator ("CDC") will collect data and create marketing resources to provide to current and prospective parties framing Brockton as a great place to invest and live.

2023 In Review

In 2023, the following projects were completed or are currently in the process of completion:

- Market Garden Park - assistance with opening event, signage, donations and programming planning
- Job Fair organized to support key employers in the community with workforce initiatives
- Preparation of East Ridge Marketing materials to support launch of Phase 3 lots
- Preparation of a video of East Ridge to support marketing initiatives in 2024
- Ongoing project work with Saugeen Economic Development Committee (SEDC)
- Administration of the Community Improvement Plan grant program
- Various business advertising supports to promote shop Walkerton and hamlets
- 2023 Hawk's Nest event
- Grant writing support for various project proposals
- Welcoming Community Initiatives in collaboration with local business

2024 Goals and Objectives

- Further promotion and expansion of CIP programs, TIFF program addition for developers
- Executing promotions for East Ridge expansion including new East Ridge sign on Cty Road 19
- Executing video promotions and advertising for East Ridge
- Continue to promote Brockton Dollars; increased role with Shop Walkerton & Win campaign
- Business/Development Bus Tour with local and area developers to promote Brockton
- Marketing monies to support area business community
- Successful application to bring the Economic Development Forum to Brockton in Sept

Summary of Significant Changes

- There are no significant changes proposed.
- There are reductions as we focus on advertising and marketing partnerships, grant opportunities, and less costly mediums that still effectively promote Brockton. There is a \$40,000 reduction to revenues as a result of a transfer from reserve that was available as a carry over from the 2022 budget. As a result of the revenue reduction there is a slight increase to this budget but overall expenses have been reduced.



**2024
Operating Budget Summary
Economic Development**

	2023 Actuals	2023 Approved Budget	2024 Draft Budget	2024 Budget Change (\$)	2024 Budget Change (%)
Revenues					
Grants	2,000				
Agreements	2,040	1,800	1,800		
Other Revenue	1,000				
Reserve Fund		40,000		(40,000)	(100.00%)
Total Revenues	5,040	41,800	1,800	(40,000)	95.69%
Expenses					
Wages & Benefits	98,977	100,584	104,962	4,378	4.35%
General Expense	25,899	44,852	31,852	(13,000)	(28.98%)
Utilities	137				
Service Agreement	5,169	6,500	5,500	(1,000)	(15.38%)
Other	12,502	23,000	20,000	(3,000)	(13.04%)
Total Expenses	142,684	174,936	162,314	(12,622)	(7.22%)
Net Difference	137,644	133,136	160,514	27,378	20.56%



**2024
Operating Budget
ERBP**

Goals & Objectives

Purpose

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

2023 In Review

In 2023, the following were completed:

- Phase 1, 2 construction on the East Ridge Business Park were substantially completed
- Phase 3 tender was initiated
- The tender and re-location of the soccer parking lot was substantially completed
- EA Bird Study was completed

Certain costs included will be recoverable from specific developments.

2024 Goals and Objectives

Council approved proceeding with the tender for Phase 3 construction to start in the spring of 2024. Tenders have come in within budget at \$1,670,800.00. A significant portion of the construction loan for Phase 1 and 2 was reduced based on sales to date. Under Capital a new entrance sign is proposed for County Rd 19, and marketing materials are ready to launch Phase 3 to support ongoing lot sales.

Initial an environmental assessment (EA) for the Kleist lands purchased. This is estimated to cost \$100,000. Staff have budgeted half of this amount in the 2024 budget to start this long process to ensure lands remain available in the future for sale.

Summary of Significant Changes

- EA Study for Kleist lands, half of the cost included in 2024 to begin the lengthy process
- ERBP sales will off-set the borrowing costs for the capital infrastructure
- 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



**2024
Operating Budget Summary
ERBP**

	2023 Actuals	2023 Approved Budget	2024 Draft Budget	2024 Budget Change (\$)	2024 Budget Change (%)
Revenues					
User Fees	7,438	6,000	6,800	800	13.33%
Grants		25,000		(25,000)	(100.00%)
Agreements		2,000	2,000		
Sales of Lands	1,898,052	2,043,000	500,000	(1,543,000)	(75.53%)
Reserve Fund	1,093,137				
Total Revenues	2,998,627	2,076,000	508,800	(1,567,200)	75.49%
Expenses					
Maintenance		3,000	3,000		
General Expense	54,730	38,451	41,296	2,845	7.40%
Utilities	1,444	6,000	6,000		
Service Agreement	12,434		10,000	10,000	100.00%
Other	4,148	14,000	500	(13,500)	(96.43%)
Transfers to Reserves		2,043,000	500,000	(1,543,000)	(75.53%)
Long-term Debt	209,152	172,764	172,765	1	
Total Expenses	281,908	2,277,215	733,561	(1,543,654)	(67.79%)
Net Difference	(2,716,719)	201,215	224,761	23,546	11.70%



2024 Operating Budget Tourism/VIC

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 in the area, through the operation of a Visitor Information Centre, and use of communication channels such as digital media. To support two Municipal Events and the Shop Walkerton promotions to support the business community.

2023 In Review

In 2023, the following occurred:

- 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)
- Walkerton Hometown Christmas Market and Summer Street Fest Events
- Attended the Regional Brochure Swap in Cargill
- Photography - of select events, by Visitor Services summer staff
- updated Map & Attractions brochure, plus listing of events, accommodators and restaurants
- Worked with tourism partners focused on historic Cargill (swamp tours, museum, etc)

2024 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: 2024 Where to Stay, Where to Eat, What to Do rack card, plus "Your Guide to the Best of Brockton".
- Student to assist with Walkerton Summer Streetfest, and other municipal events
- 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.
- Partnership with Walkerton Herald to produce the Brockton Visitor's Guide for 2024

Summary of Significant Changes

- No significant changes to operations
- Increase for partnership on Visitor Information Guide



**2024
Operating Budget Summary
Tourism/VIC**

	2023 Actuals	2023 Approved Budget	2024 Draft Budget	2024 Budget Change (\$)	2024 Budget Change (%)
Revenues					
Grants		2,875	2,875		
Other Revenue	5,544	6,000	6,000		
Total Revenues	5,544	8,875	8,875		
Expenses					
Wages & Benefits		3,743	3,782	39	1.04%
General Expense	16,230	22,436	25,020	2,584	11.52%
Total Expenses	16,230	26,179	28,802	2,623	10.02%
Net Difference	10,686	17,304	19,927	2,623	15.16%



2024 Operating Budget Streets/Roads

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.

2023 In Review

In 2023, the following projects were completed or are currently in the process of completion:

- Yonge Street Reconstruction Project
- Napier Street Sidewalk
- Structure 18 replacement (Greenock)
- Maple Hill Bridge Deck Rehabilitaion
- Traynor Bridge Deck Rehabilitation
- Tandem Plow Purchase
- One Ton Truck Purchases
- Street Sweeper Ordered
- 130 Wallace St Roof Replacement

2024 Goals and Objectives

- Structure 18 (Brant) Replacement
- Single Axle Plow Truck Purchase for in-town route

Summary of Significant Changes

- Increase to Loose Top maintenance. Calcium has increased significantly, but is required to maintain dust control on gravel road surfaces
- Increase in training budget to be inline with training requirements for operations staff
- Increase in equipment maintenance costs due to inflation and cost of parts
- Increase to service agreements for updated GPS devices



**2024
Operating Budget Summary
Streets/Roads**

	2023 Actuals	2023 Approved Budget	2024 Draft Budget	2024 Budget Change (\$)	2024 Budget Change (%)
Revenues					
Agreements	2,338				
Donations	685				
Other Revenue	112,514	230,000	230,000		
Total Revenues	115,537	230,000	230,000		
Expenses					
Wages & Benefits	1,028,441	1,412,624	1,522,234	109,610	7.76%
Maintenance	1,357,914	1,342,000	1,458,000	116,000	8.64%
General Expense	412,378	453,752	479,851	26,099	5.75%
Utilities	40,479	47,900	48,000	100	0.21%
Service Agreement	160,046	171,200	195,357	24,157	14.11%
Transfers to Reserves	225,885	225,200	425,300	200,100	88.85%
Long-term Debt	693,272	787,626	845,324	57,698	7.33%
Total Expenses	3,918,415	4,440,302	4,974,066	533,764	12.02%
Net Difference	3,802,878	4,210,302	4,744,066	533,764	12.68%



**2024
Operating Budget Summary
Winter Control**

	2023 Actuals	2023 Approved Budget	2024 Draft Budget	2024 Budget Change (\$)	2024 Budget Change (%)
Revenues					
Total Revenues					
Expenses					
Wages & Benefits	121,180				
Winter Control	225,088	300,000	300,000		
Other		180,000	180,000		
Total Expenses	346,268	480,000	480,000		
Net Difference	346,268	480,000	480,000		



**2024
Operating Budget
Street Lights**

Goals & Objectives

Purpose

Provides street lights to the urban areas of Brockton

2023 In Review

In 2023, the following projects were completed or are currently in the process of completion:

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

2024 Goals and Objectives

- Continue to operate street lights, delivering quality lighting for businesses and residents

Summary of Significant Changes

- Operating increase in Hydro expense due to inflation



**2024
Operating Budget Summary
Street Lights**

	2023 Actuals	2023 Approved Budget	2024 Draft Budget	2024 Budget Change (\$)	2024 Budget Change (%)
Revenues					
Total Revenues					
Expenses					
Maintenance	12,521	14,000	14,000		
General Expense	133,236	150,388	150,388		
Utilities	16,731	16,505	16,505		
Total Expenses	162,488	180,893	180,893		
Net Difference	162,488	180,893	180,893		



2024 Operating Budget Child Care

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.

2023 In Review

- The Centre and School Age programs were back to normal operations as they were pre-covid.
- The capacity of the Centre and school age programs were at 90% capacity/ Staffing is the reason why programs were not at full capacity.
- There Child Care Centre continues to have a significant wait list.
- The Canada Wide Early Learning Child Care program completed its first full year of operation. There was significant administration time needed for this program.
- All the educators in the Centre program are Registered Early Childhood Educators which is very uncommon with other Child Care Centres. The majority of our school age teachers are RECE's as well.
- The completion of the parking lot extension project.

2024 Goals and Objectives

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

Summary of Significant Changes

- The Canada Wide Early Learning Child Care program requires all RECE's be paid a minimum of \$23.89/hour. This will increase the supply RECE's hourly wage.
- Anticipating the Centre being at full capacity will create an increase in staffing which increases the wages & benefits.



**2024
Operating Budget Summary
Child Care**

	2023 Actuals	2023 Approved Budget	2024 Draft Budget	2024 Budget Change (\$)	2024 Budget Change (%)
Revenues					
User Fees	1,490,356	1,529,950	1,697,950	168,000	10.98%
Grants	347,937	330,000	362,200	32,200	9.76%
Donations	1,000				
Other Revenue	7,455		19,000	19,000	
Total Revenues	1,846,748	1,859,950	2,079,150	219,200	(11.79%)
Expenses					
Wages & Benefits	1,699,641	1,771,526	1,988,838	217,312	12.27%
Maintenance	6,217	3,000	3,000		
General Expense	47,575	28,736	29,441	705	2.45%
Utilities					
Service Agreement	61,980	60,234	75,318	15,084	25.04%
Other	48,613	45,000	45,000		
Transfers to Reserves	500	500	500		
Long-term Debt					
Total Expenses	1,864,526	1,908,996	2,142,097	233,101	12.21%
Net Difference	17,778	49,046	62,947	13,901	28.34%



2024 Operating Budget Summary Waste Management

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.

2023 In Review

In 2023, 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
- Installation of security system at the Brant Landfill

2024 Goals and Objectives

- Continue weekly household waste pickup
- Continue to maintain landfill operations at or exceeding regulatory standards
- Continue to partner with CleanFarms for the recycling of agricultural waste materials

Summary of Significant Changes

- Increase in service agreements to be inline with actuals



**2024
Operating Budget Summary
Waste Management**

	2023 Actuals	2023 Approved Budget	2024 Draft Budget	2024 Budget Change (\$)	2024 Budget Change (%)
Revenues					
User Fees	304,381	323,332	338,332	15,000	4.64%
Other Revenue	240,715	216,610	255,515	38,905	17.96%
Reserve Fund	15,827	5,000	5,000		
Total Revenues	560,923	544,942	598,847	53,905	(9.89%)
Expenses					
Wages & Benefits	101,476	94,946	119,229	24,283	25.58%
Maintenance	22,140	5,000	10,000	5,000	100.00%
General Expense	38,961	57,893	53,772	(4,121)	(7.12%)
Utilities	6,995	6,900	7,900	1,000	14.49%
Service Agreement	389,197	461,370	421,370	(40,000)	(8.67%)
Other	180,288	172,262	187,000	14,738	8.56%
Transfers to Reserves	74,370	67,515	104,515	37,000	54.80%
Long-term Debt	104,607	77,783	100,255	22,472	28.89%
Total Expenses	918,034	943,669	1,004,041	60,372	6.40%
Net Difference	357,111	398,727	405,194	6,467	1.62%



2024
Operating Budget Summary
Walkerton/Hanover Landfill

	2023 Actuals	2023 Approved Budget	2024 Draft Budget	2024 Budget Change (\$)	2024 Budget Change (%)
Revenues					
User Fees	107,910	110,000	120,000	10,000	9.09%
Other Revenue	165,525	144,750	180,000	35,250	24.35%
Total Revenues	273,435	254,750	300,000	45,250	(17.76%)
Expenses					
General Expense	2,078	2,250	2,750	500	22.22%
Service Agreement	256,398	316,670	276,670	(40,000)	(12.63%)
Transfers to Reserves			30,000	30,000	100.00%
Long-term Debt	104,607	77,783	100,255	22,472	28.89%
Total Expenses	363,083	396,703	409,675	12,972	3.27%
Net Difference	89,648	141,953	109,675	(32,278)	(22.74%)



2024
Operating Budget Summary
Brant and Greenock Landfills

	2023 Actuals	2023 Approved Budget	2024 Draft Budget	2024 Budget Change (\$)	2024 Budget Change (%)
Revenues					
User Fees	196,471	210,000	215,000	5,000	2.38%
Other Revenue	74,370	71,260	74,515	3,255	4.57%
Total Revenues	270,841	281,260	289,515	8,255	(2.94%)
Expenses					
Wages & Benefits	99,134	94,946	96,498	1,552	1.63%
Maintenance	22,140	5,000	10,000	5,000	100.00%
General Expense	33,244	50,115	45,141	(4,974)	(9.93%)
Utilities	1,325	1,900	1,900		
Service Agreement	132,799	144,700	144,700		
Other	7,507	12,000	12,000		
Transfers to Reserves	74,370	67,515	74,515	7,000	10.37%
Total Expenses	370,519	376,176	384,754	8,578	2.28%
Net Difference	99,678	94,916	95,239	323	0.34%



**2024
Operating Budget Summary
Recycling and Env Advisory Committee**

	2023 Actuals	2023 Approved Budget	2024 Draft Budget	2024 Budget Change (\$)	2024 Budget Change (%)
Revenues					
User Fees		3,332	3,332		
Other Revenue	820	600	1,000	400	66.67%
Reserve Fund	15,827	5,000	5,000		
Total Revenues	16,647	8,932	9,332	400	(4.48%)
Expenses					
Wages & Benefits	2,342		22,731	22,731	100.00%
General Expense	3,639	5,528	5,881	353	6.39%
Utilities	5,670	5,000	6,000	1,000	20.00%
Other	172,781	160,262	175,000	14,738	9.20%
Total Expenses	184,432	170,790	209,612	38,822	22.73%
Net Difference	167,785	161,858	200,280	38,422	23.74%



2024 Operating Budget Walkerton Fire

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.

2023 In Review

In 2023, 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 too meet Provincially mandated Firefighter training within a 12 month period.

2024 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

- Long-term loan ended at the end of 2023, the annual repayment amount has been reallocated to Reserve Funds to assist with the increased capital costs.
- Increase in Service Agreements for the reallocation of IT costs throughout the organization.



**2024
Operating Budget Summary
Walkerton Fire**

	2023 Actuals	2023 Approved Budget	2024 Draft Budget	2024 Budget Change (\$)	2024 Budget Change (%)
Revenues					
User Fees	55,001	70,000	85,000	15,000	21.43%
License & Permits	995				
Agreements	28,376	32,950	32,950		
Donations	1,000				
Other Revenue	5,022	1,500	3,000	1,500	100.00%
Total Revenues	90,394	104,450	120,950	16,500	(15.80%)
Expenses					
Wages & Benefits	360,381	352,630	372,054	19,424	5.51%
Maintenance	89,835	93,100	83,100	(10,000)	(10.74%)
General Expense	234,578	329,344	344,573	15,229	4.62%
Utilities	17,551	14,100	16,600	2,500	17.73%
Service Agreement	152,787	150,277	170,696	20,419	13.59%
Other	1,427				
Transfers to Reserves	150,000	150,000	150,000		
Long-term Debt	60,345	61,981	61,981		
Total Expenses	1,066,904	1,151,432	1,199,004	47,572	4.13%
Net Difference	976,510	1,046,982	1,078,054	31,072	2.97%



2024
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.

2023 In Review

In 2023, 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

2024 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

- Small increase in the transfer to reserve fund to re-establish prior year contribution



**2024
Operating Budget Summary
Emergency Management**

	2023 Actuals	2023 Approved Budget	2024 Draft Budget	2024 Budget Change (\$)	2024 Budget Change (%)
Revenues					
Total Revenues					
Expenses					
Wages & Benefits					
Maintenance	1,724	3,200	3,200		
General Expense	2,922	3,500	3,500		
Service Agreement	7,794	7,500	7,500		
Transfers to Reserves	7,500	7,500	11,250	3,750	50.00%
Total Expenses	19,940	21,700	25,450	3,750	17.28%
Net Difference	19,940	21,700	25,450	3,750	17.28%



2024
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.

2023 In Review

In 2023, 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.

2024 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

- There are no significant changes



**2024
Operating Budget Summary
Health & Safety**

	2023 Actuals	2023 Approved Budget	2024 Draft Budget	2024 Budget Change (\$)	2024 Budget Change (%)
Revenues					
Total Revenues					
Expenses					
Wages & Benefits	34,900	35,361	38,245	2,884	8.16%
Maintenance	2,116	5,500	5,500		
General Expense	638	2,042	1,850	(192)	(9.40%)
Total Expenses	37,654	42,903	45,595	2,692	6.27%
Net Difference	37,654	42,903	45,595	2,692	6.27%



2024
Operating Budget
O.P.P and Brockton Police Service Board

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."

2023 In Review

In 2023, the following projects were completed or are currently in the process of completion:

- The Municipality of Brockton extended the contract with the South Bruce O.P.P. until December 2024
- The Board continued to share communications from the South Bruce O.P.P. through the Municipality of Brockton.
- The Board continued to monitor false alarms, and results from the Black Cat Radar and solar speed signs.
- The Board discussed conducting an anti-impaired driving campaign with local businesses and postponed the decision to implement the campaign.
- The Board received information on the approved joint South Bruce Detachment Police Services Board composition.
- The Council of the Municipality of Brockton passed a resolution requesting that the County of Bruce consider hosting the OPP Contract for South Bruce OPP serviced lower-tier municipalities.

2024 Goals and Objectives

- The Board has chosen to maintain a similar budget as the Community Safety and Policing Act, 2019 is expected to be sworn into force in early 2024 and the joint South Bruce Detachment Police Services Board will be created.

Summary of Significant Changes

- Decrease in the OPP 2024 contract of \$108,947 (from \$2,643,481 to \$2,534,534)
- Due to the joint South Bruce Detachment Police Services Board creation, there is an expectation for a combined budget for the Board representing five (5) municipalities.



2024
Operating Budget Summary
O.P.P and Brockton Police Service Board

	2023 Actuals	2023 Approved Budget	2024 Draft Budget	2024 Budget Change (\$)	2024 Budget Change (%)
Revenues					
User Fees	1,568	2,500	2,500		
Grants	327,225	417,946	417,946		
Other Revenue	15,005		5,000	5,000	
Total Revenues	343,798	420,446	425,446	5,000	(1.19%)
Expenses					
Wages & Benefits	2,646				
General Expense	6,563	20,950	10,550	(10,400)	(49.64%)
Service Agreement	2,535,164	2,723,481	2,614,534	(108,947)	(4.00%)
Transfers to Reserves	1,000	1,000	2,000	1,000	100.00%
Total Expenses	2,545,373	2,745,431	2,627,084	(118,347)	(4.31%)
Net Difference	2,201,575	2,324,985	2,201,638	(123,347)	(5.31%)



2024
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.

2023 In Review

In 2023, the following projects were completed or are currently in the process of completion:

- Continuation of door to door dog count

2024 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 postage for service of notices by registered mail
- Service level increases to veterinary services and bounties as reflected in previous year actuals.
- Service level increase for mileage related to staff attending training and seminars.



**2024
Operating Budget Summary
Animal Control/By-law**

	2023 Actuals	2023 Approved Budget	2024 Draft Budget	2024 Budget Change (\$)	2024 Budget Change (%)
Revenues					
User Fees		1,000	1,000		
Grants		2,000	2,000		
License & Permits	17,125	18,250	18,250		
Other Revenue	3,739	5,000	5,000		
Total Revenues	20,864	26,250	26,250		
Expenses					
Wages & Benefits	24,909	36,392	44,755	8,363	22.98%
Maintenance	106	500	500		
General Expense	13,225	15,491	16,470	979	6.32%
Service Agreement	302				
Total Expenses	38,542	52,383	61,725	9,342	17.83%
Net Difference	17,678	26,133	35,475	9,342	35.75%



2024 Operating Budget Summary Recreation

Goals & Objectives

Purpose

Brockton Parks and Recreation department is committed to ensuring our residents have access to community services that are affordable, safe, and meet their needs. We strive to offer welcoming and well-maintained parks, playgrounds and trails, accessible recreation facilities and quality programs that support diverse needs for healthy lifestyles.

2023 In Review

Staff turnover, shortages and unplanned repairs to aging facilities continued to inundate the Recreation Department again this year. Staff did a tremendous job facing and overcoming these challenges with support from within the organization, succeeding in completing many capital projects. The completion and approval of the Recreation Master Facilities and Services Plan serves as the framework for our department planning. Recreation and Parks experienced revenue increases in our Summer Day Camp and other programming and managed marginal deficits in most budgets

In 2023, the following projects were completed or are currently in the process of completion:

- Recreation Master Services and Facilities Plan completed.
- Tennis Courts Reconstruction Project completed.
- Market Garden Park construction completed.
- Replacement of arena lighting to led lighting.
- Replacement of score board
- Construction of Accessible washrooms, change room and storage building at Bruce Power Regional Soccer Park.
- Replacement and upgrade of parks and trails signage (grant supported)
- Development and adaptation of RZone Policy
- Updated Municipal Alcohol Policy adaptation.
- Increased camp registrations by ...%
- Ball Diamond #3 back stop and fencing upgrades
- Accessible path from Walker West Subdivision to Westwood Park
- Assumed Park in JDR Subdivision
- Planted over 50 trees in various Parks
- Approval of Senior Games Grant that supported local seniors with transportation to the Ontario Senior Games and increased senior participation with several special events being held within District 27.
- Approval of Enabling Accessibility Fund- Small Component Call for Proposals Federal grant to expand our accessible playground equipment at the Walkerton Optimist Park playground.

2024 Goals and Objectives

- Implementing recommendations from the Recreation Master Services and Facilities Plan
- Continuing to seek and research grant opportunities.
- Renovating and improving facilities based on building conditions assessments and developing long term forecasts.
- Developing accessibility plans across all services with the guidance and recommendations from our Accessibility Committee
- Updating existing service agreements and establishing new agreements where needed
- Utilizing and finding new opportunities with existing assets
- Construction of pilot dog park at Lobies Park
- Continue to improve and build positive relationships with volunteer committees.
- Increase programming and events in the newly constructed Market Garden Park
- Continued improvements in developing policies and procedures.



**2024
Operating Budget Summary
Recreation**

Summary of Significant Changes

- Decrease in prior year grant funding for special projects
- Decrease in Service Agreements for special projects completed in 2023, including the Master Recreation Plan and Feasibility Study
- Increase in Day Camp revenue due to new program for the 4-5 year old



**2024
Operating Budget Summary
Recreation**

	2023 Actuals	2023 Approved Budget	2024 Draft Budget	2024 Budget Change (\$)	2024 Budget Change (%)
Revenues					
User Fees	586,184	599,200	666,300	67,100	11.20%
Grants	10,945	172,835	44,021	(128,814)	(74.53%)
License & Permits	8,632	2,000	7,000	5,000	250.00%
Donations	33,534	15,000	44,500	29,500	196.67%
Other Revenue	52,407	28,200	51,600	23,400	82.98%
Reserve Fund	8,089	26,624		(26,624)	(100.00%)
Total Revenues	699,791	843,859	813,421	(30,438)	3.61%
Expenses					
Wages & Benefits	1,070,381	1,165,869	1,189,185	23,316	2.00%
Maintenance	299,939	285,850	334,850	49,000	17.14%
General Expense	328,968	298,963	340,253	41,290	13.81%
Utilities	227,158	203,300	236,000	32,700	16.08%
Service Agreement	236,714	270,590	166,670	(103,920)	(38.40%)
Other		500		(500)	100.00%
Transfers to Reserves	235,000	235,000	272,500	37,500	15.96%
Long-term Debt	205,449	141,926	139,236	(2,690)	(1.90%)
Total Expenses	2,603,609	2,601,998	2,678,694	76,696	2.95%
Net Difference	1,903,818	1,758,139	1,865,273	107,134	6.09%



**2024
Operating Budget Summary
Recreation Administration**

	2023 Actuals	2023 Approved Budget	2024 Draft Budget	2024 Budget Change (\$)	2024 Budget Change (%)
Revenues					
Grants	(2,695)	86,496		(86,496)	(100.00%)
Other Revenue	845	3,000	5,500	2,500	83.33%
Reserve Fund	8,089	21,624		(21,624)	(100.00%)
Total Revenues	6,239	111,120	5,500	(105,620)	95.05%
Expenses					
Wages & Benefits	359,601	407,520	441,413	33,893	8.32%
Maintenance	1,171	1,000	1,000		
General Expense	66,570	64,281	70,781	6,500	10.11%
Service Agreement	79,330	121,250	71,250	(50,000)	(41.24%)
Total Expenses	506,672	594,051	584,444	(9,607)	(1.62%)
Net Difference	500,433	482,931	578,944	96,013	19.88%



**2024
Operating Budget Summary
Recreation Parks**

	2023 Actuals	2023 Approved Budget	2024 Draft Budget	2024 Budget Change (\$)	2024 Budget Change (%)
Revenues					
User Fees	19,112	8,000	19,000	11,000	137.50%
Grants		11,983	11,916	(67)	(0.56%)
Donations			2,000	2,000	
Other Revenue	5,206	5,000	6,000	1,000	20.00%
Total Revenues	24,318	24,983	38,916	13,933	(55.77%)
Expenses					
Wages & Benefits	251,301	266,837	232,572	(34,265)	(12.84%)
Maintenance	79,179	79,500	89,500	10,000	12.58%
General Expense	72,373	73,572	74,022	450	0.61%
Utilities	21,563	26,300	26,300		
Service Agreement	16,510	25,140	25,140		
Other		500		(500)	100.00%
Transfers to Reserves	15,000	15,000	22,500	7,500	50.00%
Long-term Debt	76,901	14,467	38,241	23,774	164.33%
Total Expenses	532,827	501,316	508,275	6,959	1.39%
Net Difference	508,509	476,333	469,359	(6,974)	(1.46%)



**2024
Operating Budget Summary
Recreation Pool**

	2023 Actuals	2023 Approved Budget	2024 Draft Budget	2024 Budget Change (\$)	2024 Budget Change (%)
Revenues					
User Fees	34,350	47,500	45,500	(2,000)	(4.21%)
Grants		6,340	13,790	7,450	117.51%
Other Revenue	6,140	4,000	5,000	1,000	25.00%
Reserve Fund		5,000		(5,000)	(100.00%)
Total Revenues	40,490	62,840	64,290	1,450	(2.31%)
Expenses					
Wages & Benefits	61,481	82,511	88,928	6,417	7.78%
Maintenance	10,457	17,500	17,500		
General Expense	10,089	13,427	17,010	3,583	26.69%
Utilities	20,812	11,500	20,000	8,500	73.91%
Service Agreement	305				
Transfers to Reserves	7,500	7,500	11,250	3,750	50.00%
Total Expenses	110,644	132,438	154,688	22,250	16.80%
Net Difference	70,154	69,598	90,398	20,800	29.89%



**2024
Operating Budget Summary
Recreation Community Centre**

	2023 Actuals	2023 Approved Budget	2024 Draft Budget	2024 Budget Change (\$)	2024 Budget Change (%)
Revenues					
User Fees	302,653	286,600	321,600	35,000	12.21%
Grants		50,000		(50,000)	(100.00%)
License & Permits	8,632	2,000	7,000	5,000	250.00%
Donations	21,114	5,000	20,000	15,000	300.00%
Other Revenue	19,625	6,200	20,600	14,400	232.26%
Total Revenues	352,024	349,800	369,200	19,400	(5.55%)
Expenses					
Wages & Benefits	213,186	178,595	202,332	23,737	13.29%
Maintenance	129,590	129,500	141,500	12,000	9.27%
General Expense	102,032	90,370	100,344	9,974	11.04%
Utilities	145,717	111,400	132,000	20,600	18.49%
Service Agreement	103,096	82,400	32,400	(50,000)	(60.68%)
Transfers to Reserves	205,000	205,000	220,000	15,000	7.32%
Long-term Debt	32,574	31,800	32,779	979	3.08%
Total Expenses	931,195	829,065	861,355	32,290	3.89%
Net Difference	579,171	479,265	492,155	12,890	2.69%



**2024
Operating Budget Summary
Recreation Lobies Park**

	2023 Actuals	2023 Approved Budget	2024 Draft Budget	2024 Budget Change (\$)	2024 Budget Change (%)
Revenues					
User Fees	79,709	85,000	80,000	(5,000)	(5.88%)
Grants		2,170	2,170		
Other Revenue	2,895	4,500	4,500		
Total Revenues	82,604	91,670	86,670	(5,000)	5.45%
Expenses					
Wages & Benefits	9,953	3,743	3,782	39	1.04%
Maintenance	9,170	8,000	9,000	1,000	12.50%
General Expense	7,917	9,427	9,780	353	3.74%
Utilities	3,739	4,100	4,100		
Service Agreement	24,190	20,000	15,000	(5,000)	(25.00%)
Transfers to Reserves	7,500	7,500	11,250	3,750	50.00%
Total Expenses	62,469	52,770	52,912	142	0.27%
Net Difference	(20,135)	(38,900)	(33,758)	5,142	13.22%



**2024
Operating Budget Summary
Recreation Summer Day Camp**

	2023 Actuals	2023 Approved Budget	2024 Draft Budget	2024 Budget Change (\$)	2024 Budget Change (%)
Revenues					
User Fees	94,348	65,000	95,000	30,000	46.15%
Grants		4,340	13,985	9,645	222.24%
Donations	2,000				
Other Revenue	189				
Total Revenues	96,537	69,340	108,985	39,645	(57.17%)
Expenses					
Wages & Benefits	63,031	69,680	78,959	9,279	13.32%
General Expense	21,821	4,840	22,570	17,730	366.32%
Transfers to Reserves			3,750	3,750	100.00%
Total Expenses	84,852	74,520	105,279	30,759	41.28%
Net Difference	(11,685)	5,180	(3,706)	(8,886)	171.54%



**2024
Operating Budget Summary
Recreation Programs**

	2023 Actuals	2023 Approved Budget	2024 Draft Budget	2024 Budget Change (\$)	2024 Budget Change (%)
Revenues					
User Fees	32,820	75,000	75,000		
Grants	13,640	11,506	2,160	(9,346)	(81.23%)
Other Revenue	11,728	5,000	5,000		
Total Revenues	58,188	91,506	82,160	(9,346)	10.21%
Expenses					
Wages & Benefits	7,381	37,119	18,824	(18,295)	(49.29%)
General Expense	32,053	27,746	27,746		
Service Agreement	6,832	5,000	5,000		
Transfers to Reserves			3,750	3,750	100.00%
Total Expenses	46,266	69,865	55,320	(14,545)	(20.82%)
Net Difference	(11,922)	(21,641)	(26,840)	(5,199)	(24.02%)



**2024
Operating Budget Summary
Brockton Soccer Fields**

	2023 Actuals	2023 Approved Budget	2024 Draft Budget	2024 Budget Change (\$)	2024 Budget Change (%)
Revenues					
User Fees	6,868	6,000	7,000	1,000	16.67%
Donations	5,000	5,000	5,000		
Total Revenues	11,868	11,000	12,000	1,000	(9.09%)
Expenses					
Wages & Benefits	3,024	3,085	7,254	4,169	135.14%
Maintenance	29,637	28,000	38,000	10,000	35.71%
General Expense	11	300		(300)	100.00%
Utilities	11,935	30,000	33,600	3,600	12.00%
Service Agreement	2,302	12,500	13,580	1,080	8.64%
Long-term Debt	68,932	68,701	41,258	(27,443)	(39.95%)
Total Expenses	115,841	142,586	133,692	(8,894)	(6.24%)
Net Difference	103,973	131,586	121,692	(9,894)	(7.52%)



**2024
Operating Budget Summary
Recreation Cargill DCF**

	2023 Actuals	2023 Approved Budget	2024 Draft Budget	2024 Budget Change (\$)	2024 Budget Change (%)
Revenues					
User Fees	16,324	26,100	23,200	(2,900)	(11.11%)
Donations	5,420	5,000	17,500	12,500	250.00%
Other Revenue	5,779	500	5,000	4,500	900.00%
Total Revenues	27,523	31,600	45,700	14,100	(44.62%)
Expenses					
Wages & Benefits	101,423	116,779	115,121	(1,658)	(1.42%)
Maintenance	40,735	22,350	38,350	16,000	71.59%
General Expense	16,102	15,000	18,000	3,000	20.00%
Utilities	23,392	20,000	20,000		
Service Agreement	4,149	4,300	4,300		
Long-term Debt	27,042	26,958	26,958		
Total Expenses	212,843	205,387	222,729	17,342	8.44%
Net Difference	185,320	173,787	177,029	3,242	1.87%



2024 Operating Budget Summary 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

2023 In Review

In 2023, 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. Brockton also completed the revised Cemetery By-Law and has started the process to add a new columbarium to the Walkerton Cemetery.

The Walkerton cemetery has a new foundation for the future columbarium, which is to be delivered in 2024.

2024 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

- Increase in ground maintenance for the purchase and replacement of trees within the cemetery



2024 Operating Budget Summary Cemetery

	2023 Actuals	2023 Approved Budget	2024 Draft Budget	2024 Budget Change (\$)	2024 Budget Change (%)
Revenues					
User Fees	38,650	36,730	40,730	4,000	10.89%
Sales of Lands	11,250	30,500	30,500		
Investments	7,406	4,500	6,500	2,000	44.44%
Other Revenue	275				
Reserve Fund			1,500	1,500	
Total Revenues	57,581	71,730	79,230	7,500	(10.46%)
Expenses					
Wages & Benefits	54,379	52,839	56,674	3,835	7.26%
Maintenance	16,006	31,000	33,000	2,000	6.45%
General Expense	9,832	7,806	10,364	2,558	32.77%
Utilities	1,288	1,500	1,500		
Service Agreement	6,905	6,050	16,050	10,000	165.29%
Other		1,100	1,100		
Transfers to Reserves	15,400	16,375	23,375	7,000	42.75%
Total Expenses	103,810	116,670	142,063	25,393	21.76%
Net Difference	46,229	44,940	62,833	17,893	39.82%



**2024
Operating Budget Summary
Cemetery**

	2023 Actuals	2023 Approved Budget	2024 Draft Budget	2024 Budget Change (\$)	2024 Budget Change (%)
Revenues					
User Fees	36,875	34,025	38,025	4,000	11.76%
Sales of Lands	10,500	29,750	29,750		
Investments	7,406	4,500	6,500	2,000	44.44%
Other Revenue	275				
Reserve Fund			1,500	1,500	
Total Revenues	55,056	68,275	75,775	7,500	(10.98%)
Expenses					
Wages & Benefits	54,379	52,839	56,674	3,835	7.26%
Maintenance	6,682	14,000	16,000	2,000	14.29%
General Expense	9,832	7,806	10,364	2,558	32.77%
Utilities	1,288	1,500	1,500		
Service Agreement	6,305	6,050	6,050		
Other		1,100	1,100		
Transfers to Reserves	14,900	15,625	22,625	7,000	44.80%
Total Expenses	93,386	98,920	114,313	15,393	15.56%
Net Difference	38,330	30,645	38,538	7,893	25.76%



**2024
Operating Budget Summary
Cemetery - Starkvale**

	2023 Actuals	2023 Approved Budget	2024 Draft Budget	2024 Budget Change (\$)	2024 Budget Change (%)
Revenues					
User Fees	1,775	2,705	2,705		
Sales of Lands	750	750	750		
Total Revenues	2,525	3,455	3,455		
Expenses					
Maintenance	9,324	5,000	5,000		
Service Agreement	600				
Transfers to Reserves	500	750	750		
Total Expenses	10,424	5,750	5,750		
Net Difference	7,899	2,295	2,295		



**2024
Operating Budget Summary
Abandoned Cemetery**

	2023 Actuals	2023 Approved Budget	2024 Draft Budget	2024 Budget Change (\$)	2024 Budget Change (%)
Revenues					
Total Revenues					
Expenses					
Maintenance		12,000	12,000		
Service Agreement			10,000	10,000	100.00%
Total Expenses		12,000	22,000	10,000	83.33%
Net Difference		12,000	22,000	10,000	83.33%



**2024
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.

2023 In Review

In 2023, the following projects were completed or are currently in the process of completion:

- Recruitment of 1 doctor including 5 new doctors in the past 24 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
- Completed a new lease agreement for the Locum House

2024 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
- Assist with phase 2 renovations at the medical clinic in Walkerton
- 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

- Removed recruitment salary
- Allocation of \$40,000 to medical clinic to assist with the renovations



Budget Proposal 2024

Prepared
December 22, 2023

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 2024 budget



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 18th year of operation as of 2023. 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 Physicians 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 Physicians. Local Physicians 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 Physicians 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 Physicians including 5 new Physicians in the past two years
- Strong involvement in medical clinics
- Hosted MedQUEST/MedLINCS program for 10 years
 - o At least 6 of the local physician recruits did participate in the program and this does not include numerous local nurses and other allied health professionals that also participated.
- 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 Physicians
- Continual Liaisons with Municipal Councils
- Hosted Rural Retreat in Walkerton for 25 physician residents as well as some spouses and children
- 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 2 new physicians within the coming year to two years. We have a critical need for physician anesthesiologists and family Physicians, along with a moderate need for physicians trained in birthing and the emergency room.

Physicians 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 2024 Budget.

We are requesting a budget of \$46,875 from Brockton for 2024. This is an increase from 2023 that is completely due to the renovations that are required at the hospital to house these new recruited physicians.

We are so fortunate to have 5 new physicians sign on to service our area over the past two years. Two of these physicians started this past summer (2023). One in the Mildmay Clinic and the other in Walkerton. We are at a critical spot in Walkerton, where we have no space for these new Physicians to work out of without some major renovations. Phase 1 of renovations have taken place for the physician that started in the summer of 2023 and that phase was just completed. They now must do phase 2 of these renovations and this phase needs to be completed for July 2024 when one of the new physicians will be here ready to start his practice. Another physician will be starting in the Fall of 2024 and a third will be starting the beginning of 2025. It is fantastic that we have all these new physicians but we could potentially lose them if we do not have a space for them to practice. Communities all over Ontario are looking for Physician and offering these graduates all kinds of goodies which include a turnkey clinic space to work out of. That is where we are lacking. The plans are in place we just need some funding to complete phase 2.



**2024
Operating Budget Summary
Physician Recruitment**

	2023 Actuals	2023 Approved Budget	2024 Draft Budget	2024 Budget Change (\$)	2024 Budget Change (%)
Revenues					
Agreements	54,000	54,000	62,500	8,500	15.74%
Reserve Fund	41,500	118,000	75,000	(43,000)	(36.44%)
Total Revenues	95,500	172,000	137,500	(34,500)	20.06%
Expenses					
Maintenance	12,455	35,600	18,600	(17,000)	(47.75%)
Service Agreement	82,000	175,500	164,375	(11,125)	(6.34%)
Other	385	1,400	1,400		
Transfers to Reserves	69,886				
Total Expenses	164,726	212,500	184,375	(28,125)	(13.24%)
Net Difference	69,226	40,500	46,875	6,375	15.74%



2024 Operating Budget Library

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.

2023 In Review

In 2023, the following projects were completed or are currently in the process of completion:

- Routine maintenance and operations
- Replacement of exterior doors
- Accessibility upgrades in bathrooms at Cargill and Walkerton Libraries
- Seniors Community grant to support continued use by seniors
- Completed agreement with abutting private landowner for continued water supply to Cargill Branch

2024 Goals and Objectives

- Purchase of new floor scrubber to find efficiencies in cleaning procedures
- Increase in programming to make full use of the facility
- Work with Bruce County to create new and exciting programs to host at the Libraries

Summary of Significant Changes

- No significant changes



2024 Operating Budget Summary Library

	2023 Actuals	2023 Approved Budget	2024 Draft Budget	2024 Budget Change (\$)	2024 Budget Change (%)
Revenues					
User Fees	908	1,100	1,100		
Donations	52,720	50,000	49,500	(500)	(1.00%)
Other Revenue		100	100		
Total Revenues	53,628	51,200	50,700	(500)	0.98%
Expenses					
Wages & Benefits	33,478	34,576	43,269	8,693	25.14%
Maintenance	25,913	13,000	13,000		
General Expense	11,177	8,754	9,560	806	9.21%
Utilities	24,531	22,935	26,435	3,500	15.26%
Service Agreement	8,762	10,000	10,000		
Transfers to Reserves	2,000	2,000	3,625	1,625	81.25%
Total Expenses	105,861	91,265	105,889	14,624	16.02%
Net Difference	52,233	40,065	55,189	15,124	37.75%



2024 Operating Budget Drainage

Goals & Objectives

Purpose

The Drainage Act provides a process for landowners to arrange 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.

2023 In Review

- Finalization of Ecologist Report and finalization of details for Zettler Municipal Drain Improvements
- Completion of initial survey work for Dales Municipal Drain

2024 Goals and Objectives

- Progress through Environmental Impact Study for Dales Municipal Drain if required
- Preliminary Design finalizes for Young Municipal Drain
- Potential to bill landowner for Russell Municipal Drain depending on grant approval
- Final permitted and construction for Zettler Municipal Drain Improvements

Summary of Significant Changes

- Addition of estimated engineering costs for both Dales and Young Municipal Drains
- Preliminary Assessment of Municipal Portion of Dales and Young Municipal Drain



**2024
Operating Budget Summary
Drainage**

	2023 Actuals	2023 Approved Budget	2024 Draft Budget	2024 Budget Change (\$)	2024 Budget Change (%)
Revenues					
User Fees		200,000	200,000		
Grants		10,000	10,000		
Agreements		160,000	160,000		
Total Revenues		370,000	370,000		
Expenses					
Wages & Benefits	60,359				
Maintenance	67,269	310,000	310,000		
General Expense	3,639	5,644	4,000	(1,644)	(29.13%)
Service Agreement	6,267	15,000	15,000		
Other	16,855	60,000	60,000		
Long-term Debt	11,060				
Total Expenses	165,449	390,644	389,000	(1,644)	(0.42%)
Net Difference	165,449	20,644	19,000	(1,644)	(7.96%)



2024 Operating Budget Planning

Goals & Objectives

Purpose

Brockton's planning staff primarily oversee the administration of the zoning by-law and site plan control approval 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.

2023 In Review

In 2023, the following projects were completed or are currently in the process of completion:

- Consultation work on the Plan the Bruce, Bruce County Official Plan
- Administration of Site Plan Approval

2024 Goals and Objectives

- Commence Local Official Plan and Zoning By-Law review.

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.
- Service level increase for mileage related to staff attending training and seminars.



2024 Operating Budget Summary Planning

	2023 Actuals	2023 Approved Budget	2024 Draft Budget	2024 Budget Change (\$)	2024 Budget Change (%)
Revenues					
License & Permits	20,785	21,500	21,500		
Reserve Fund			40,000	40,000	
Total Revenues	20,785	21,500	61,500	40,000	(186.05%)
Expenses					
Wages & Benefits	41,006	40,524	48,127	7,603	18.76%
Maintenance	71	200	200		
General Expense	23,213	16,149	16,702	553	3.42%
Service Agreement	21,292	60,883	80,883	20,000	32.85%
Total Expenses	85,582	117,756	145,912	28,156	23.91%
Net Difference	64,797	96,256	84,412	(11,844)	(12.30%)



2024
Operating Budget
Conservation Authority

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.

The Conservation Authorities Act was amended to require the Conservation Authority to identify programs that required cost apportioning agreements and other changes to the payment structure.

2023 In Review

In 2023, the following projects were completed or are currently in the process of completion:

- Presented the possible alternatives related to the cliff erosion study to Council
- Obtained additional geotechnical reports relating to the cliff erosion study
- Submitted application to the Disaster Mitigation and Adaptation Fund for the cliff erosion study
- Signed a new cost sharing agreement with the Saugeen Valley Conservation Authority

2023 Goals and Objectives

- Present revised geotechnical information to Council and confirm preferred alternative for the cliff erosion study
- Complete engineering and design for preferred alternative for cliff erosion study
- Review available grant and/or sponsorship opportunities for the cliff erosion study

Summary of Significant Changes

- Increase in estimated engineering cost for the completion of the cliff erosion study and design if applicable.
- Increase of \$26,172 for Saugeen Valley Conservation Authority



**2024
Operating Budget Summary
Conservation Authority**

	2023 Actuals	2023 Approved Budget	2024 Draft Budget	2024 Budget Change (\$)	2024 Budget Change (%)
Revenues					
Total Revenues					
Expenses					
Service Agreement	239,141	257,827	343,999	86,172	33.42%
Transfers to Reserves			40,000	40,000	100.00%
Total Expenses	239,141	257,827	383,999	126,172	48.94%
Net Difference	239,141	257,827	383,999	126,172	48.94%



2024 Operating Budget Heritage

Goals & Objectives

Purpose

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

2023 In Review

In 2023, the following projects were completed or are currently in the process of completion:

- Installation of historic plaques for Bridge 11 and Truax Dam
- Reorganization of the Heritage Archives Collection at the Greenock Works Shop
- Review of Heritage Trust Fund Program By-Law
- Planning for Doors Open 2024

2024 Goals and Objectives

- Finalizing planning of Doors Open 2024 and management of the event in September 2024
- Hold a public meeting with heritage property owners to discuss the Ontario Heritage Act changes and updating the Municipal Heritage Register
- Updating the Heritage Trust Fund Program By-Law
- Creation of Award for Preservation and Promoting Brockton Heritage

Summary of Significant Changes

- Carry over of \$7,500 budgeted in 2023 for design work and planning associated with 2024 Doors Open Event which was not used and could be transferred to the 2024 budget
- Increase of \$500 for Heritage Register public meeting advertising and refreshments
- Removal of \$10,000 Grants Ontario for summer student
- Increased Service Agreements to accurately reflect the IT costs



**2024
Operating Budget Summary
Heritage**

	2023 Actuals	2023 Approved Budget	2024 Draft Budget	2024 Budget Change (\$)	2024 Budget Change (%)
Revenues					
User Fees	(30)	1,000	1,000		
Grants		10,000	10,000		
Donations		100	100		
Other Revenue	12				
Reserve Fund	36,015				
Total Revenues	35,997	11,100	11,100		
Expenses					
General Expense	38,402	8,300	2,300	(6,000)	(72.29%)
Service Agreement	710	80	80		
Total Expenses	39,112	8,380	2,380	(6,000)	(71.60%)
Net Difference	3,115	(2,720)	(8,720)	(6,000)	(220.59%)

Appendix C – Capital Projects



2024 Capital Budget Summary

	2023 Net Budget	2024 Revenue	2024 Expenditures	2024 Net	2024 Net Budget Change (\$)	2024 Net Budget Change (%)
General Government		30,000	30,000			
Fire-Walkerton	21,000	334,850	364,850	30,000	9,000	42.9%
Streets/Roads		2,040,000	2,075,000	35,000	35,000	100.0%
Street Lights		20,000	20,000			
Water		135,000	135,000			
Sewage Treatment Plant		685,000	685,000			
Sewage Collection System						
Cemetery	35,000	45,000	45,000		(35,000)	(100.0%)
Recreation Administration		215,000	215,000			
Recreation Parks		18,000	58,000	40,000	40,000	100.0%
Recreation Pool		36,000	36,000			
Recreation Community Centre	15,000		180,000	180,000	165,000	1,100.0%
Recreation Lobies Park						
Brockton Soccer Fields		5,000	9,000	4,000	4,000	100.0%
Library - Walkerton			7,500	7,500	7,500	100.0%
EDC		1,940,000	1,945,000	5,000	5,000	100.0%
Total	71,000	5,503,850	5,805,350	301,500	230,500	324.6%

Capital Analysis For period ending

Account/Description	2024 YTD Actuals	2024 Approved Budget	% of Annual Budget Remaining	2024 Budget vs Actual Variance
General Government				
Expenses:				
02-3108-2400 WEBSITE RE-DESIGN	-	30,000	100%	30,000
	-	30,000	100%	30,000

ORGANIZATION

Capital Projects

Project	3108-2400 WEBSITE RE-DESIGN		
Department			
Version	1.Department Submission	Year	2024

Description

Project Description

The website will be transferred to a new platform as the website provider has indicated the old system will not be supported at some point in the future. The transition to the new platform will involve a theme refresh and significant improvements to the site mapping and overall functionality.

Justification of Project Need

The municipal website is one of Brockton's most prominent and commonly used methods for residents to obtain information about programs and services. It is important to ensure that the website is clear, accessible and easily searchable. The new platform will also allow staff to make changes that are more eye-catching and align better with our needs.

Budget

	Total	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures						
Project Expenditures		30,000	30,000			
Expenditures Total		30,000	30,000			
Funding						
Reserve Funds		30,000	30,000			
Funding Total		30,000	30,000			

Attributes

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

Capital Analysis For period ending

Account/Description	2024 YTD Actuals	2024 Approved Budget	% of Annual Budget Remaining	2024 Budget vs Actual Variance
Fire-Walkerton				
Expenses:				
02-3120-2300 TURNOUT GEAR	-	21,000	100%	21,000
02-3120-2301 RADIO AND PAGER REPLACEMENT	-	9,000	100%	9,000
02-3120-2400 SCBA	-	334,850	100%	334,850
	-	364,850	100%	364,850

ORGANIZATION

Capital Projects

Project	3120-2300 TURNOUT GEAR		
Department			
Version	1.Department Submission	Year	2024

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 2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures					
Project Expenditures	21,000	21,000			
Expenditures Total	21,000	21,000			

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	1.Department Submission	Year	2024

Description

Project Description

Ongoing replacement of several radios and pagers each year to avoid a large cost to replace the entire stock of radios and pagers in a one time purchase.

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 should they need to be replaced.

Budget

	Total 2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 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.)		

ORGANIZATION

Capital Projects

Project	3120-2400 SCBA		
Department			
Version	1.Department Submission	Year	2024

Description

Project Description

Replacement of 15 year old SCBA.

Justification of Project Need

The NFPA standard for replacement of air bottles is 15 years. More than 90% of the bottles used at the Walkerton fire department will reach their end of life in 2024. Bottles have changed since the last purchase of packs so the new bottles do not fit the old packs. In addition the packs we have are starting to have issues at annual inspection which increases cost of use and is minimizing the number of in service packs we have available in an emergency. Further the 15 year old packs are now obsolete making parts very difficult and expensive to get.

Budget

	Total 2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures					
Project Expenditures	334,850	334,850			
Expenditures Total	334,850	334,850			
Funding					
Reserve Funds	215,000	215,000			
Funding Total	215,000	215,000			

Attributes

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

Capital Analysis For period ending

Account/Description	2024 YTD Actuals	2024 Approved Budget	% of Annual Budget Remaining	2024 Budget vs Actual Variance
Streets/Roads				
Expenses:				
02-3130-1612 YONGE ST (DURHAM - JACKSON)	-	200,000	100%	200,000
02-3130-2402 1 TON DUMP BOX	-	35,000	100%	35,000
02-3130-2403 SINGLE AXLE PLOW TRUCK	-	300,000	100%	300,000
02-3130-2405 TWO GRADERS	-	540,000	100%	540,000
02-3130-2406 REPLACEMENT OF STRUCTURE 18, BRANT TOWN!	-	1,000,000	100%	1,000,000
	-	2,075,000	100%	2,075,000

ORGANIZATION

Capital Projects

Project	3130-2402 1 TON DUMP BOX		
Department			
Version	1.Department Submission	Year	2024

Description

Project Description

Purchased a 1 Ton Chevrolet Cab and Chassis for the Greenock Works Shop in 2023, the dump box is required and not included in the purchase of the truck.

Justification of Project Need

As part of ongoing fleet management and expectation from rate payers to be delivering valuable service, the Greenock shop was identified as requiring a 1 ton truck to perform road maintenance activities. As approved by Council in 2023, the purchase has been completed with Reserve funds, to be replenished in the 2024 budget.

Budget

Total 2024 Budget 2025 Budget 2026 Budget 2027 Budget 2028 Budget

Expenditures

Project Expenditures	35,000	35,000
Expenditures Total	35,000	35,000

Attributes

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

ORGANIZATION

Capital Projects

Project	3130-2403 SINGLE AXLE PLOW TRUCK		
Department			
Version	1.Department Submission	Year	2024

Description

Project Description

Purchase of new plow truck for the Walkerton works shop.

Justification of Project Need

In order to maintain the current level of service, and to meet and exceed the Minimum Maintenance Standards as legislated by the Province, staff are requesting the purchase of a new single axle plow truck to be stationed at the Walkerton Works Shop.

Budget

	Total	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures						
Project Expenditures		300,000	300,000			
Expenditures Total		300,000	300,000			
Funding						
Long-Term Debt		300,000	300,000			
Funding Total		300,000	300,000			

Attributes

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

ORGANIZATION

Capital Projects

Project	3130-2405 TWO GRADERS		
Department			
Version	1.Department Submission	Year	2024

Description

Project Description

In 2019, the Operations department received approval to enter into lease agreements with John Deere for two (2) road graders, with the option to purchase at the end of the term (2024).

Justification of Project Need

The lease term ends in 2024 and the requirement to purchase the units will allow staff to continue to maintain road surface conditions as per maintenance requirements.

Operations staff use these pieces of equipment year round to maintain surface conditions and perform winter control activities to allow the movement of vehicles on suitable road surfaces.

Budget

	Total 2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures					
Project Expenditures	540,000	540,000			
Expenditures Total	540,000	540,000			
Funding					
Long-Term Debt	540,000	540,000			
Funding Total	540,000	540,000			

Attributes

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

ORGANIZATION

Capital Projects

Project	3130-2406 REPLACEMENT OF STRUCTURE 18, BRANT TOWNSHIP		
Department			
Version	1.Department Submission	Year	2024

Description

Project Description

Replacement of Structure 18 in the Township on Brant on Concession Road 8 between sideroads 20 and 25 North.

Justification of Project Need

Existing structure is nearing the end of its useful life and requires full replacement.

Budget

	Total 2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures					
Project Expenditures	1,000,000	1,000,000			
Expenditures Total	1,000,000	1,000,000			
Funding					
Provincial Grants	1,000,000	1,000,000			
Funding Total	1,000,000	1,000,000			

Attributes

Attribute	Value	Comment
Project Management		
Location	Brant	
Manager	Director of Operations	
Funding & Administration		
Funding Source	Grant - Provincial	
Reserve Fund		
Grant (If Appl.)	OCIF 2024 Funding	
Tender # (If Appl.)		
By-law # (If Appl.)		

Capital Analysis For period ending

Account/Description	2024 YTD Actuals	2024 Approved Budget	% of Annual Budget Remaining	2024 Budget vs Actual Variance
Street Lights				
Expenses:				
02-3134-2400 CATHERINE STREET PARKING LOT LIGHTS	-	20,000	100%	20,000
	-	20,000	100%	20,000

ORGANIZATION

Capital Projects

Project	3134-2400 CATHERINE STREET PARKING LOT LIGHTS		
Department			
Version	1.Department Submission	Year	2024

Description

Project Description

New street lights in the municipal parking lots on Catherine Street.

Justification of Project Need

Existing lights are no longer compatible and parts are not available. One of the 8 units has stopped working and is not fixable. Replacement of the 8 units to take place.

Budget

	Total	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures						
Project Expenditures		20,000	20,000			
Expenditures Total		20,000	20,000			
Funding						
Reserve Funds		20,000	20,000			
Funding Total		20,000	20,000			

Attributes

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

Capital Analysis For period ending

Account/Description	2024 YTD Actuals	2024 Approved Budget	% of Annual Budget Remaining	2024 Budget vs Actual Variance
Recreation Administration				
Expenses:				
02-3160-2400 HALF-TON CREW CAB PICK-UP TRUCK	-	70,000	100%	70,000
02-3160-2401 TRACTOR REPLACEMENT	-	145,000	100%	145,000
	-	215,000	100%	215,000

ORGANIZATION

Capital Projects

Project	3160-2400 HALF-TON CREW CAB PICK-UP TRUCK		
Department			
Version	1.Department Submission	Year	2024

Description

Project Description

Replacement of the 2008 Chevrolet Silverado with 201,600 km with a new half-ton crew cab pickup truck.

Justification of Project Need

The 2008 Chevrolet Silverado is at the end of its life expectancy. There is currently 201,600 kms on this pickup truck. The truck has been taken to a garage where it was determined that the truck needs costly repairs to the rear differential. To invest the amount of money required to repair this truck would not be the most fiscal responsible decision.

Budget

	Total 2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures					
Project Expenditures	70,000	70,000			
Expenditures Total	70,000	70,000			
Funding					
Long-Term Debt	70,000	70,000			
Funding Total	70,000	70,000			

Attributes

Attribute	Value	Comment
Project Management		
Location	Walkerton	
Manager	Director of Community Services	
Funding & Administration		
Funding Source	Long-Term Debt	With 0.99 - 0.00% financing option when available
Reserve Fund		
Grant (If Appl.)		
Tender # (If Appl.)		
By-law # (If Appl.)		

ORGANIZATION

Capital Projects

Project	3160-2401 TRACTOR REPLACEMENT		
Department			
Version	1.Department Submission	Year	2024

Description

Project Description

Trade-in and Replacement of 2010 John Deere 303AE tractor with 1,624 hours, with cabbed tractor inclusive of front loader, bucket, forks, front mount snowblower, backhoe attachment, and sweeper.

Justification of Project Need

The tractor located at the Cargill Community Centre is undersized and beginning to have costly repairs. Recreation has added increased recreation services in winter with the Skating Oval and Ski Trails and routinely clears various parking areas. Having a tractor with a backhoe attachment would alleviate the need to have Public Works Staff bring a backhoe to a job site and result in efficiencies and minimize unnecessary costs as a result of renting a mini-excavator for certain projects. Staff will transfer the Massey Ferguson 1736, bucket, sweeper, forks and snow blower from Walkerton to Cargill to service the Cargill Community Centre.

Budget

	Total 2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures					
Project Expenditures	145,000	145,000			
Expenditures Total	145,000	145,000			
Funding					
Long-Term Debt	125,000	125,000			
Other	20,000	20,000			
Funding Total	145,000	145,000			

Attributes

Attribute	Value	Comment
Project Management		
Location	Walkerton	
Manager	Director of Community Services	
Funding & Administration		
Funding Source	Long-Term Debt	Kubota currently offering 0% financing
Reserve Fund		
Grant (If Appl.)		
Tender # (If Appl.)		
By-law # (If Appl.)		

Capital Analysis For period ending

Account/Description	2024 YTD Actuals	2024 Approved Budget	% of Annual Budget Remaining	2024 Budget vs Actual Variance
Recreation Parks				
Expenses:				
02-3161-2400 EVENT TRAILER	-	18,000	100%	18,000
02-3161-2402 DOWNTOWN PLANTERS	-	10,000	100%	10,000
02-3161-2403 PARK GARBAGE/RECYCLE BINS	-	30,000	100%	30,000
	-	58,000	100%	58,000

ORGANIZATION

Capital Projects

Project	3161-2400 EVENT TRAILER		
Department			
Version	1.Department Submission	Year	2024

Description

Project Description

Purchase of a Brockton Events Trailer.

Justification of Project Need

With lack of storage within Municipal buildings we are finding ourselves storing equipment used for events in various locations. The Brockton tents are stored in a shed that pests are able to access easily. When staff set up for events they need to use all Recreation trucks to haul tents, cinder blocks, tables, chairs, sound system and whatever else is needed for an event taking trucks away from completing day to day operations. Purchasing an events trailer staff are able to have all equipment needed for events to be in one place easily accessible to hook up and go to an event. The trailer also gives Brockton a rolling advertising sign by having it wrapped in eye catching advertisement.

Budget

	Total	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures						
Project Expenditures		18,000	18,000			
Expenditures Total		18,000	18,000			
Funding						
Municipal Grants		18,000	18,000			
Funding Total		18,000	18,000			

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	3161-2402 DOWNTOWN PLANTERS		
Department			
Version	1.Department Submission	Year	2024

Description

Project Description

Replacement of existing cement downtown planter with new self-watering planters.

Justification of Project Need

The current cement downtown planters are deteriorating and are beginning to show signs of cracking. The new planters being proposed are self-watering planters, they consist of a water reservoir that staff will be required to refill twice a week rather than the current planters that are required to be watered every other day.

The previous planters are no longer safe to use, the purchase of new planters is required to continue to provide a beautiful downtown. There will be no planter downtown Walkerton if we are unable to proceed with the purchase of new ones.

Budget

	Total 2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures					
Project Expenditures	30,000	30,000			
Expenditures Total	30,000	30,000			
Funding					
Municipal Grants	30,000	30,000			
Funding Total	30,000	30,000			

Attributes

Attribute	Value	Comment
Project Management		
Location	Walkerton	
Manager	Director of Community Services	
Funding & Administration		
Funding Source	Multi-Source Funding	
Reserve Fund		
Grant (If Appl.)	Streetscape Beautification Grant - 50% Funding available	
Tender # (If Appl.)		
By-law # (If Appl.)		

ORGANIZATION

Capital Projects

Project	3161-2403 PARK GARBAGE/RECYCLE BINS		
Department			
Version	1.Department Submission	Year	2024

Description

Project Description

Replacement of 15 - 45 gallon drum garbage containers in parks with new split garbage/recycle containers.

Justification of Project Need

Currently there are 15 - 45 gallon drum garbage containers throughout the Parks in Walkerton. The drums are rusting and the bottoms of the drums are falling out. 45 gallon drum garbage cans have been a health & safety concern as staff have to use their knees to help lift the garbage into the truck/dumpsters. With the increase of needles being found in the garbages, staff are concerned with having to handle such big garbage bags.

With the purchase of the combo garbage/recycle cans we can help reduce the amount of plastic that ends up in the landfill by being able to offer recycling. The bags in these cans are smaller and easier to handle.

Budget

	Total 2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures					
Project Expenditures	30,000	30,000			
Expenditures Total	30,000	30,000			
Funding					
Municipal Grants	30,000	30,000			
Funding Total	30,000	30,000			

Attributes

Attribute	Value	Comment
Project Management		
Location	Walkerton	
Manager	Director of Community Services	
Funding & Administration		
Funding Source	Multi-Source Funding	
Reserve Fund		
Grant (If Appl.)	Streetscape Beautification Grant 50% Funding available	
Tender # (If Appl.)		
By-law # (If Appl.)		

Capital Analysis For period ending

Account/Description	2024 YTD Actuals	2024 Approved Budget	% of Annual Budget Remaining	2024 Budget vs Actual Variance
Recreation Pool				
Expenses:				
02-3162-2400 DIVING BOARD	-	36,000	100%	36,000
	-	36,000	100%	36,000

ORGANIZATION

Capital Projects

Project	3162-2400 DIVING BOARD		
Department			
Version	1.Department Submission	Year	2024

Description

Project Description

Diving board for Centennial Park Pool.

Justification of Project Need

When the pool basin was renovated in 2020 the existing diving boards were removed due to safety concerns of the age and the height of the equipment. In recent years there has been multiple requests from users that a diving board be reinstalled. Lifeguards have noted it is better for swimming lessons to have participants jump into the water off a diving board to make participants more comfortable with water.

Budget

	Total	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures						
Project Expenditures		36,000	36,000			
Expenditures Total		36,000	36,000			
Funding						
Other		36,000	36,000			
Funding Total		36,000	36,000			

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.)		

Capital Analysis For period ending

Account/Description	2024 YTD Actuals	2024 Approved Budget	% of Annual Budget Remaining	2024 Budget vs Actual Variance
Recreation Community Centre				
Expenses:				
02-3163-2400 WALKEROTN COMMUNITY CENTRE REFRIGERATIC	-	180,000	100%	180,000
	-	180,000	100%	180,000

ORGANIZATION

Capital Projects

Project	3163-2400 WALKEROTN COMMUNITY CENTRE REFRIGERATION COMPRESSORS		
Department			
Version	1.Department Submission	Year	2024

Description

Project Description

Replacement of existing Mycom reciprocating compressors and electric motors with 2 new Mycom 2MII reciprocating compressors and electric motors.

Justification of Project Need

The current refrigeration compressors are over 22 years old and are showing signs of wear and tear. 2023 summer overhaul of Compressor #2 showed signs of the compressor nearing end of life with wear to the cylinders and other reciprocating components. In the event of a compressor failure there is a high probability of the ice melting and needing to be taken out and replaced which is a two to three week process. New Mycom M2II compressor will reduce maintenance costs by increasing overhaul intervals from 8,000 hours to 16,000 hours. The new design of compressors decreases routine maintenance time by having components more accessible.

Budget

	Total 2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures					
Project Expenditures	180,000	180,000			
Expenditures Total	180,000	180,000			

Attributes

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

Capital Analysis For period ending

Account/Description	2024 YTD Actuals	2024 Approved Budget	% of Annual Budget Remaining	2024 Budget vs Actual Variance
Library - Walkerton				
Expenses:				
02-3170-2400 FLOOR SCRUBBER	-	7,500	100%	7,500
	-	7,500	100%	7,500

ORGANIZATION

Capital Projects

Project	3170-2400 FLOOR SCRUBBER		
Department			
Version	1.Department Submission	Year	2024

Description

Project Description

Purchase of a new 18" battery operated floor scrubber.

Justification of Project Need

Currently Custodial staff use a mop and bucket to clean at the Walkerton Library, Cargill Library, Walkerton Fire Hall, Brant Roads Shop/Saugeen Mobility offices and the Brockton Municipal Office. To ensure a thorough clean floor, cleaning staff are requesting the purchase of a new 18" battery operated floor scrubber than can easily be transported to each facility.

Budget

	Total 2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures					
Project Expenditures	7,500	7,500			
Expenditures Total	7,500	7,500			

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.)		

Capital Analysis For period ending

Account/Description	2024 YTD Actuals	2024 Approved Budget	% of Annual Budget Remaining	2024 Budget vs Actual Variance
EDC				
Expenses:				
02-3185-2300 ERBP Street Lights	-	30,000	100%	30,000
02-3185-2301 ERBP - Phase 3	-	1,900,000	100%	1,900,000
02-3185-2302 BUSINESS PARK ENTRANCE SIGN - PHASE II	-	15,000	100%	15,000
	-	1,945,000	100%	1,945,000

ORGANIZATION

Capital Projects

Project	3185-2301 ERBP - Phase 3		
Department			
Version	1.Department Submission	Year	2024

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 across the region with serviced Industrial Lands for sale.

Phase 3 will see approximately 16 acres of land developed with Phase 4 proposed to follow with 22 .6 acres and approximately 8 reserved for a municipal complex. The Phase 3 project was tendered and will start early in 2024 for \$1,670,800 plus HST plus utilities which are estimated at \$150,000 for fibre, hydro and natural gas This is the third phase of a multi-year project.

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 2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures					
Project Expenditures	1,900,000	1,900,000			
Expenditures Total	1,900,000	1,900,000			
Funding					
Long-Term Debt	1,900,000	1,900,000			
Funding Total	1,900,000	1,900,000			

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.)		

2024 Non-Tax Supported Budget Report



Introduction

The 2024 proposed non-tax supported operating budget represents the Municipality of Brockton's commitment to meeting legislative requirements, maintaining the health and safety of the community, and providing exceptional customer service.

The Municipality's non-tax supported budget is comprised of Water Services and Wastewater Treatment and Collection Services, and the Ontario Building Code (OBC) Administration. Combined, the total proposed 2024 operating budget is \$3,605,074.

Based on approved Water Works Financial Plan (2021-2026), Council approved the following rate increases each year:

Water Financial Plan:

2021 = 2%;
2022 = 3.8%;
2023 = 3.8%;
2024 = 3.8%;
2025 = 3.8%;
2026 = 3.8 %.

And the Wastewater Financial Plan:

2021 = 2%;
2022 = 4.8%;
2023 = 4.8%;
2024 = 4.8%;
2025 = 4.8 %;
2026 = 4.8%

The proposed budget includes:

- \$1.391 million operating budget for Water Services that allows Brockton to continue to deliver a safe and sustainable water supply while renewing its aging infrastructure.
- \$1.769 million operating for Wastewater Collection and Treatment Services to support continued optimization of Brockton's wastewater systems.
- \$443,135 thousand operating for OBC Administration, which includes continued investments to maintain the health and safety of the community and to enhance services for our customers.

The operating costs associated with these service areas are recovered 100 per cent through user fees and other non-tax supported revenues, and therefore do not require a property tax transfer.

Building the Budget

When developing the budget, the Municipality must consider and prioritize projects that are required to meet legislative requirements and community need. To maximize the Municipality's investment, projects that align with Brockton's Sustainable Strategic Plan, Operational/Organizational Review and the Municipality Community Official Plan—to build an exceptional Municipality by providing outstanding municipal service and value, while supporting the environmental, economic, social, and cultural pillars of sustainability—are considered.

Although the budgets are broken down into service areas, the budget is considered and approved as a whole to enhance the Municipality's decision-making process.

The development of the non-tax supported operating budget is based on key elements that align with the Municipality's financial strategy:

- A strong financial foundation that is based on a financial policy framework, which includes debt management, reserve and reserve fund and investment policies. Specifically, water and wastewater have no rate-supported debt.
- Solid financial performance as indicated through third party evaluations by the Municipality's external auditor and credit rating assessments.

Water and Wastewater budget development is centered on the objectives of ensuring regulatory compliance, managing our assets from water sources to the customer, and maintaining affordability for our customers.

Annual operating budget development for water and wastewater is based on net-zero funding principles, as defined by the Municipal Act, 2001, where revenues and expenses, including funding transfers to capital reserve funds, are balanced.

Reserves and Reserve Funds

In the 2024 proposed budget for water and wastewater services, a transfer from the contingency reserve is budgeted to maintain affordability for the ratepayer while ensuring reserves remain adequately funded at the target levels.

Most notably for the Municipality's water and wastewater infrastructure, the transfer to the capital reserves is measured against the municipality's capital need to maintain and replace our current assets. In each of water and wastewater, the operating transfer to fund capital is moving the Municipality closer to achieving sustainable asset investment.

Council receives an annual comprehensive Reserve and Reserve Fund Report that outlines fund balances, funding status compared to targets and significant transactions. Reserve and reserve fund forecasted balances are reflected in the departmental budget documentation.



2024 Operating Budget Water

Water and Wastewater Overview

Financial Planning

As part of the Safe Drinking water Act, 2002, the Province of Ontario requires municipal water service providers to develop or update a long-range financial plan every five years to renew municipal drinking water licenses. In addition to satisfying provincial requirements, the Water and Wastewater Long-range Financial plan (2021-2026) helps the Municipality provide long-term financial stability, system sustainability and community safety as it relates to our water supply. The plan also informs the budgets and rate increases submitted annually for Council approval.

Although not required by the province, the Municipality proactively includes Wastewater Services in long-range financial planning to provide a more complete and accountable picture of the water and wastewater systems and to ensure more accurate forecasting.

Summary of 2024 Proposed Water and Wastewater Rates

The following volumetric rates and basic service charges are proposed for 2024.

Table 4. Rate Change and Forecasted Residential Bill Impact

Charges	2023	2024	Change
Water volume charge \$/cubic metre	\$1.48	\$1.53	\$0.05
Water Annual Flat Rate \$/annual	\$235.77	\$244.73	\$8.96
Wastewater volume charge \$/cubic metre	\$1.57	\$1.64	\$0.07
Wastewater Annual Flat Rate \$/annual	\$265.51	\$277.87	\$12.36

The above-proposed water and wastewater rates reflect an overall expenditure increase of 3.8 and 4.8 per cent respectively to the water and wastewater operating budgets. Internal support costs, realignment of employee compensation, operating increases to utilities and studies required for asset management, and capital reserve transfers represent the largest impacts to the water and wastewater budgets.

Water Services

Water Services ensures a safe, secure and sustainable water supply for our community including water used for residential, business, recreational and firefighting purposes. The delivery of a safe, reliable water supply is a 24-hour/day business.

Council responsibility as owner

“The Safe Drinking Water Act, 2002 includes a statutory standard of care for individuals who have decision-making authority over municipal drinking water systems or who oversee the operating authority of the system.

It is important that members of municipal council and municipal officials with decision making authority over the drinking water system and oversight responsibilities over the accredited operating authority understand that they are personally liable, even if the drinking water system is operated by a corporate entity other than the municipality.”

(Excerpted from: Taking Care of Your Drinking Water: A Guide for Members of Municipal Councils)

There are legal consequences for not acting as required by the standard of care, including possible fines or imprisonment.

Council members and senior staff received training on statutory standard of care, in December 2022 with the current term of Council at the Walkerton Clean Water Center.

Key functions

Water Services is responsible for planning, design, construction, operation, maintenance and overall management of the water infrastructure assets. To meet these needs and to care for its infrastructure, the Water Services operating budget provides funding for the following key functions:

Customer service and conservation

- Customer service and support
- Utility administration and revenue management
- Staff training and development
- Compliance and conformance programs

Supply, treatment and protection

- Provision of a secure, reliable and continuous supply of treated drinking water to the water distribution system
- Implementation of programs to ensure operational and environmental compliance
- Operation and maintenance of related infrastructure including disinfection systems, supply facilities, towers, pumping stations, and reservoirs
- Management and replacement of water supply assets

Distribution and metering

- Provision of a secure, reliable, and continuous supply of treated drinking water to customers and for fire protection
- Operation and maintenance of infrastructure including water mains, valves, hydrants, and service lines
- Installation of new water billing meters and replacement of aging meter assets
- Emergency response and reactive infrastructure maintenance
- Capital infrastructure condition assessments and remediation to support loss mitigation (e.g. leak detection studies of municipal water mains)



2024 Operating Budget Water

2023 Accomplishments

- North Tower health and safety and coating repairs and replacement work
- Replace the Trunk Main from Well 7 & 9 into Walkerton
- Replace the watermain on Yonge Street between Jackson and Durham Streets
- Complete an Infrastructure Needs Study in anticipation of more residential, commercial, and industrial growth in Walkerton

2024 Initiatives

- SCADA Upgrades to the water system at Well 7/9. Existing system is becoming further out of date and difficult to find replacement parts for. System allows for live monitoring of water systems.

Our services

Initiation of key water supply projects including:

Our people

- Work closely with Veolia on the water supply services
- Continued training and certification of licensed Water Services staff to support progressive licensing and continuous improvements within the Municipality's operations

Summary of Significant Changes

- Increase in revenue due to increased user fees as per the 2021 - 2026 Financial Plan
- Increase in utilities to be inline with actuals for Water Service
- Increase in Long-Term Debt to fund the annual repayment for the Yonge St reconstruction and Trunk Main replacement.
- Decrease in the transfer to Reserve Funds

Financial information

This budget represents 4.50 percent increase over 2023.



2024 Operating Budget Water

Water and Wastewater Overview

Financial Planning

As part of the Safe Drinking water Act, 2002, the Province of Ontario requires municipal water service providers to develop or update a long-range financial plan every five years to renew municipal drinking water licenses. In addition to satisfying provincial requirements, the Water and Wastewater Long-range Financial plan (2021-2026) helps the Municipality provide long-term financial stability, system sustainability and community safety as it relates to our water supply. The plan also informs the budgets and rate increases submitted annually for Council approval.

Although not required by the province, the Municipality proactively includes Wastewater Services in long-range financial planning to provide a more complete and accountable picture of the water and wastewater systems and to ensure more accurate forecasting.

Summary of 2024 Proposed Water and Wastewater Rates

The following volumetric rates and basic service charges are proposed for 2024.

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Charges	2023	2024	Change
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The above-proposed water and wastewater rates reflect an overall expenditure increase of 3.8 and 4.8 per cent respectively to the water and wastewater operating budgets. Internal support costs, realignment of employee compensation, operating increases to utilities and studies required for asset management, and capital reserve transfers represent the largest impacts to the water and wastewater budgets.



2024 Operating Budget Summary Water

	2023 Actuals	2023 Approved Budget	2024 Draft Budget	2024 Budget Change (\$)	2024 Budget Change (%)
Revenues					
User Fees	1,350,757	1,311,511	1,361,349	49,838	3.80%
Investments	4,780				
Other Revenue	37,752	20,000	20,000		
Reserve Fund	39,370		10,619	10,619	
Total Revenues	1,432,659	1,331,511	1,391,968	60,457	(4.54%)
Expenses					
Wages & Benefits	114,508	75,561	137,711	62,150	82.25%
Maintenance	77,385	123,200	133,200	10,000	8.12%
General Expense	77,121	260,738	264,159	3,421	1.31%
Utilities	103,787	96,000	111,000	15,000	15.63%
Service Agreement	483,951	463,788	488,788	25,000	5.39%
Other	2,854	3,000	3,000		
Transfers to Reserves		242,787		(242,787)	100.00%
Long-term Debt	53,477	66,437	250,688	184,251	277.33%
Total Expenses	913,083	1,331,511	1,388,546	57,035	4.28%
Net Difference	(519,576)		(3,422)	(3,422)	

Wastewater - Treatment & Collection

Wastewater Services delivers reliable sanitary services, high quality effluent (outflow) that meets or exceeds regulatory requirements and management of the sewer use bylaw. To meet these needs, the wastewater services is a 24/7 business.

Key functions

Wastewater Services is responsible for planning, design, construction, operation, maintenance and overall management of the wastewater infrastructure assets. To meet these needs and care for its infrastructure, the Wastewater Services operating budget provides funding for the following key functions:

Facility operations and maintenance

- Operation, maintenance, optimization, and compliance of the Wastewater Treatment Facility
- Management, planning, and compliance of the biosolids program
- Planning and implementation of new capital projects to upgrade the wastewater treatment and biosolids processes
- Laboratory testing and services
- Adherence to the Saugeen Conservation Authority voluntary final effluent (outflow) limits
- Continual improvement through benchmarking against industry best practice
- Annual flushing program
- Continue the camera program for Asset Management

Sewer use by-law enforcement, wastewater collection system operation and maintenance

- Upholding Brockton's Sewer Use bylaw
- Addressing customer sewer blocks and carrying out preventative maintenance as required
- Coordinating with Engineering and Transportation Services to plan infrastructure replacements and expansions

2023 Accomplishments

- Replace Sanitary Sewer on Yonge Street between Jackson Street and Durham Street
- Engineer the Automatic Screen for the Wet Well
- Refurbish the Bio generator

2024 Initiatives

- Replacing backup blowers
- Replacing the wet well screen (engineered in 2023)

Our People

- Continue to work with Veolia Staff
- Encourage staff participate in internal engagement initiatives and opportunities for interdepartmental collaboration



2024
Operating Budget
Sewage Treatment

Summary of Significant Changes

- Increase in revenue due to increased user fees as per the 2021 - 2026 Financial Plan
- Increase in utilities to be inline with actuals for Wastewater Treatment
- Increase in Building Maintenance for general facility maintenance that is not classified as Capital
- Decrease in the transfer to Reserve Funds



**2024
Operating Budget Summary
Sewage Treatment**

	2023 Actuals	2023 Approved Budget	2024 Draft Budget	2024 Budget Change (\$)	2024 Budget Change (%)
Revenues					
User Fees	1,253,629	1,349,249	1,412,828	63,579	4.71%
Agreements	28,128	11,550	11,550		
Reserve Fund	333,676				
Total Revenues	1,615,433	1,360,799	1,424,378	63,579	(4.67%)
Expenses					
Wages & Benefits	91,036	138,901	88,251	(50,650)	(36.46%)
Maintenance	4,025	84,000	206,000	122,000	145.24%
General Expense	72,822	124,537	127,598	3,061	2.46%
Utilities	210,198	230,000	245,000	15,000	6.52%
Service Agreement	386,684	450,068	465,068	15,000	3.33%
Other		14,000	58,019	44,019	314.42%
Transfers to Reserves		264,153	175,036	(89,117)	(33.74%)
Long-term Debt	291,435	55,140	56,344	1,204	2.18%
Total Expenses	1,056,200	1,360,799	1,421,316	60,517	4.45%
Net Difference	(559,233)		(3,062)	(3,062)	



2024
Operating Budget
Sewage Collection

Wastewater Collection

Financial information

This budget represents 22.03 percent increase over 2023.

Table 1. Revenue trend 2022 to 2024 (Wastewater Collection)

Revenue	2022 budget	2023 budget	2024 draft budget	2024 budget change	2024 budget change
Grants and Reserve Funds	(\$137,660)	(\$142,062)	(\$204,454)	(\$62,392)	43.92%
User fees and service charge	(\$141,139)	(\$141,139)	(\$141,139)	(\$0)	0.00%
Total Revenue	(\$278,799)	(\$283,201)	(\$345,593)	(\$62,392)	(22.03%)

Explanation of changes

- \$62,392 increase in revenue due to increased reserve fund transfer to fund increased operational costs.



2024
Operating Budget
Sewage Collection

Table 2. Expenditure Trend trend 2022 to 2024 (Wastewater Collection)

Expenditures	2022 budget	2023 budget	2024 draft budget	2024 budget change	2024 budget change
Wages	\$16,775	\$21,482	\$30,079	\$8,597	40.02%
Maintenance	\$80,000	\$80,000	\$80,000	\$0	0.00%
General Expenses	\$182,024	\$181,719	\$235,514	\$53,795	29.60%
Total Expenditures	\$211,697	\$283,201	\$283,201	\$62,392	22.03%

Explanation of changes

- Increase in engineering services
- Increase in Long-term debt repayments.



**2024
Operating Budget Summary
Sewage Collection**

	2023 Actuals	2023 Approved Budget	2024 Draft Budget	2024 Budget Change (\$)	2024 Budget Change (%)
Revenues					
User Fees	153,139	141,139	141,139		
Reserve Fund	16,097	142,062	204,454	62,392	43.92%
Total Revenues	169,236	283,201	345,593	62,392	(22.03%)
Expenses					
Wages & Benefits	15,884	21,482	30,079	8,597	40.02%
Maintenance	28,120	80,000	80,000		
General Expense		15,000	35,000	20,000	133.33%
Service Agreement	33,972	98,963	98,963		
Long-term Debt	55,907	67,756	101,551	33,795	49.88%
Total Expenses	133,883	283,201	345,593	62,392	22.03%
Net Difference	(35,353)				

Appendix A -Budgeted Capital Projects - Utilities

Capital Analysis For period ending

Account/Description	2024 YTD Actuals	2024 Approved Budget	% of Annual Budget Remaining	2024 Budget vs Actual Variance
Water				
Expenses:				
02-3135-2205 WELL 7&9 SCADA UPGRADES	-	135,000	100%	135,000
	-	135,000	100%	135,000

ORGANIZATION

Capital Projects

Project	3135-2205 WELL 7&9 SCADA UPGRADES		
Department			
Version	1.Department Submission	Year	2024

Description

Project Description

Improve supervisory control and data acquisition (SCADA) system at Walkerton well 7&9

Justification of Project Need

Current SCADA equipment is aging and it is becoming more difficult to get replacement parts for existing equipment. MOE (MECP) has noted periodic issues during their inspections.

Budget

	Total	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures						
Project Expenditures		135,000	135,000			
Expenditures Total		135,000	135,000			
Funding						
Reserve Funds		135,000	135,000			
Funding Total		135,000	135,000			

Attributes

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

Capital Analysis For period ending

Account/Description	2024 YTD Actuals	2024 Approved Budget	% of Annual Budget Remaining	2024 Budget vs Actual Variance
Sewage Treatment Plant				
Expenses:				
02-3140-2105 AUTOMATIC SCREEN FOR WET WELL AT WASTE	-	500,000	100%	500,000
02-3140-2400 NEW BLOWER UNIT FOR WASTEWATER TREATME	-	150,000	100%	150,000
02-3140-2401 AERATION PIPING REPLACEMENT	-	35,000	100%	35,000
	-	685,000	100%	685,000

ORGANIZATION

Capital Projects

Project	3140-2105 AUTOMATIC SCREEN FOR WET WELL AT WASTEWATER TREATMENT PLANT		
Department			
Version	1.Department Submission	Year	2024

Description

Project Description

Installation of an automatic bar screen for the wet well. The bar screen removes debris that can clog or damage sewage pumps and equipment down stream of the wet well

Justification of Project Need

- Reduce/eliminate health and safety risks of operators unclogging pumps by hand
- Reduce costly repairs to raw sewage pumps and other equipment
- Reduce health and safety risk of operator completing confined space entries to clean wet well.

Budget

Total 2024 Budget 2025 Budget 2026 Budget 2027 Budget 2028 Budget

Expenditures

Project Expenditures	500,000	500,000
Expenditures Total	500,000	500,000

Funding

Reserve Funds	500,000	500,000
Funding Total	500,000	500,000

Attributes

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

ORGANIZATION

Capital Projects

Project	3140-2400 NEW BLOWER UNIT FOR WASTEWATER TREATMENT PLANT		
Department	<Select>		
Version	1.Department Submission	Year	2024

Description

Project Description

New blower units (2) for the Wastewater Treatment Plant.

Justification of Project Need

Existing units are aging beyond repair and in need of replacement. These units add aeration to the wastewater tanks to promote the proper bacterial growth as part of the treatment process.

Budget

	Total 2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures					
Project Expenditures	150,000	150,000			
Expenditures Total	150,000	150,000			
Funding					
Reserve Funds	150,000	150,000			
Funding Total	150,000	150,000			

Attributes

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

ORGANIZATION

Capital Projects

Project	3140-2401 AERATION PIPING REPLACEMENT		
Department			
Version	1.Department Submission	Year	2024

Description

Project Description

Replace existing aerator piping at WWTP

Justification of Project Need

Existing units are in very poor condition. These pipes move air from the blowers into the raw sewage to promote the right kind of bacterial growth for breakdown as part of the waste water treatment process.

Budget

	Total 2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures					
Project Expenditures	35,000	35,000			
Expenditures Total	35,000	35,000			
Funding					
Reserve Funds	35,000	35,000			
Funding Total	35,000	35,000			

Attributes

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

Ontario Building Code Administration

The Municipality's Building Services division authorizes all building construction and demolition in Brockton. The division is provincially mandated to administer and enforce the Ontario Building Code (OBC); provincial legislation requires staff to maintain certification to meet provincial standards, perform mandatory inspections, and issue permits within mandated time frames.

Building Services provides the following public services associated with the administration and enforcement of the OBC:

- Pre-permit consultation, plans examination, technical reviews and application processing.
- Issuance of permits within mandated time frames to ensure conformity to the OBC.
- On-site inspections to ensure conformity with approved permit drawings specifications, the OBC and regulations.
- Response to all technical inquiries throughout building projects.
- Enforcement of OBC and initiation of legal proceedings as required.

These activities are completely funded by revenue generated from building permit and administration fees.

2023 In Review

The Building Department oversees the administration of the Ontario Building Code. To month end of October 2023, 147 Building permits with a total construction value worth \$57,217,338.90. From the past previous two years there has been a decrease in the overall number of building permits issued, however construction value in Brockton increased over \$10,000,000.00 from the previous two years to the month end of October 2023.

2024 Initiatives

Our Services

- Overseeing the delivery of building code administrative services to the public including the issuance of Building Permits, conducting required inspections, responding to inquiries from the public, developers and qualified building professionals to service level standards that municipalities must meet.
- Maintaining existing qualifications and accreditations.
- Administer the Bruce County Development Charges as approved in 2023, which will be completed at the time of the issuance of the building permit.

Summary of Significant Changes

- Engineer related services fees amended from 2023 to reflect potential additional studies related to works associated with cliff erosion project.
- Decrease in the transfer to/from Reserve Fund. 2024 has a minimal funding from Reserve Funds to assist with operating expenses.



2024
Operating Budget
Building & Property Standards

Reserve Funds: Building Services OBC Stabilization

The Building Code Act allows municipalities to establish permit fees to cover the cost of administering and enforcing the Building Code Act, and make reasonable contributions to a reserve fund. The reserve fund can be used to offset periods of lower building and construction activity, make service enhancements and cover unexpected expenses.

The following chart describes the purpose of the reserve, the forecasted 2023 year-end balance.

Reserve Fund	Description	Balance as of December 2023
Protective Inspection/Building	Funds that may only be used to help stabilize slow years in terms of building activity and permit revenue	\$723,212



**2024
Operating Budget Summary
Building & Property Standards**

	2023 Actuals	2023 Approved Budget	2024 Draft Budget	2024 Budget Change (\$)	2024 Budget Change (%)
Revenues					
License & Permits	351,789	350,000	350,000		
Other Revenue		10,000	10,000		
Reserve Fund		274,324	83,135	(191,189)	(69.69%)
Total Revenues	351,789	634,324	443,135	(191,189)	30.14%
Expenses					
Wages & Benefits	219,894	293,854	318,166	24,312	8.27%
Maintenance	530	1,300	1,300		
General Expense	20,200	79,884	63,533	(16,351)	(20.47%)
Service Agreement	50,725	42,300	49,486	7,186	16.99%
Other		10,000	10,000		
Transfers to Reserves	78,880	206,986		(206,986)	100.00%
Total Expenses	370,229	634,324	442,485	(191,839)	(30.24%)
Net Difference	18,440		(650)	(650)	

