

# 2022 Tax Supported Operating and Capital Budget Report

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# What do you mean?

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## Definitions

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

### A

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

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

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

### C

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

**Current Value Assessment (CVA)** is the amount of money a property would realize if sold at arm's length by a willing seller to a willing buyer. To calculate a property's

assessed value, MPAC analyzes market information from similar types of properties in the vicinity.

### E

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

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

### G

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

**Grant** is a monetary contribution—typically from one level of government to another—

as a means to lend support to a specific service, a program or function.

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

I

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

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

L

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

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

M

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

N

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

O

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

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

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

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

## P

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

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

## R

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

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

## S

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

# About Brockton

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

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

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

With a population nearing 10,000, Brockton is a wonderful place to live, work and play.

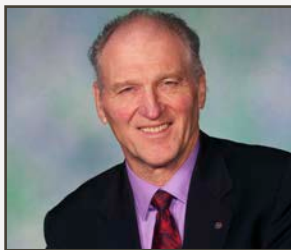




# Brockton Council



Mayor  
Chris Peabody



Deputy Mayor  
Dan Gieruszak



Councillor  
Steve Adams



Councillor  
Tim Elphick



Councillor  
Kym Hutcheon



Councillor  
James Lang



Councillor  
Dean Leifso

Get to know your 2018 – 2022 Elected Council

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

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

# Budget Overview

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

Each year department heads review and revise their upcoming budget forecasts. They continue to sustain the level of services provided to residents with as little effect on the tax rate as possible. Due to the effects of the Covid-19 pandemic on residents in 2020 and 2021, staff have worked diligently to minimize any increase on the operating budget.

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

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

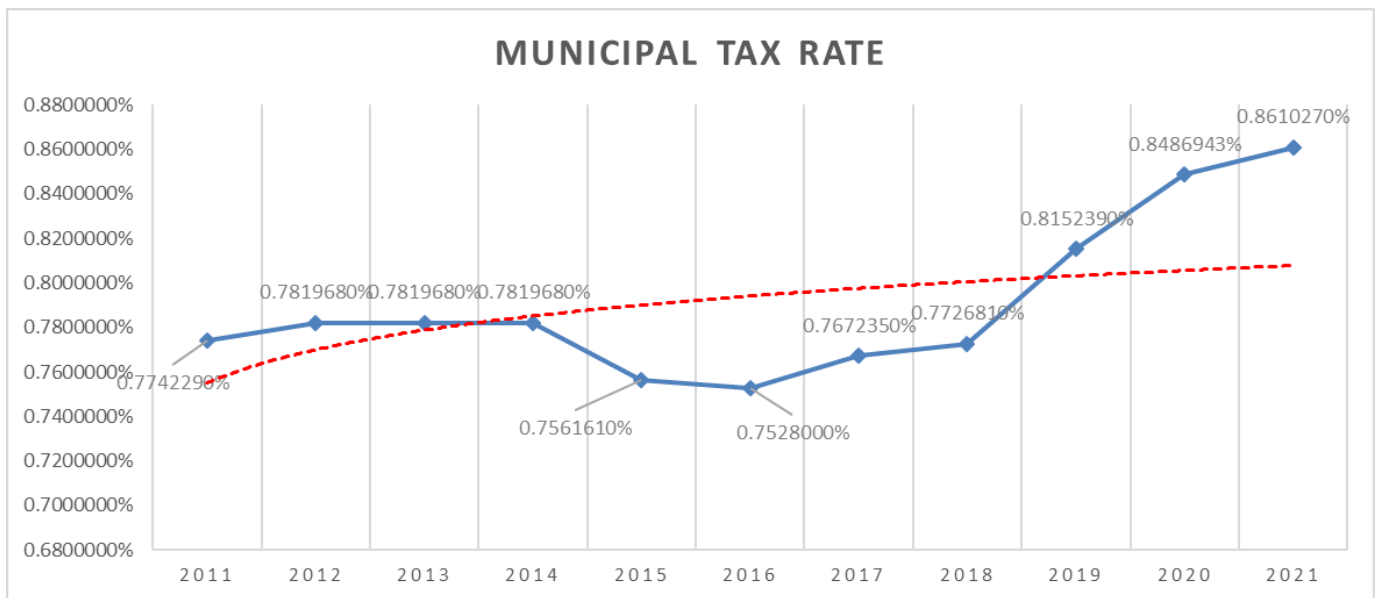
Secondly, Council will review Brockton's Operating Budget. Each department, along with the Chief Financial Officer has reviewed their operating budgets and will be presenting to Council the draft 2022 Operating Budget.

Third, Council will be presented with the 2022 Capital requirements of the Municipality.

# Tax Rate Effect

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

During the last term of Council, the Municipality of Brockton continued to provide quality services to residents with as little impact on the tax rate as possible, but the investment in infrastructure and reserves was limited. The current Council has been looking ahead and putting a select amount in reserve funds for future infrastructure; and adopting a budget with a feasible tax rate increase to maintain services and infrastructure in the growing community of Brockton.



For 2022, a 1% increase on the municipal tax rate equals \$100,786. The graph above shows the Municipal tax rates from 2011 to 2021.

# Tax Dollar Allocation for Municipal Services

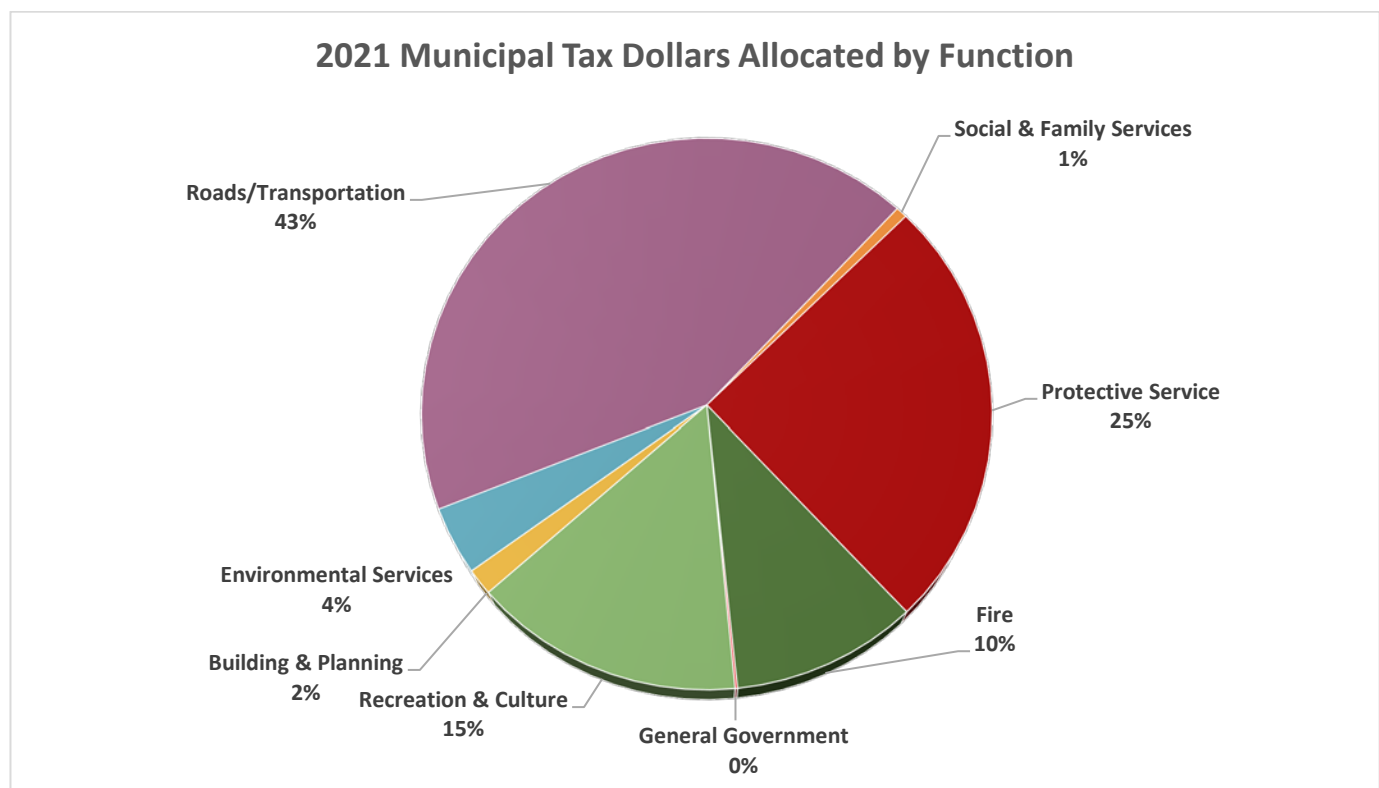
The Municipal tax rates are applied to the current value assessment (CVA) of each property as determined by MPAC which is an independent body formed by the Provincial government. Any tax increase would be contributed to the following factors:

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

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

In 2021, the average household assessment in Brockton was \$262,322, which equalled municipal taxes of approximately \$2,259.

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



# Brockton Assessment

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

Due to COVID-19, the Ontario Government announced that the 2020 Assessment Update would be postponed. Property assessments for the 2021 - 2023 taxation year will continue to be based on the fully phased-in January 1, 2016 current values (i.e., the same valuation date in use for the 2020/21 taxation year).

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



# Net Assessment Growth

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

The 2020 operating budget included \$492,000 in revenue growth due to assessment increase. Sixty-three percent (63%), \$308,326 is generated from growth and thirty-seven percent (37%), \$184,401 derived from value/equity changes.

For 2021 - 2023, there is zero increase in the assessment growth as there is no reassessment due to Covid-19.

However, with the increased new development in Brockton, the municipality will realize a \$212,000 growth in revenue strictly from new development. This is equal to approximately 2% tax rate increase.

# Reserve and Reserve Funds

Reserves and Reserve Funds are an essential part of the Municipality of Brockton's finances. The purpose of the Reserve and Reserve Funds is to save for future infrastructure needs to avoid spikes and dips in the overall tax levy. By setting aside funds each year, we are able to spread out the cost for the maintenance or replacement of our assets.

Appendix A provides a brief description of the current Reserve Funds, a short description as to what the Reserve Fund is for, as well as a listing of the projected balances of the Reserve and Reserve Funds as of December 2021. Also included is what we are proposing for changes (additions and reductions) for 2022.

# Current Long-Term Debt Commitments

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

Brockton has issued debentures for long-term borrowing to provide financing for larger capital work. Each year Council approves the financing of the Municipality’s Capital Plan during the budget deliberation. If Council elects to fund larger projects through borrowing, the Chief Financial Officer then investigates the most viable option available to the Municipality to stay in line with the limitations of the *Municipal Act, 2001*. As of January 1, 2022, the Municipality of Brockton will have the following outstanding long-term loans:

Outstanding Loan	2022	Completion Year	Annual Principal Repayment Amount
Walkerton Fire Hall and Property 2002-81 And 2003-56	129,096	2023	70,417
Loan By-Law 2008-73 (Non-Water/Sewer Portion)	75,031	2023	37,515
Jackson And Yonge Street 2004-034	231,684	2024	74,978
Soccer Fields 2016-057	165,220	2024	64,450
Kaake Drain	7,441	2025	2,470
De-Ox Water	24,000	2025	8,000
Ball Diamond Entrance	64,993	2025	21,664
Lang Drain	37,064	2025	9,066
Side Road 10	101,391	2030	12,674
Trackless	118,041	2030	14,755
Pick-Up Truck	84,000	2030	27,999
Bridge 11	186,465	2030	23,331
DS Weis Bridge	579,657	2031	52,001
Walkerton Landfill 2013-100	750,000	2034	62,500
McCurdy Bridge	211,497	2034	13,365
Cayley St Reconstruction	338,394	2034	22,279
McCurdy Bridge #2	215,993	2035	13,924
CDCF Entrance - Municipal Share	287,230	2035	18,433



Outstanding Loan	2022	Completion Year	Annual Principal Repayment Amount
Concession 6w	297,775	2035	19,004
Concession 10 Brant/Queen	1,017,295	2036	55,822
South Street Phase I Reconstruction 2016-057	636,294	2037	20,748
Lee and Coates 2017-074	356,981	2037	34,521
<b>Total Outstanding Long-Term Debt</b>	<b>\$5,917,564</b>		<b>\$679,916</b>

Total Annual long-term debt repayment (principle only) equals \$679,916

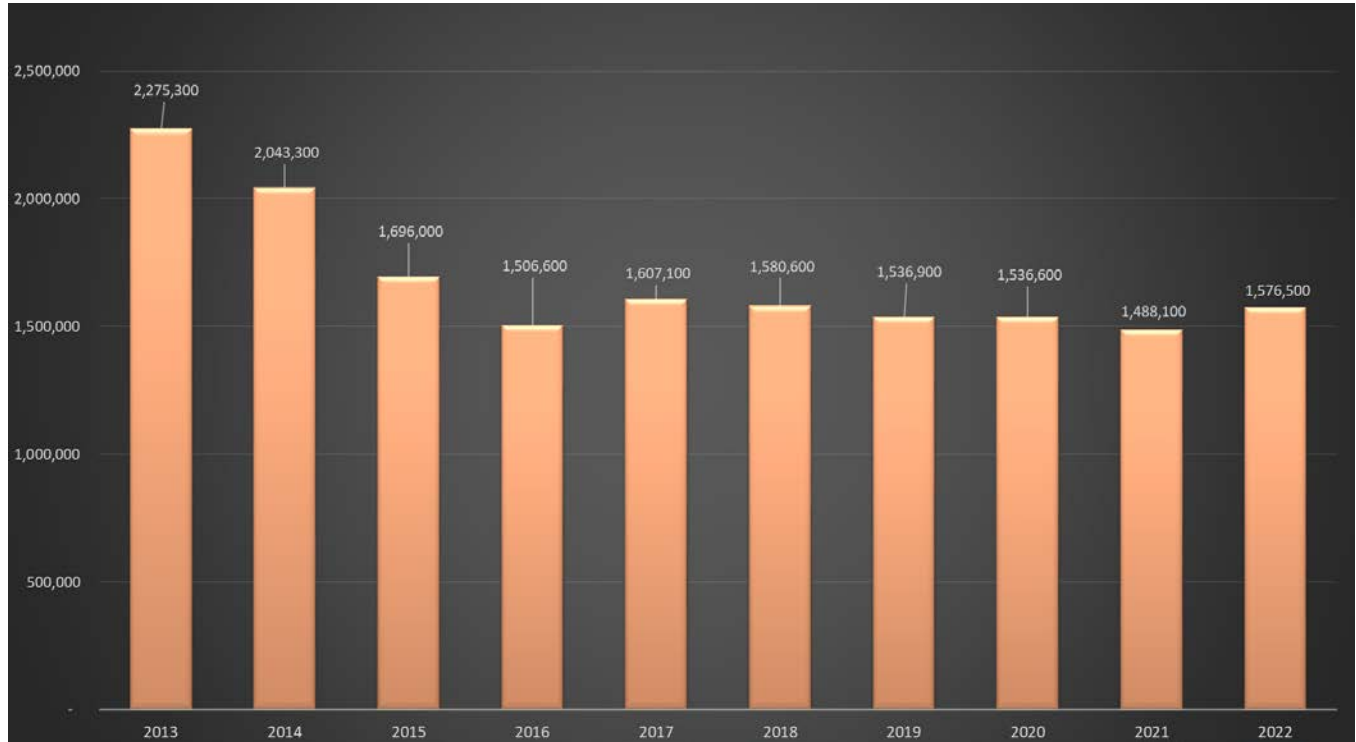
Legend	
	Expire within 2 years
	Expire within 3 – 9 years
	Expire in 10+ years

In 2021 there were two new loans established for the reconstruction of Concession 10 Brant/Queen and DS Weis Bridge repair. Between these two new loans, the total annual repayment equals (principle and interest) \$150,647. This annual increase is equal to a 1.49% increase in Roads operating budget.

# Grant Funding

## Ontario Municipal Partnership Fund (OMPF)

Historically the Municipality of Brockton has experienced a decrease in the Ontario Municipal Partnership Fund (OMPF) grant funding over the past seven years. In 2019-2020, the funding stayed consistent, however for 2021 the Municipality experienced a decrease of \$48,500. For 2022, the Municipality will have an increase in funding of \$88,400

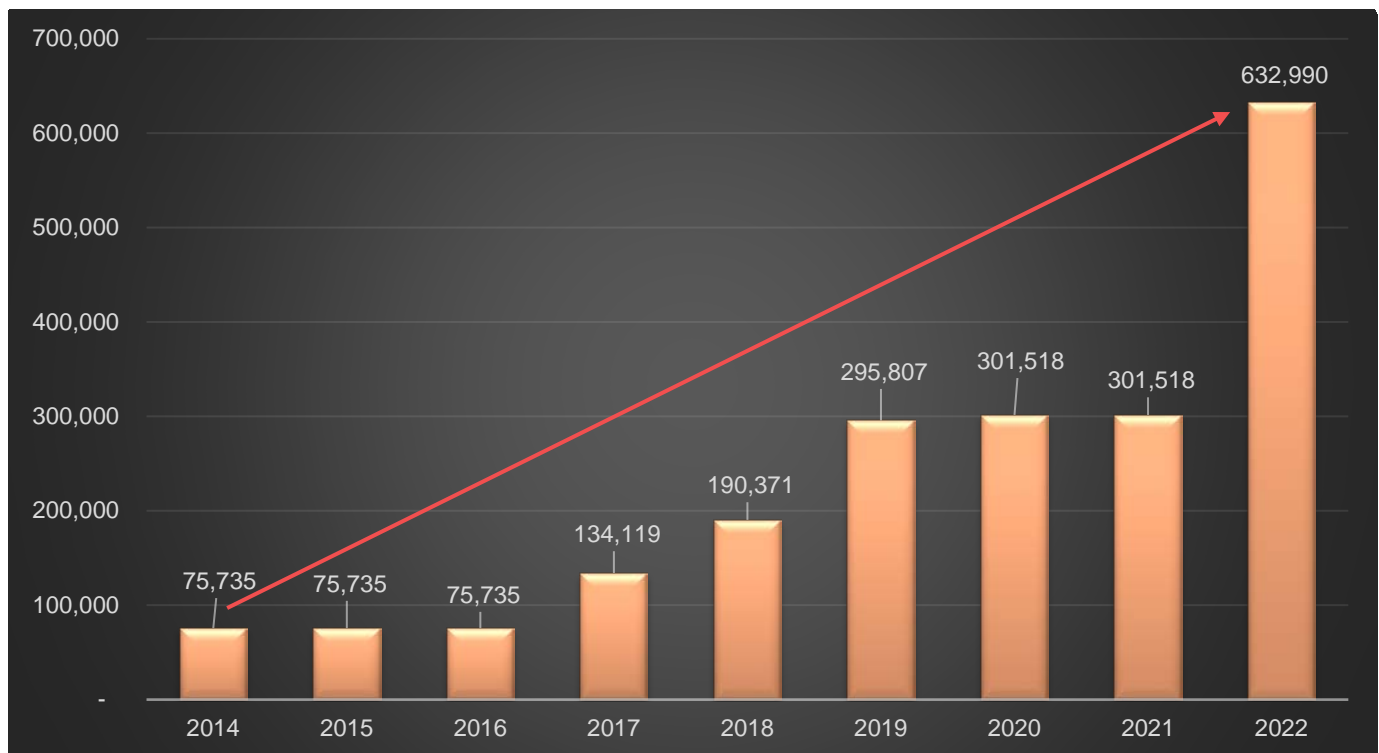


# Ontario Community Infrastructure Fund (OCIF)

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

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

On December 8, 2021, the Municipality received notification that there will be an increase to the OCIF Funding in 2022 with funding totaling \$632,990. This additional funding has been directly allocated towards upcoming road reconstruction project which is included in the 2022 budget.



# Federal Gas Tax

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

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

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

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



# Message from Chief Administrative Officer

As we look forward to 2022 we were all hoping for a year clear of the COVID-19 pandemic and the added pressures on the community that affect and challenge our daily municipal operations. Council and staff will continue to take a practical yet safe approach to protect our staff, residents and community. We continue to benefit from a strong business community with a recently established mandate and vision for the BIA, a very high level of new residential development and an influx of new residents seeking a welcoming and attractive community to raise their families in.

2021 was an exceptionally busy year for staff with many roads and bridge projects and multiple recreation projects and upgrades. Implementation of a new Purchasing and Procurement Policy and development of a Strategic Action Plan that will guide priorities for the next five years. The launch of the Regional Fire Training Centre was a major accomplishment. The building department experienced an unprecedented boom with 58% more single family homes built over 2022 and 56.5% more building value added in 2021 over all of 2020. The sales in East Ridge Business Park were also at an all-time high with 23.1 acres of land sold or pending closure which will total more than 1.9 million in revenue over 2021 and 2022. Brockton is also fortunate to benefit from EPCOR receiving \$20 million in funding to expand the South Bruce Natural Gas distribution project into Brockton. This will serve an additional 500 households in the coming years and support our rural Brockton businesses remaining competitive.

Despite all the positives this was another challenging budgeting year. Staff have worked hard to balance some of the inflationary pressures we are experiencing and additional costs related to COVID-19 due to cohorts, cleaning and screening creating staffing pressures and additional PPE expenses. We have not yet realized the full potential of our added building growth and the assessments have been held at 2016 rates which significantly affects our budget. Due to past borrowing for roads projects we continue to see an increase in long-term debt that affects our operating costs. Insurance premiums continue to increase across all aspects of Municipal government which also affects our operating costs. Despite all this staff have managed to present this budget with a realistic tax increase while ensuring we move the necessary projects forward to maintain infrastructure and continue to have the facilities and infrastructure needed to support a growing community. With a large number of grants available in 2021 staff have applied for many recreation facility improvement projects that will support the desires of new and existing residents if successful.

Through our economic development lens, we continue to look for new ways to support business and develop collaborative initiatives. In 2022, we will see a second year of offering a

Visitor's Information Centre in Lobies Park and continue to develop communications to promote our local features to show off Brockton's beauty to residents and visitors to the community as the desire for locally based excursions has grown. An Economic Development Strategy was also developed as part of the larger Strategic Action Plan for the Municipality and with construction of the Phase 2 expansion of the East Ridge Business Park starting in February promotion of these lands will be a top priority. The finalization of the Community Improvement Plan (CIP) is also pending with an added focus of supporting affordable housing initiatives.

Brockton is in a favorable position with a strong and professional Senior Management Team and dedicated staff throughout the organization who go above and beyond and work with passion and commitment to the community of Brockton. Council and staff continue to work together to ensure the safety of all Brockton residents, and ensure responsible growth that will maintain Brockton as an affordable community. I am proud of the work we completed in 2021 despite numerous challenges and the plans we have established and will continue to prioritize as we look forward to a future of growth. We have prepared a budget that reflects the need to ensure operational spending is maintained where possible to minimize the financial burden on residents while also ensuring a responsible plan for our infrastructure needs.

As Chief Administrative Officer, I remain passionate and invigorated about the growth in the community of Brockton. In 2022 we will continue to work together and celebrate how far the community has come while we continue to encourage people to "Come Home to Community...Come Home to Brockton"

A handwritten signature in cursive script, appearing to read "Sonya Watson".

Sonya Watson, Chief Administrative Officer

# 2022 Department Budgets

Each department head, along with the Chief Financial Officer, has reviewed and compared the proposed 2022 budgets to the 2021 operations to date. The overall objective of the staff was to present to Council an operational budget that continued excellent services and with a minimal impact on the budget. Covid-19 has presented several challenges in 2020 and again in 2021; staff have incorporated the operating challenges we currently face with increased safety measures for the community and staff.

## Summary of Significant Changes

### Revenue changes

- Assessment growth – in 2022 the total revenue growth was \$212,000, strictly from new development
- Increased transfer from Tax Mitigation Reserve \$200,000 to off-set increased tax rates
- No Safe Restart Funding in 2022
- Increase sales in East Ridge Business Park to help fund the new development
- Increase OCIF funding to help off-set increased Roads capital costs

### Expenses

- Increase in General Government Part-time wages and equipment, pending grant application for Legislative Support position.
- Multiple projects in line for 2022, including:
  - New Brockton Dollars
  - Budgeting Software (funded by grant application),
  - Municipal App (funded by grant application)
  - E-permitting software (funded by grant application)
  - Market Garden (funded by grants and donation)
  - East Ridge Business Park expansion (funded by long-term debt and lot sales)
  - Natural Gas Project (ongoing legal-advice)
  - Update CIP
  - Updated Master Recreation Plan (grant application pending)
  - Increased contribution to Elmwood Community Centre capital work
  - Cargill Community Centre, operations through Municipality and no longer through volunteer group. Increase in staff wages to maintain property.
- Decrease in OPP funding to cover prior year deficit.
- Increase in insurance rates
- Increase in long-term debt repayments of \$225,000, \$150,000 in Public Works and \$75,000 in ERBP for land purchase and expansion of business park

- Increase in service levels in the following areas:
  - Cemetery extended services with winter burial, increase in operating costs including staffing
  - Increased Recreation Programs – currently not an increased cost as we have cut other programs. However there are new programs being offered that could potentially face increased operating costs
  - Increased demands in the Building and Planning department – currently not a direct increase in costs, however there is a shift in the wages to Building Department to properly reflect the time being dedicated to building matters. This shift allowed for the revenues from permits to fund the wages.



Municipality Of Brockton Draft 2022 Operating Budget

Department	'2021	'2022	Net Difference
Taxation	-275,100	-275,100	\$0
Council	164,921	208,612	\$43,691
General Government	-337,338	-359,945	-\$22,607
Human Resources	145,589	156,563	\$10,974
ERBP	54,098	114,376	\$60,278
EDC	150,359	151,834	\$1,476
Visitor Information Centre	18,478	26,811	\$8,333
Heritage	19,840	8,400	-\$11,440
Library – Walkerton/Cargill	37,087	39,861	-\$2,774
Cemetery	40,443	61,562	\$21,119
Brockton Child Care	65,811	65,767	-\$45
Physician Recruitment	11,550	64,350	\$52,800
Animal Control/By-law Enforcement	25,628	20,932	-\$4,696
Brockton Fire	985,846	1,074,225	\$88,379
Emergency Measures	32,500	32,500	\$0
Health and Safety	53,788	47,479	-\$6,309
OPP and Police Service Board	2,300,374	2,265,138	-\$35,236
Conservation Authority	181,947	207,901	\$25,954
Planning	29,193	52,070	\$22,877
Municipal Drains	121,382	32,144	-\$89,238
Recreation	1,424,532	1,715,041	\$290,509
Materials Management	350,552	323,844	-\$26,708
Street – including Winter Maintenance	4,063,257	4,222,171	\$218,914
Streetlights	190,348	181,628	-\$8,720
Total	\$9,855,085	\$10,438,164	\$637,079



# Operating Budgets

## Council Goals and Objectives

### Purpose

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

### 2021 In Review

Throughout 2021 Council continued to meet electronically via Zoom video-conferencing and live-streamed Council meetings. These changes have resulted in a significant increase in community engagement in the decision-making process. Committee Terms of Reference were further reviewed, and Committee Meetings were set up in eSCRIBE's Agenda Management Software to ensure a consistent appearance of Committee Agendas and Minutes.

Council also secured a permanent solution for broadcasting Council Meetings at the Bruce County Council Chambers. eSCRIBE's webcasting software will be used to facilitate hybrid or in-person meetings once renovations are completed at the Bruce County Council Chambers.

### 2022 Goals and Objectives

- Hybrid and In-Person Council Meetings will be electronically broadcasted from the Bruce County Council Chambers
- Council will implement the Strategic Action Plan over the next five years
- The Municipal and School Board Election will be held in 2022

### Summary of Significant Changes

- Using video-conference to broadcast meeting and provide flexibility for participants
- Using eSCRIBE software for Committee Minutes and Agendas to assist with consistency and ease of use
- Updating Terms of Reference for Committees of Council
- Increase in wages to reflect election support
- Increase in revenue due to a transfer from Reserve Funds to support the 2022 Municipal Election

### Council Operating Budget Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
General Revenue	\$10,000	\$45,000	\$35,000	350.00%
<b>Total Revenue</b>	<b>\$10,000</b>	<b>\$45,000</b>	<b>\$35,000</b>	<b>350.00%</b>
<b>Expense</b>				
Wages	\$131,516	\$163,477	\$31,961	24.30%
General Expense	\$43,405	\$90,135	\$46,730	107.66%
<b>Total Expense</b>	<b>\$174,921</b>	<b>\$253,612</b>	<b>\$78,691</b>	<b>44.99%</b>
<b>Net Difference</b>	<b>(\$164,921)</b>	<b>(\$208,612)</b>	<b>(\$43,691)</b>	<b>26.49%</b>

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR COUNCIL  
2022**

PARTICULARS 01-3107	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Wages - Council	1200	120,112	121,142	123,108	150,494	22.25%
Benefits - Council	1240	7,932	8,559	8,408	12,983	54.41%
Mileage	1270	-	-	2,000	2,000	0.00%
Training & Seminars	1271	2,119	3,913	6,000	7,000	16.67%
Memberships	1303	400	1,879	2,200	2,200	0.00%
Office Supplies	1305	180	(706)	500	500	0.00%
Expenses - Council	1309	552	-	1,000	1,000	0.00%
Payroll Services	1315	1,635	1,435	2,285	2,285	0.00%
Service Agreement	1344	5,412	35,596	22,750	67,350	196.04%
Telephone-Mayor	1350	514	529	600	600	0.00%
Advertising	1370	501	204	-	-	0.00%
Insurance	1380	4,078	4,072	4,070	5,200	27.76%
Transfer to Reserve Fund	1720	2,000	2,000	2,000	2,000	0.00%
<b>OPERATING EXPENDITURES</b>		<b>145,434</b>	<b>178,622</b>	<b>174,921</b>	<b>253,612</b>	<b>44.99%</b>
<b>REVENUE</b>						
Transfer from Reserve Fund	0142	-	6,977	10,000	45,000	
Grants Ontario	0145	(20)	1,398	-	-	0.00%
<b>OPERATING REVENUE</b>		<b>(20)</b>	<b>1,398</b>	<b>10,000</b>	<b>45,000</b>	<b>350.00%</b>
<b>TOTAL COUNCIL</b>		<b>145,454</b>	<b>177,224</b>	<b>164,921</b>	<b>208,612</b>	<b>26.49%</b>

26.49% Increase/(Decrease)

43,691 Increase/(Decrease)



# General Government Goals and Objectives

## Purpose

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

General Government has many components;

## CAO Administration

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

## Treasury Department

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

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

## Clerks Department

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

## 2021 In Review

In 2021, the following projects were completed or are currently in the process of completion:

- Completion of the Strategic Action Plan
- Development and adoption of an updated Multi-Year Accessibility Plan for 2021-2025
- Implementation of an updated News Manager Module on the Municipal Website
- Implementation of an electronic Form repository (FormBuilder) on the Municipal Website
- Updated Municipal Procurement Policy and trained staff on new procurement process
- Provided IT Cyber training to all Municipal Staff

## 2022 Goals and Objectives

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

## Summary of Significant Changes

- Increase in Wages and Equipment which is off-set with a fully funded grant application for the Municipal Modernization Funding Intake III. PT wages and Equipment will not be utilized if we are unsuccessful with the application.
- Grants and Donations – Increase for the Mammography donation
- Increase in Rate Stabilization transfer of \$200,000 to lower the impact of the increase and utilize prior year surplus.



### General Government Operating Budget Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
User Fees	\$299,625	\$222,475	(\$77,150)	(25.75%)
Grants	\$1,549,100	\$1,688,450	\$139,350	9.00%
Debt	\$0	\$0	\$0	0%
Investments	\$115,000	\$115,000	\$0	0%
Other Income	\$309,300	\$368,500	\$59,200	19.14%
<b>Total Revenue</b>	<b>\$2,242,775</b>	<b>\$2,394,425</b>	<b>\$121,400</b>	<b>5.34%</b>
<b>Expense</b>				
Wages	\$1,093,709	\$1,159,211	\$65,502	5.99%
Maintenance	\$33,285	\$39,285	\$6,000	18.03%
Utilities	\$1,560	\$1,560	\$0	0%
Special Projects	\$0	\$0	\$0	0%
General Expense	\$807,133	\$834,423	\$27,290	3.38%
<b>Total Expense</b>	<b>\$1,935,687</b>	<b>\$2,034,480</b>	<b>\$98,792</b>	<b>5.10%</b>
<b>Net Difference</b>	<b>\$337,338</b>	<b>\$359,945</b>	<b>\$22,608</b>	<b>6.70%</b>

### Taxation Budget Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Taxation	\$100,000	\$100,000	\$0	0%
PIL	\$239,600	\$239,600	\$0	0%
<b>Total Revenue</b>	<b>\$339,600</b>	<b>\$339,600</b>	<b>\$0</b>	<b>0%</b>
<b>Expense</b>				
Write-off/Rebates	\$64,500	\$64,500	\$0	0%
<b>Total Expense</b>	<b>\$64,500</b>	<b>\$64,500</b>	<b>\$0</b>	<b>0%</b>
<b>Net Difference</b>	<b>\$275,100</b>	<b>\$275,100</b>	<b>\$0</b>	<b>0%</b>

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR GENERAL GOVERNMENT  
2022**

PARTICULARS	Account Number	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Wages - Administration	1200	818,979	797,443	811,842	816,304	0.55%
Wages - Overtime/sick pay	1204	41,368	-	34,000	36,000	5.88%
Wages - Custodian	1220	49,000	89,291	-	-	0.00%
Wages - Part time - Office	1222	11,800	-	19,105	79,105	314.05%
Wages - Part time - Custodian	1225	-	-	-	-	0.00%
Benefits	1240	198,206	280,871	226,852	219,892	-3.07%
Benefits	1242	14,007	-	-	-	0.00%
Benefits - Part-time	1245	75	-	1,911	7,911	314.05%
Mileage	1270	41	-	2,000	2,000	0.00%
Training & Seminars	1271	10,685	13,878	25,000	25,000	0.00%
Bank Services	1272	1,248	760	2,880	2,880	0.00%
Long Term Debts-Princ.	1300	33,156	31,146	33,156	33,156	0.00%
Long Term Debts-Interest	1301	2,809	1,675	5,197	5,197	0.00%
Memberships	1303	4,632	9,927	10,400	10,400	0.00%
Supplies - Office	1305	11,290	15,990	17,000	17,000	0.00%
License & Permits	1308	9,618	9,300	15,750	8,750	-44.44%
Legal Services	1310	88,035	13,322	30,000	30,000	0.00%
Tax Collection	1311	-	-	-	-	0.00%
Tax Registration	1312	-	-	-	-	0.00%
Survey Fees	1313	42	-	-	-	0.00%
Audit Services	1314	25,348	(2,659)	25,000	25,000	0.00%
Payroll Services	1315	2,821	2,362	2,688	2,688	0.00%
Maintenance - Accessibility	1319	-	-	-	-	0.00%
Maintenance & Purchase-Equip	1320	6,734	9,510	7,500	27,500	266.67%
Maintenance-Building	1322	42,756	16,989	22,500	8,500	-62.22%
Maintenance-Grounds	1325	1,345	997	1,000	1,000	0.00%
Maintenance-Vehicle	1330	1,642	2,005	2,285	2,285	0.00%
Health & Safety	1335	863	-	-	-	0.00%
Postage	1340	16,995	21,779	16,000	16,000	0.00%
Service Agreement	1344	252,115	160,249	126,150	136,150	7.93%
Telephone/Internet	1350	20,721	18,417	17,000	17,000	0.00%
Supplies - Custodian	1355	1,144	1,011	5,000	5,000	0.00%
Utilities - Hydro	1360	1,081	1,227	1,560	1,560	0.00%
Utilities - Natural Gas	1365	-	-	-	-	0.00%
Rental-Equipment	1368	18,061	16,868	18,000	18,000	0.00%
Rental-Municipal Office	1369	66,270	76,686	75,144	75,144	0.00%
Advertising	1370	1,867	1,637	3,500	3,500	0.00%
Grants & Donations	1373	66,050	31,180	28,000	58,000	107.14%
NWMO Community Well Being Grant Fund	1374	-	-	-	-	0.00%
Insurance	1380	5,984	5,828	5,825	7,442	27.76%
Ins.Claim paid by Munic.	1381	-	-	5,000	5,000	0.00%
Tax Write-off	1390	-	-	-	-	0.00%
Elections	1400	-	-	-	-	0.00%
Studies	1467	-	19,648	25,000	16,400	-34.40%

Misc Expense	1549	46,401	-	-	-	
SAUGEEN COMMUNITY MUNICIPAL AID	1551	63,000	113,630	63,630	64,903	2.00%
SMART-Disability Transport.	1553	98,536	39,813	89,813	81,452	-9.31%
Municipal Complex Project	1555				-	0.00%
COVID-19	1556	109,286	43,639	-	-	0.00%
Prior Year Deficit	1590	-	-	-	-	0.00%
Trans. to Reserves	1700	161,026	644,028	-	-	0.00%
Trans. to Capital Fund	1710	-	-	-	-	0.00%
Trans. to Reserve Fund	1720	200,000	150,000	160,000	168,362	5.23%
<b>OPERATING EXPENSES</b>		<b>2,505,037</b>	<b>2,638,448</b>	<b>1,935,687</b>	<b>2,034,480</b>	<b>5.10%</b>

5.10% Increase/(Decrease)  
98,792 Increase/(Decrease)

PARTICULARS 01-3105 01-3106	Account Number	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>REVENUE</b>						
Ontario Grants	0126	1,892,805	1,581,289	1,549,100	1,688,450	9.00%
Development Fees		1,530	5,614	16,000	16,000	0.00%
Parkland Fee		19,678	873	10,000	10,000	0.00%
Canada Grants	0127	-	-	-	-	
<b>TOTAL GRANTS</b>		<b>1,914,013</b>	<b>1,587,775</b>	<b>1,575,100</b>	<b>1,714,450</b>	<b>8.85%</b>
<b>OTHER REVENUE</b>						
Long-term Debt - Bank	0129	-	-	-	-	0.00%
Rents - Rooms	0130	13,690	13,704	6,000	13,000	116.67%
Licenses & Permits	0133	24,158	17,066	31,525	16,025	-49.17%
Penalty & Interest	0135	69,856	80,682	120,000	120,000	0.00%
Invest. Income-Other	0137	7,369	(131)	15,000	15,000	0.00%
Invest. Income-Westario-Dividend	0138	100,871	100,871	100,000	100,000	0.00%
Tax Sale Revenue	0140	1,600	550	6,000	6,000	0.00%
Trans. from Reserves	0141	50,000	-	100,000	300,000	200.00%
Trans. from Reserve Fund	0142	112,129	236,261	62,000	23,000	-62.90%
Recoveries	0145	25,731	-	4,000	6,000	50.00%
Development Fees	0146	1,890	2,170	-	16,000	100.00%
Parkland Fee	0147	12,862	19,275	-	10,000	100.00%
Misc. Revenue	0150	13,826	9,440	15,000	15,000	0.00%
Fees - Commissioners Sign	0152	859	645	1,000	1,000	0.00%
Sale of Land	0153	5,000	-	-	-	0.00%
Fees - NSF	0154	2,295	1,890	2,000	2,000	0.00%
Agreements - OPG	0193	26,419	-	-	-	0.00%
Tax Certificates	0240	14,055	17,125	14,100	17,450	23.76%
Inter-department Revenue	0250	19,500	-	121,300	19,500	-83.92%
Prior Year Operating Surplus	0300	-	-	100,000	-	-100.00%
<b>TOTAL OTHER REVENUE</b>		<b>502,110</b>	<b>499,547</b>	<b>697,925</b>	<b>679,975</b>	<b>-2.57%</b>
<b>TOTAL OPERATING</b>		<b>2,416,123</b>	<b>2,087,322</b>	<b>2,273,025</b>	<b>2,394,425</b>	<b>5.34%</b>

5.34% Increase/(Decrease)

121,400 Increase/(Decrease)

OPERATING SUMMARY	Account Number	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
OPERATING EXPENSES		2,505,037	2,638,448	1,935,687	2,034,480	5.10%
OPERATING REVENUE		2,416,123	2,087,322	2,273,025	2,394,425	5.34%
<b>TOTAL GENERAL GOVERNMENT OPERATING</b>		<b>88,914</b>	<b>551,126</b>	<b>(337,338)</b>	<b>(359,945)</b>	<b>-6.70%</b>

**MUNICIPALITY OF BROCKTON**  
**CAPITAL**  
**BUDGET FOR GENERAL GOVERNMENT**  
**2022**

PARTICULARS 02-3108	Account Number	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Studies	2200				106,838	
Purchases-Capital	1600				-	0.00%
Purchases-Capital	1601					0.00%
Purchases-Capital	1602					0.00%
Purchases-Capital	1603					0.00%
Municipal Complex Development	1650				-	0.00%
Trans. to Reserve Fund	1720				-	0.00%
<b>CAPITAL EXPENSES</b>		-	-	-	<b>106,838</b>	<b>100.00%</b>
<b>REVENUE</b>						
Ontario Grants	0126				80,129	100.00%
Long-term Debt-Bank	0129				-	0.00%
Donation	0176				-	0.00%
Trans. from Reserve Fund	0142				26,709	100.00%
Trans. from Revenue Fund	0143				-	0.00%
Agreements	0190				-	0.00%
Sale of Land						
<b>CAPITAL REVENUE</b>		-	-	-	<b>106,838</b>	<b>100.00%</b>

CAPITAL SUMMARY	Account Number	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>CAPITAL EXPENSES</b>		-	-	-	<b>106,838</b>	<b>100.00%</b>
<b>CAPITAL REVENUE</b>		-	-	-	<b>106,838</b>	<b>100.00%</b>
<b>TOTAL GENERAL GOVERNMENT CAPITAL</b>		-	-	-	<b>1</b>	<b>100.00%</b>

<b>GRAND TOTAL GENERAL GOVERNMENT</b>		<b>88,914</b>	<b>551,126</b>	<b>(337,338)</b>	<b>(359,945)</b>	<b>-6.70%</b>
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# Human Resources Goals and 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.

## 2021 In Review

The Human Resources Department had another unprecedented year adapting to the COVID-19 Pandemic including reviewing and revising pandemic policies to ensure their consistency with the changing pandemic conditions. The Human Resources Department assisted employees in various matters related to COVID-19, and maintained regular communications in a timely manner with a focus on employee wellness. Recruitment proved to be a challenge across all departments due to the current labour market shortage. The Human Resources Department supported all departments with employee relations matters.

## 2022 Goals and Objectives

To conduct a comprehensive review of all related policies and procedures to ensure legislative compliance and to help shape the Municipality's workplace culture by updating and training staff on guiding principles.

Employee wellness will continue to be a focus to support staff through the COVID-19 pandemic and creating a shared vision for improved organizational culture and employee retention.

The Human Resource Department will improve processes by streamlining the Human Resource Information Systems during the onboarding process and providing more online learning opportunities to employees to make more efficient use of staff resources.

## Summary of Significant Changes

- Increase in Professional Services for the Training Document Centre software

### Human Resources Operating Budget Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Expense</b>				
Wages	\$91,847	\$95,532	\$3,685	4.01%
General Expense	\$53,742	\$61,031	\$7,289	13.56%
<b>Total Expense</b>	<b>\$145,589</b>	<b>\$156,563</b>	<b>\$10,974</b>	<b>7.54%</b>
<b>Net Difference</b>	<b>\$145,589</b>	<b>\$156,563</b>	<b>\$10,974</b>	<b>7.54%</b>



**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR HUMAN RESOURCES  
2022**

PARTICULARS 01-3109	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Wages	1200	97,805	83,329	70,504	73,327	4.00%
Benefits	1240	29,970	27,987	21,343	22,205	4.04%
Gratuities	1250	21,987	6,814	18,600	21,600	16.13%
Mileage	1270	11	-	500	500	0.00%
Training/Seminars	1271	1,358	207	1,750	1,800	2.86%
Memberships	1303	499	836	1,000	1,000	0.00%
Supplies	1305	166	-	500	500	0.00%
Legal	1310	36,972	14,937	15,000	15,000	0.00%
Payroll Processing	1315	204	205	192	192	0.00%
Accessibility	1319	1,216	20	3,500	3,500	0.00%
Equipment	1320	-	-	-	-	0.00%
Health & Safety	1335	1,560	1,288	-	-	0.00%
Support Program	1344	3,839	10,709	4,500	8,100	80.00%
Phone	1350	516	994	900	900	0.00%
Advertising	1370	9,460	4,476	5,000	5,000	0.00%
Grants/Donations	1373	-	-	-	-	0.00%
Insurance	1380	2,305	2,301	2,300	2,939	27.78%
Inter-department Expense	1820	-	-	-	-	0.00%
<b>Operating Expenditures</b>		<b>207,867</b>	<b>154,101</b>	<b>145,589</b>	<b>156,563</b>	<b>7.54%</b>
<b>REVENUE</b>						
Grants Ontario	0126	-	-	-	-	0.00%
Recoveries	0145	360	-	-	-	0.00%
<b>Operating Revenue</b>		<b>360</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>Total Human Resources</b>		<b>207,507</b>	<b>154,101</b>	<b>145,589</b>	<b>156,563</b>	<b>7.54%</b>

7.54% Increase/(Decrease)  
\$10,974 Increase/(Decrease)



# East Ridge Business Park Goals and Objectives

## Purpose

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

## 2021 In Review

Throughout 2020 and 2021 there continues to be a significant increase in inquiries related to the East Ridge Business Park. We are pleased to report that in 2021, there has been over \$932,200 in revenue generated through the sale of lands in the East Ridge Business Park and just over 14.5 acres sold.

Council approved moving forward with the Phase 1 expansion within the Phase 2 lands for an amount of \$3,689,825.44 including H.S.T. Work will commence in 2022.

For 2022 there is already 8.6 acres pending for sales closure at a value of \$1,054,000 with more lands being discussed for sale out of Phase 1. Staff had sought approval from Council on December 14th to repay the original loan that was taken out by Brockton for the purchase of the Zettler lands in an amount of \$222,298.00 remaining on loan. Allowing us to start fresh with the Phase 2 expansion costs.

## 2022 Goals and Objectives

Council approved moving forward with the Phase 1 expansion within the Phase 2 lands for an amount of \$3,689,825.44 including H.S.T. Work will commence early in 2022 with full servicing of natural gas, hydro and fibre available to the lots. The Phase 2 tender will be issued early in 2022 for the Phase 2 section of lands that is proposed as residential. These are large infrastructure projects that will take time and attention of the CAO, Director of Operations and Roads Supervisor to complete.

The East Ridge Business Park information will be updated and marketing materials will be created. The pricing for Phase 2 land has been set at \$100,000 per acre (aside from Residential). The East Ridge Business Park sign was delayed in 2021 due to engineering challenges and will be tendered in 2022 and will be used to promote the Phase 2 lands.

## Summary of Significant Changes

- Increase in long-term borrowing required to extend servicing to Phase 1 and 2 within the expanded East Ridge Business Park to open up further lots for sale
- Loan re-payment costs for the Ontario Infrastructure Funding for Phase 1 construction
- A new loan for the Purchase of 64 acres from the Kleist's to the North for future expansion of the business park.
- Inclusion of costs for the new sign for the East Ridge Business Park to showcase the additional business in the park, with the total cost funded from Reserve Funds
- Reduction in land rental revenues due to the construction proceeding

### ERBP Operating Budget Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Sale of Land	\$580,000	\$1,732,700	\$1,152,700	198.74%
Other Revenue	\$58,100	\$28,000	(\$30,100)	(51.81%)
<b>Total Revenue</b>	<b>\$638,100</b>	<b>\$1,760,700</b>	<b>\$1,102,600</b>	<b>175.93%</b>
<b>Expense</b>				
ERBP Development	\$50,000	\$10,000	(\$40,000)	(80.00%)
Utilities	\$3,000	\$6,000	\$3,000	100.00%
General Expense	\$639,198	\$1,859,076	\$1,219,878	190.86%
<b>Total Expense</b>	<b>\$692,198</b>	<b>\$1,875,076</b>	<b>\$1,182,878</b>	<b>170.91%</b>
<b>Net Difference</b>	<b>(\$54,098)</b>	<b>(\$114,376)</b>	<b>(\$60,278)</b>	<b>111.42%</b>

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR EAST RIDGE BUSINESS PARK  
2022**

PARTICULARS 01-3185	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
TRAINING & SEMINARS	1271	317	146	-	-	0.00%
LONGTERM DEBT CHARGES - PRINCIPAL	1300	30,887	28,313	30,948	60,000	93.87%
LONGTERM DEBT CHARGES - INTEREST	1301	6,280	4,208	10,000	15,000	50.00%
LEGAL SERVICES	1310	7,988	29,809	10,000	20,000	100.00%
SURVEY FEES	1313	1,071	4,696	5,000	25,000	400.00%
MAINTENANCE - GROUND	1325	-	-	3,000	3,000	0.00%
UTILITIES - HYDRO-TAXES	1360	4,604	3,899	3,000	6,000	100.00%
ADVERTISING	1370	153	397	-	-	0.00%
INSURANCE	1380	2,256	2,252	2,250	2,876	27.82%
PROGRAMS & PROMOTIONS	1382	-	-	-	-	0.00%
SIGNS - ENTRANCE	1415	-	-	500	500	0.00%
STUDIES	1467	2,171	2,917	7,500	-	-100.00%
ECONOMIC DEVELOPMENT	1469	91,072	153,641	50,000	10,000	-80.00%
TRANSFERS TO CAPITAL FUND	1710	-	-	-	-	0.00%
TRANSFERS TO RESERVE FUND	1720	174,042	-	570,000	1,732,700	203.98%
<b>OPERATING EXPENDITURES</b>		<b>320,840</b>	<b>230,277</b>	<b>692,198</b>	<b>1,875,076</b>	<b>796%</b>
<b>REVENUE</b>						
Grants Ontario	0126	-	-	-	20,000	100.00%
Rent - Eastridge Ad Sign	0130	9,427	1,701	3,100	6,000	93.55%
Transfer from Reserve Fund	0142	129,446	-	50,000	-	-100.00%
Sale of Lands	0153	176,677	457,588	580,000	1,732,700	198.74%
Agreement	0190	-	-	5,000	2,000	-60.00%
<b>OPERATING REVENUE</b>		<b>315,550</b>	<b>459,289</b>	<b>638,100</b>	<b>1,760,700</b>	<b>175.93%</b>
<b>TOTAL OPERATING</b>		<b>5,290</b>	<b>(229,012)</b>	<b>54,098</b>	<b>114,376</b>	<b>111.42%</b>

111.42% Increase/(Decrease)  
\$60,278 Increase/(Decrease)

**MUNICIPALITY OF BROCKTON  
CAPITAL  
BUDGET FOR EAST RIDGE BUSINESS PARK  
2022**

PARTICULARS 02-3185	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
ENTRANCE SIGN	1601	-	-	75,000	-	
CANOE	1602	-	-	-	-	
EAST RIDGE PARK East Ridge Business Park-Drain Edit's	1620	2,928	225,075	5,000,000	6,376,300	27.53%
<b>CAPITAL EXPENDITURES</b>		<b>2,928</b>	<b>225,075</b>	<b>5,075,000</b>	<b>6,376,300</b>	<b>25.64%</b>
<b>REVENUE</b>						
Ontario Grants	0126	-	-	2,500,000	-	-100.00%
GRANT - COUNTY	0128	5,155	-	-	-	
Long Term Debt - Bank	0129	-	-	2,065,000	5,941,300	187.71%
Transfer from Reserves	0142	-	-	510,000	435,000	-14.71%
Transfer from Revenue	0143	-	-	-	-	0.00%
Miscellaneous Revenue	0150	-	-	-	-	0.00%
<b>CAPITAL REVENUE</b>		<b>5,155</b>	<b>-</b>	<b>5,075,000</b>	<b>6,376,300</b>	<b>25.64%</b>
<b>TOTAL CAPITAL</b>		<b>-2227</b>	<b>225075</b>	<b>0</b>	<b>-</b>	<b>0.00%</b>
<b>TOTAL ERBP</b>		<b>3,063</b>	<b>(3,937)</b>	<b>54,098</b>	<b>114,376</b>	<b>111.42%</b>

111.42% Increase/(Decrease)

# Economic Development Goals and Objectives

## Purpose

To assist in community development and the retention and attraction of residents and a qualified labour pool. To assist organizations, community groups, businesses and developers by advising on the need for new municipal programs or by-laws to support development and attracting new business. The Community Development Coordinator ("CDC") will collect and provides information related to real estate, zoning, financing, legislation, and business retention and expansion to current and prospective parties.

## 2021 In Review

The coronavirus pandemic continued to influence community and economic development activities in Brockton in 2021, as we faced third and fourth waves of COVID-19.

Staff assisted the Municipal Emergency Control Group and Bruce County Economic Recovery Committee, working to support, retain local businesses, and ensure they had access to available loans and programs to assist them (including 100% funding for COVID-19 measures through the county's Spruce the Bruce program). We also continued to publish business-oriented COVID-19 newsletters, as needed.

A highlight of the year was the Walkerton Reopening Event and the Hometown Christmas Market. The CDC is involved in planning and fundraising for the Market Garden project.

Brockton's Strategic Planning Process for 2021-2025 presented an opportunity to solicit feedback from downtown businesses, developers, realtors, manufacturers and agricultural producers on issues pertaining to economic development and our future direction. The CDC assisted in all stages of the process and final report to establish an Economic framework to advance.

A new Community Improvement Plan for Brockton is in its final stages, with new programs to be available for businesses and to support attainable housing in early 2022.

The CDC continued to support Saugeen Connects, a regional economic group, launching a 10-week program for female entrepreneurs this year, and another for businesses considering succession planning. Both were offered online. This year's Saugeen Student Start-up Program attracted 11 young entrepreneurs from Brockton, several of them attending our downtown Walkerton street events as vendors. The Hawk's Nest program was deferred to 2022, due to the pandemic.

The CDC also supports the Saugeen Municipal Airport, Grey-Bruce Local Immigration Partnership, Walkerton BIA, Bruce County Regional Economic Development Group and Saugeen Economic Development Corp's Regional Advisory Committee, and as well as Brockton's Economic Development Committee. This will continue in 2022. Staff actively participate in the nuclear sector strategy with Bruce Power, the County of Bruce and the Nuclear Innovation Institute as the refurbishment is carried out over the next few decades.

We received a grant from Digital Main Street to share a Digital Squad Member with the Municipality of South Bruce for a four-month term, to assist businesses in each municipality with digital literacy, design, online marketing and e-commerce.

Brockton opened a new Visitor Information kiosk in the Lobies Park Campground, hiring one seasonal student and training others in customer service. (See Visitor Services section)

Brockton's Façade Improvement Program awarded grants to eight (8) local business and commercial property owners, with \$10,209 in funding approved for \$26,804 worth of investment in property improvements.

## **2022 Goals and Objectives**

We will focus on implementing action items in the 2021-2025 Strategic Action Plan for Brockton, including:

- Assisting with coordination of special events and activities with community groups and the BIA to further promote Walkerton and the hamlets
- Launching the Brockton Residents Guide, and working with groups to organize a welcome event for new residents.
- Rolling out a new Community Improvement Plan and programs to help fund business growth, accessibility, green energy, signage and façade projects, and supporting new housing options throughout Brockton.
- Creating new guidelines, marketing materials and signage to effectively promote the East Ridge Business Park
- Updating business listings and contact information
- Organizing at least one Mayor's breakfast style event
- Attainable Housing: Supporting development of the County toolkit and working with local developers, large employers, the County and municipal staff to identify partnership opportunities to facilitate a variety of housing types, including attainable units.



- Organizing a round table with local manufacturers and large employers to discuss potential public-private initiatives related to labour force attraction, retention and training

The implementation of the Community Improvement Plan, Supporting the marketing and work to launch the new sections of the East Ridge Business Park and coordination with various groups as we continue to create opportunities for local growth, and support existing businesses to help attract and retain talent, and identify goals, opportunities and challenges for the near and longer term.

### Summary of Significant Changes

- New Community Improvement Plan/Expanded Incentive Programs developed launched, promoted and connecting to opportunities locally
- East Ridge Industrial Park Sign and marketing campaign and Site Certified applications prepared
- Streamlined communications for Living, relocating to Brockton or doing business
- Monies to support the solicitor advice to continue to advance the natural gas project locally
- A Transfer from Reserve for monies not spent in 2021 on the natural gas project and due to the pandemic will help fund 2022 projects and initiatives.

### EDC Operating Budget Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Grants	\$0	\$0	\$0	0%
Agreements	\$2,300	\$2,300	\$0	0%
Reserve Fund	\$40,000	\$40,000	\$0	0%
<b>Total Revenue</b>	<b>\$42,300</b>	<b>\$42,300</b>	<b>\$0</b>	<b>0%</b>
<b>Expense</b>				
Wages	\$88,557	\$95,532	\$6,976	7.88%
General Expense	\$104,102	\$98,602	(\$5,500)	(5.28%)
<b>Total Expense</b>	<b>\$192,659</b>	<b>\$194,134</b>	<b>\$1,476</b>	<b>0.77%</b>
<b>Net Difference</b>	<b>(\$150,359)</b>	<b>(\$151,834)</b>	<b>(\$1,476)</b>	<b>0.98%</b>

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR ECONOMIC DEVELOPMENT  
2022**

PARTICULARS 01-3186	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Wages	1200	64,218	64,780	67,793	73,327	8.16%
Benefits	1240	20,334	22,066	20,764	22,205	6.94%
Mileage	1270	59	54	750	750	0.00%
Training & Seminars	1271	2,208	628	2,000	2,000	0.00%
Supplies - Office	1305	422	60	1,000	1,000	0.00%
Payroll Services	1315	204	205	192	192	0.00%
Service Agreements	1344	1,918	5,878	6,500	6,500	0.00%
TELEPHONE	1350	515	1,020	660	660	
Advertising	1370	244	45	500	2,000	300.00%
Publications	1371	524	1,856	2,000	2,000	0.00%
Façade Program	1372	8,992	9,260	20,000	35,000	75.00%
Programs & Promotions	1382	3,506	1,939	5,000	5,000	0.00%
Visitor Information Centre	1468	-	-	-	-	
Studies	1467	28,264	2,132	40,000	20,000	-50.00%
Special Projects	1469	23,364	10,546	25,000	23,000	-8.00%
Community Improvement Comm	1550	10,748	-	-	-	
EDC Committee	1470	222	-	500	500	0.00%
<b>OPERATING EXPENDITURES</b>		<b>165,743</b>	<b>120,468</b>	<b>192,659</b>	<b>194,134</b>	<b>0.77%</b>
<b>REVENUE</b>						
Ontario Grants	0126	-	-	-	-	0.00%
Grants Municipal	0128	-	-	-	-	0.00%
Recoveries	0145	9,753	2,633	500	500	0.00%
Agreement - Partnership	0190	7,450	-	1,800	1,800	0.00%
TRANSFERS FROM OBLIGATORY RESERVE	0196	4,924	-	40,000	-	
Transfer from Reserve Funds	0142	-	-	-	40,000	100.00%
<b>OPERATING REVENUE</b>		<b>22,126</b>	<b>2,633</b>	<b>42,300</b>	<b>42,300</b>	<b>0.00%</b>
<b>TOTAL OPERATING</b>		<b>143,616</b>	<b>117,834</b>	<b>150,359</b>	<b>151,834</b>	<b>0.98%</b>

0.98% Increase/(Decrease)  
\$1,476 Increase/(Decrease)

# Tourism Goals and Objectives

## Purpose

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

## 2021 In Review

2021 was a transitional year for tourism in Brockton, with visitor services and promotion transferred from the Walkerton BIA to the Municipality, as the COVID-19 pandemic continued to overshadow much of our operations. (The historic Greenock Swamp Tours, for example, were not reinstated.)

The Municipality established a Visitor Information Centre at the new campground kiosk in Lobies Park, using the site to distribute community information and promote local activities. We received a grant to hire one summer student under the provincial Summer Experience Program, and conducted a customer service training and orientation session for seasonal parks staff. Further training was provided through a free online course offered by RTO7 (Regional Tourism Organization 7). Students assisted with gathering information from visitors.

The [visitwalkerton.com](http://visitwalkerton.com) site was enhanced with free listings for local businesses, and professionally shot photos. Brockton staff coordinated a photo shoot with Bruce County late last winter, featuring local models and shop owners.

Municipal staff continued to support tourism initiatives in Cargill and the opening of several new seasonal businesses (The Mill Dam Gallery, Bruce County Bookstore, etc.), plus a privately-operated visitor centre. Staff also supported the Cargill/Greenock Swamp Promotional Association, attending meetings, promoting Margaret's Mercantile and providing information about grants, training opportunities and potential partnerships. The group had initially planned to oversee visitor services in Cargill, but focused instead on the mercantile and "dinky train" tours.

The Municipality facilitated a meeting with the Cargill group and Saugeen Valley Conservation Authority in late fall regarding the swamp tours and plans for 2022, which have not yet been finalized.

Brockton staff also assisted with the Walkerton BIA's spring Reopening Event, hosting a draw to help determine the number of shoppers from outside the region, which was substantial.

Additionally, we toured Bruce County staff to assist with an article about Walkerton for the Explore the Bruce website.

## 2022 Goals and Objectives

Brockton will hire a dedicated tourism summer student to assist with visitor information at Lobies Park, welcoming campers and Saugeen River users and creating tourism-related social media posts and blogs, and web-site updates. They will also create and distribute events bulletins for the summer months, to be posted in public locations and will attend events and set up kiosks in Walkerton and the hamlets throughout the summer during events.

The Municipality will continue to contract Tourist Town to maintain the VisitWalkerton.com website, while also working with Bruce County to ensure strong local content on the new Explore the Bruce website. Opportunities with other tourism partners and funding organizations will also be explored.

We intend to replace the older Lobies Park entrance sign, and add wayfinding signage to promote the campground, visitor centre, skating oval, boat launch and other amenities.

An updated Visitor Map will also be published, advertising local places to eat, shop and stay, to complement the website content.

## Summary of Significant Changes

- Brockton Economic Development staff to directly oversee tourism activities
- Donation to Cargill Group same as last year
- Hire and Supervise Seasonal Staff (students)
- Enhance and update tourism website and marketing
- New map and dining/shopping brochures
- Further Develop and update promotions of Saugeen River activities

### Tourism Operating Budget Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Grants	\$0	\$2,875	\$2,875	100%
Agreements	\$2,500	\$0	(\$2,500)	(100%)
Reserve Fund	\$0	\$0	\$0	0%
<b>Total Revenue</b>	<b>\$2,500</b>	<b>\$2,875</b>	<b>\$375</b>	<b>15.00%</b>
<b>Expense</b>				
Wages	\$0	\$5,750	\$5,750	100%
General Expense	\$20,978	\$23,936	\$2,958	14.10%
<b>Total Expense</b>	<b>\$20,978</b>	<b>\$29,686</b>	<b>\$8,708</b>	<b>41.50%</b>
<b>Net Difference</b>	<b>\$18,478</b>	<b>\$26,811</b>	<b>\$8,333</b>	<b>45.10%</b>

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR VISITOR INFORMATION CENTRE  
2022**

PARTICULARS 01-3187	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Wages	1200				-	0.00%
Wages Part-Time	1222				5,000	100.00%
Benefits	1240				750	100.00%
Mileage	1270				100	100.00%
Training & Seminars	1271				-	0.00%
Memberships	1303				-	0.00%
Supplies - Office	1305				3,000	100.00%
Payroll Services	1315				416	100.00%
Service Agreements	1344	-	2,000	12,578	-	-100.00%
Telephone	1350				720	100.00%
Advertising	1370	-	2,239	2,200	5,500	150.00%
Publications	1371	-	-	4,200	4,200	0.00%
Programs & Promotions	1382	-	1,068	2,000	10,000	400.00%
<b>OPERATING EXPENDITURES</b>		-	<b>5,307</b>	<b>20,978</b>	<b>29,686</b>	<b>41.51%</b>
<b>REVENUE</b>						
Ontario Grants	0126				2,875	100.00%
Grants Municipal	0128					0.00%
Recoveries	0145	-	-	2,500	-	-100.00%
Agreement - Partnership	0190				-	0.00%
	0196					
Transfer from Reserve Funds	0142				-	0.00%
<b>OPERATING REVENUE</b>		-	-	<b>2,500</b>	<b>2,875</b>	<b>15.00%</b>
<b>TOTAL OPERATING</b>		-	<b>5,307</b>	<b>18,478</b>	<b>26,811</b>	<b>12.63%</b>

45.10% Increase/(Decrease)  
\$8,333 Increase/(Decrease)

# Cemetery Goals and 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

## 2021 In Review

In 2021, the operations of the Walkerton and Starkvale Cemetery were completed once again by an internal staff member. The Covid-19 Pandemic did not have an impact on operations at either Cemetery. Council did request staff put together a plan for a Pilot Project for winter internments (2021 and 2022 winter season). Staff did as directed. The BAO allowed Brockton to do the Pilot Project without changing the Cemetery Bylaw. The results of the Pilot Project will be presented to Council in 2022.

## 2022 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 will bring a report to Council for information related to the Winter Internment and to seek guidance related to the approved Winter Internment Pilot Project for the Walkerton Cemetery. If the Pilot Project becomes permanent, then staff will open up the Cemetery Bylaw and make budget and fee related changes as directed.

Staff wish to do some more dead tree and limb removal, purchase a new lawn mower, and get the Chapel Roof replaced.

## Summary of Significant Changes

- Increase due to extended season and offering "interim" winter burials. Increase in wages.

Cemetery – Walkerton and Starkvale Operating Budget Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
Total Revenue	\$44,176	\$44,176	\$0.00	0%
Total Expense	\$84,619	\$105,738	\$21,119	24.96%
Net Difference	(\$40,443)	(\$61,562)	(\$21,119)	52.22%

Cemetery - Walkerton Operating Budget Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Grave Opening	\$12,400	\$12,400	\$0	0%
Sale of Land	\$14,750	\$14,750	\$0	0%
Care and Maintenance	\$5,625	\$5,625	\$0	0%
Other Revenue	\$6,469	\$6,469	\$0	0%
<b>Total Revenue</b>	<b>\$39,244</b>	<b>\$39,244</b>	<b>\$0</b>	<b>0%</b>
<b>Expense</b>				
Wages	\$34,574	\$51,265	\$16,691	48.28%
Maintenance	\$20,550	\$25,550	\$5,000	24.33%
Utilities	\$1,300	\$1,300	\$0	0%
Other	\$20,047	\$20,913	\$886	4.32%
<b>Total Expense</b>	<b>\$76,471</b>	<b>\$99,028</b>	<b>\$22,557</b>	<b>29.50%</b>
<b>Net Difference</b>	<b>(\$37,227)</b>	<b>(\$59,784)</b>	<b>(\$22,557)</b>	<b>60.59%</b>



**Cemetery – Starkvale Operating Budget Summary**

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Grave Opening	\$2,405	\$2,405	\$0	0%
Sale of Land	\$1,080	\$1,080	\$0	0%
Care and Maintenance	\$1,050	\$1,050	\$0	0%
Other Revenue	\$397	\$397	\$0	0%
<b>Total Revenue</b>	<b>\$4,932</b>	<b>\$4,932</b>	<b>\$0</b>	<b>0%</b>
<b>Expense</b>				
Wages	\$1,192	\$0	(\$1,192)	(100%)
Maintenance	\$5,000	\$5,000	\$0	0%
Other	\$1,956	\$1,710	(\$246)	(12.57%)
<b>Total Expense</b>	<b>\$8,148</b>	<b>\$6,710</b>	<b>(\$1,438)</b>	<b>(17.65%)</b>
<b>Net Difference</b>	<b>(\$3,216)</b>	<b>(\$1,778)</b>	<b>(\$1,438)</b>	<b>(44.72%)</b>

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR CEMETERY - WALKERTON  
2022**

PARTICULARS 01-3150	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Wages	1200	36,593	38,082	30,064	42,149	40.20%
Wages - Seasonal PT	1222		-	-	-	0.00%
Wages - Public Works	1235	26	172	-	-	0.00%
Benefits	1240	7,833	8,447	4,510	9,116	102.14%
Benefits - Public Works	1244	5	67	-	-	0.00%
Clothing Allowance	1260	308	-	300	300	0.00%
Mileage	1270	102	-	125	125	0.00%
Training & Seminars	1271	814	1,002	200	200	0.00%
Memberships	1303	212	221	170	170	0.00%
Supplies	1305	415	739	900	1,000	11.11%
License & Permits	1308	267	5	420	420	0.00%
Payroll Services	1315	185	85	112	112	0.00%
Maintenance & Purchase - Equipment	1320	1,160	1,051	6,000	7,500	25.00%
Maintenance - Building	1322	-	467	500	3,000	500.00%
Maintenance - Grave Markers	1323	814	-	1,000	1,000	0.00%
Maintenance - Grounds	1325	4,202	3,085	5,000	6,000	20.00%
Service Agreements	1344	10,175	12,849	8,050	8,050	0.00%
Telephone	1350	500	724	720	720	0.00%
Fuel	1358	-	-	1,000	1,000	0.00%
Utilities - Hydro	1360	237	282	1,000	1,000	0.00%
Utilities - Water	1366	340	347	300	300	0.00%
Insurance	1380	2,304	2,301	2,300	3,066	33.29%
Grave Digging - Equipment	1470	840	-	1,600	1,600	0.00%
Transfer to Care & Main.	1475	6,420	9,090	3,750	3,750	0.00%
Transfer to Stone Care	1476	1,050	1,000	1,450	1,450	0.00%
Transfer to Capital Fund	1710	-	-	-	-	0.00%
Transfer to Reserve Fund	1720	7,000	7,000	7,000	7,000	0.00%
Inter Departmental Expense	1820				-	0.00%
<b>OPERATING EXPENDITURES</b>		<b>81,803</b>	<b>87,016</b>	<b>76,471</b>	<b>99,028</b>	<b>29.50%</b>

<b>REVENUE</b>						0.00%
Grave Openings	0115	17,305	15,300	12,400	12,400	0.00%
Rent - Chapel Storage & Usage	0130	175	1,400	2,625	2,625	0.00%
Licenses & Permits	0133	-	-	-	-	0.00%
Investment Inc.	0135	4,450	4,450	3,844	3,844	0.00%
Transfer from Reserve Fd.	0142	-	-	-	-	0.00%
Miscellaneous Revenue	0150	-	-	-	-	0.00%
Sale of Land	0153	14,880	21,855	14,750	14,750	0.00%
Care & Maintenance	0235	6,420	8,445	3,750	3,750	0.00%
Stone Care	0236	1,050	1,300	1,875	1,875	0.00%
<b>OPERATING REVENUE</b>		<b>44,280</b>	<b>52,750</b>	<b>39,244</b>	<b>39,244</b>	<b>0.00%</b>
<b>TOTAL CEMETERY - WALKERTON</b>		<b>37,524</b>	<b>34,266</b>	<b>37,227</b>	<b>59,784</b>	<b>60.59%</b>

60.59% Increase  
\$22,557 Increase

**MUNICIPALITY OF BROCKTON  
CAPITAL  
BUDGET FOR CEMETERY - WALKERTON  
2022**

PARTICULARS 02-3150	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES:</b>						
Purchases - Capital	1600	-	-	-	35,000	100.00%
Transfer to Reserve Fund	1720	-	-	-	-	0.00%
<b>CAPITAL EXPENDITURES</b>		<b>0</b>	<b>-</b>	<b>-</b>	<b>35,000</b>	<b>100.00%</b>
<b>REVENUE:</b>						
Transfer from Reserve Fd.	0142	-	-	-	35,000	100.00%
Transfer from Revenue Fd.	0143	-	-	-	-	0.00%
<b>CAPITAL REVENUE</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>35,000</b>	<b>100.00%</b>
<b>TOTAL CAPITAL</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0.00%</b>
				0.00% Increase/(Decrease)		
<b>TOTAL CEMETERY</b>		<b>37,524</b>	<b>34,266</b>	<b>37,227</b>	<b>59,784</b>	<b>60.59%</b>
				100.88% Increase/(Decrease)		
				\$37,557 Increase/(Decrease)		

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR CEMETERY - STARKVALE  
2022**

PARTICULARS 01-3151	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Wages	1200	-	-	1,037	-	-100.00%
Benefits	1240	-	-	156	-	-100.00%
Mileage	1270	63	-	-	-	0.00%
License & Permits	1308	-	-	60	60	0.00%
Maintenance - Grounds	1325	3,892	6,098	200	200	0.00%
Service Agreements	1344	3,908	600	4,800	4,800	0.00%
Insurance	1380	-	-	246	-	-100.00%
Transfer to Care & Main.	1475	-	1,440	1,200	1,200	0.00%
Transfer to Stone Care	1476	-	-	450	450	0.00%
<b>OPERATING EXPENDITURES</b>		<b>7,863</b>	<b>8,138</b>	<b>8,148</b>	<b>6,710</b>	<b>-17.65%</b>
<b>REVENUE</b>						
Grave Openings	0115	900	900	2,405	2,405	0.00%
Licenses & Permits	0133	-	-	-	-	0.00%
Investment Inc.	0135	-	-	397	397	0.00%
MISCELLANEOUS REVENUE-STARKVA	0150	-	-	-	-	0.00%
Sale of Land	0153	-	2,160	1,080	1,080	0.00%
Care & Maintenance	0235	-	1,440	750	750	0.00%
Stone Care	0236	-	-	300	300	0.00%
<b>OPERATING REVENUE</b>		<b>900</b>	<b>4,500</b>	<b>4,932</b>	<b>4,932</b>	<b>0.00%</b>
<b>TOTAL OPERATING</b>		<b>6,963</b>	<b>3,638</b>	<b>3,216</b>	<b>1,778</b>	<b>-44.72%</b>

-44.72% Increase/(Decrease)  
(\$1,438) Increase/(Decrease)



# Animal Control and By-Law Enforcement

## Goals and Objectives

### Purpose

The By-Law Enforcement and Animal Control Department oversees 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.

### 2021 In Review

By-law Enforcement and Animal Control provided services for compliance, education and licensing and dogs found at large. Through the formal complaint policy staff responded, investigated and attended to By-Law Enforcement matters.

### 2022 Goals and Objectives

The goal for 2022 is to continue to advance the overall operation of the Department in providing an education and voluntary compliance approach for addressing compliance matters. Administratively, full time By-Law Enforcement and Animal Control services will be available in 2022. The Department will continue review and update of Municipal By-Laws. Animal licensing through dog counting and kennel licensing will be a continued objective. Public outreach, engagement and education provide a positive and significant role in limiting potential compliance matters

### Summary of Significant Changes

- Updating of regulatory by-laws and administrative processes
- Continuation of dog count
- Full-time By-law Enforcement Officer

### Animal Control Operating Budget Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Grants	\$2,000	\$2,000	\$0	0%
License	\$20,250	\$18,250	(\$2,000)	(9.88%)
Recovery	\$10,240	\$6,000	(\$4,240)	(41.41%)
<b>Total Revenue</b>	<b>\$32,490</b>	<b>\$26,250</b>	<b>(\$6,240)</b>	<b>(19.21%)</b>
<b>Expense</b>				
Wages	\$45,923	\$35,906	(\$10,017)	(21.81%)
General Expenses	\$7,745	\$6,826	(\$919)	(11.87%)
Service Agreement	\$0	\$0	\$0	0%
Live Stock Claims	\$2,500	\$2,500	\$0	0%
Other	\$1,950	\$1,950	\$0	0%
<b>Total Expense</b>	<b>\$58,118</b>	<b>\$47,182</b>	<b>(\$10,936)</b>	<b>(18.82%)</b>
<b>Net Difference</b>	<b>(\$25,628)</b>	<b>(\$20,932)</b>	<b>\$4,696</b>	<b>(18.32%)</b>



**MUNICIPALITY OF BROCKTON**  
**OPERATING BUDGET FOR ANIMAL CONTROL/BY-LAW ENFORCEMENT**  
**2022**

PARTICULARS 01-3124	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Wages	1200	44,660	29,418	41,079	26,949	-34.40%
Benefits	1240	7,355	4,427	4,844	8,957	84.92%
Mileage	1270	1,010	163	3,500	-	-100.00%
Training	1271				2,000	
Memberships	1303	217	86	500	500	0.00%
Supplies	1305	182	13	500	500	0.00%
License & Permits	1308	5	-	-	-	0.00%
Legal Fee	1310	-	3,966	1,500	1,500	0.00%
Veterinary Services	1316	444	-	1,000	1,000	0.00%
Service Agreements	1344	111	-	-	-	0.00%
Bounties	1354	80	230	300	300	0.00%
Live Stock Claims-damage/valuer	1356	1,501	590	2,500	2,500	0.00%
Advertising	1370	-	-	250	250	0.00%
Insurance	1380	1,748	1,746	1,745	2,326	33.29%
Write Off - Uncollectable	1390	140	72	400	400	0.00%
<b>Operating Expenditures</b>		<b>57,452</b>	<b>40,710</b>	<b>58,118</b>	<b>47,182</b>	<b>-18.82%</b>
<b>REVENUE</b>						
Ontario Grants	0126	-	5,000	2,000	2,000	0.00%
Licenses	0133	16,695	16,260	20,250	18,250	-9.88%
Transfer from Reserve Fund	0142	-	-	-	-	0.00%
Recoveries	0145	25,560	5,289	9,240	5,000	-45.89%
Fines	0146	155	300	1,000	1,000	0.00%
<b>Operating Revenue</b>		<b>42,410</b>	<b>26,849</b>	<b>32,490</b>	<b>26,250</b>	<b>-19.21%</b>
<b>Total Animal Control</b>		<b>15,042</b>	<b>13,861</b>	<b>25,628</b>	<b>20,932</b>	<b>-18.32%</b>

-18.32% Increase/(Decrease)  
(4,696) Increase/(Decrease)



# Heritage Goals and Objectives

## Purpose

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

## 2021 In Review

- The Committee covered the printed Walking and Driving Tours into an electronic map on the Municipal Website.
- The Committee updated their Terms of Reference and further included researching and highlighting the history and legacy of Indigenous and Métis people in Brockton.
- The Committee ordered a historic plaque for Bridge 11 Concession 20 and determined the design of a historic plaque at the Truax Dam.
- The Committee assisted in providing historical books to be sold at the Millpond Gallery in Cargill.
- The Committee discussed archival storage with the Walkerton Library.
- The Committee was unable to hire a Summer Student due to the COVID-19 Pandemic.
- The Walkerton 2021 Homecoming Event was cancelled due to the COVID-19 Pandemic so the brochure project did not occur.

## 2022 Goals and Objectives

- The Committee will research and highlight the history and legacy of Indigenous and Métis people in Brockton.
- The Committee will install historic plaques at the Truax Dam, and Bridge 11 Concession 20.
- The Committee will investigate alternative locations for historical murals.
- The Committee will develop an Application Form for individuals wishing to have their property added to the Heritage Registry
- The Committee will develop a policy for offering an Award for outstanding contributions in preserving and promoting Brockton local heritage.
- The Committee will develop a new Cordwainer book.
- The Committee will organize Doors Open 2022 (pending the COVID-19 pandemic)
- The Committee plans to continue working with the archives, and developing a plan for future storage.
- The Committee hopes to hire a Summer Student to assist with archiving records.

## Summary of Significant Changes

- No significant changes

### Heritage Operating Budget Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Grants	\$1,960	\$10,000	(\$8,040)	(410.20%)
Other Revenue	\$1,100	\$1,100	\$0	0%
<b>Total Revenue</b>	<b>\$3,060</b>	<b>\$1,100</b>	<b>(\$8,040)</b>	<b>(262.75%)</b>
<b>Expense</b>				
Wages	\$0	\$0	\$0	0%
General Expense	\$22,900	\$19,500	(\$3,400)	(14.85%)
<b>Total Expense</b>	<b>\$22,900</b>	<b>\$19,500</b>	<b>(\$3,400)</b>	<b>(14.85%)</b>
<b>Net Difference</b>	<b>(\$19,840)</b>	<b>(\$8,400)</b>	<b>(\$11,440)</b>	<b>(57.66%)</b>

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR HERITAGE  
2022**

PARTICULARS 01-3172	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Wages-Part time	1222	-	-	-	-	0.00%
Benefits - Part time	1240	-	-	-	-	0.00%
Mileage	1270	-	-	500	-	-100.00%
Training & Seminars	1271	-	-	700	500	-28.57%
Supplies	1305	355	-	-	300	100.00%
Maintenance & Purchase - Equipment	1320	-	-	2,500	-	-100.00%
Service Agreements	1344	2,350	-	-	-	0.00%
Telephone	1350	-	-	1,200	-	-100.00%
Rent	1369	-	-	1,500	1,200	-20.00%
ADVERTISING	1370	18	-	-	-	0.00%
Publications	1371	204	-	-	1,500	100.00%
Programs & Promotions	1382	5,603	6,239	13,000	13,000	0.00%
Art Show	1387	46	(90)	2,500	3,000	20.00%
Archives and Acquisitions	1388	471	-	1,000	-	-100.00%
Transfer to Reserve Fund	1720	-	-	-	-	0.00%
<b>Operating Expenditures</b>		<b>9,047</b>	<b>6,149</b>	<b>22,900</b>	<b>19,500</b>	<b>-14.85%</b>
<b>REVENUE</b>						
Ontario Grants	0126	-	-	-	10,000	100.00%
Canada Grants	0127	-	-	1,960	-	-100.00%
Transfer from Reserves	0141	-	-	-	-	0.00%
Transfer from Reserves Funds	0142	-	5,000	-	-	0.00%
Recoveries	0145	55	1,705	-	-	0.00%
Donations	0176	-	-	100	100	0.00%
Art Show	0237	30	-	1,000	1,000	0.00%
<b>Operating Revenue</b>		<b>85</b>	<b>6,705</b>	<b>3,060</b>	<b>11,100</b>	<b>262.75%</b>
<b>Total Heritage</b>		<b>8,962</b>	<b>(556)</b>	<b>19,840</b>	<b>8,400</b>	<b>-57.66%</b>

-57.66% Increase/(Decrease)

(\$11,440) Increase/(Decrease)



# Library Goals and Objectives

## Purpose

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

## 2021 In Review

Walkerton Branch – Repair/replacement of soffits and eaves trough on the addition part of building. Interior touch up painting, archives storage room tidy up. Re-opening of seniors room for programming.

Cargill Branch – routine building and grounds maintenance.

## 2022 Goals and Objectives

Walkerton Branch – complete deferred building maintenance of painting of exterior doors, windows, bollards. Tree/shrub replacement in gardens. Book drop fire extinguisher system.

Cargill Branch – routine minor building repairs and maintenance.

## Summary of Significant Changes

No Significant changes.

## Library – Walkerton and Cargill Operating Budget Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
Total Revenue	\$58,900	\$53,900	(\$5,000)	(8.49%)
Total Expense	\$95,987	\$93,761	(\$2,226)	(2.32%)
Net Difference	(\$37,087)	(\$39,861)	(\$2,774)	(7.48%)

### Library - Cargill Operating Budget Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Rent	\$9,000	\$9,000	\$0	0%
Other Revenue	\$5,000	\$0	(\$5,000)	0%
<b>Total Revenue</b>	<b>\$14,000</b>	<b>\$9,000</b>	<b>(\$5,000)</b>	<b>(35.71%)</b>
<b>Expense</b>				
Maintenance	\$3,375	\$3,375	\$0	0%
Utilities	\$3,335	\$3,335	\$0	0%
General Expense	\$9,802	\$6,489	(\$3,313)	(33.80%)
<b>Total Expense</b>	<b>\$16,512</b>	<b>\$13,199</b>	<b>(\$3,313)</b>	<b>(20.07%)</b>
<b>Net Difference</b>	<b>(\$2,512)</b>	<b>(\$4,199)</b>	<b>(\$1,687)</b>	<b>67.14%</b>

### Library - Walkerton Operating Budget Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Rent	\$43,000	\$43,000	\$0	0%
Other Revenue	\$1,900	\$1,900	\$0	0%
<b>Total Revenue</b>	<b>\$44,900</b>	<b>\$44,900</b>	<b>\$0</b>	<b>0%</b>
<b>Expense</b>				
Wages	\$0	\$35,523	\$35,523	100.00%
Maintenance	\$12,750	\$12,750	\$0	0%
Utilities	\$21,750	\$21,750	\$0	0%
General Expense	\$44,975	\$10,539	(\$34,436)	(76.57%)
<b>Total Expense</b>	<b>\$79,475</b>	<b>\$80,562</b>	<b>\$1,087</b>	<b>1.37%</b>
<b>Net Difference</b>	<b>(\$34,575)</b>	<b>(\$35,662)</b>	<b>(\$1,087)</b>	<b>3.14%</b>



**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR LIBRARY - CARGILL  
2022**

PARTICULARS 01-3171	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Supplies - Cargill	1305	68	17	250	250	0.00%
Maintenance & Purchase -Equipment - Cargill	1320	753	-	500	500	0.00%
Maintenance-Building - Cargill	1322	3,763	344	2,875	2,875	0.00%
Service Agreement - Cargill	1344	2,029	2,138	1,800	1,800	0.00%
Utilities-Hydro - Cargill	1360	1,164	1,158	1,700	1,700	0.00%
Utilities-Heat - Cargill	1365	984	1,451	1,500	1,500	0.00%
Utilities-Water - Cargill	1366	-	-	135	135	0.00%
Insurance	1380	2,305	2,301	2,652	2,939	10.81%
Transfers to Capital Fund	1710	-	-	-	-	0.00%
Transfers to Reserve Fund	1720	1,500	1,500	1,500	1,500	0.00%
Inter-department Expense	1820	-	-	3,600	-	-100.00%
<b>OPERATING EXPENDITURES</b>		<b>12,567</b>	<b>8,909</b>	<b>16,512</b>	<b>13,199</b>	<b>-20.07%</b>
<b>REVENUES</b>						
Rent - County - Cargill	0132	9,333	9,510	9,000	9,000	0.00%
Transfer from Reserve Fund-Cargill	0142	-	-	5,000	-	-100.00%
Donation - Cargill	0176	35	-	-	-	0.00%
<b>OPERATING REVENUE</b>		<b>9,368</b>	<b>9,510</b>	<b>14,000</b>	<b>9,000</b>	<b>-35.71%</b>
<b>TOTAL OPERATING</b>		<b>3,199</b>	<b>(601)</b>	<b>2,512</b>	<b>4,199</b>	<b>67.14%</b>

67% Increase/(Decrease)  
1,687 Increase/(Decrease)

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR LIBRARY - WALKERTON  
2022**

PARTICULARS 01-3170	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Wages - Library	1200	-	-	-	-	0.00%
Wages - Custodian	1220	16,532	-	-	27,834	100.00%
Wages - Custodian - Part time	1225	-	-	-	-	0.00%
Benefits	1240	(191)	-	-	7,689	100.00%
Benefits - Custodians	1242	6,171	-	-	-	0.00%
Clothing Allowance	1260	319	-	-	-	0.00%
Mileage - Custodian	1270	-	-	-	-	0.00%
Supplies	1305	1,098	1,147	1,000	1,000	0.00%
Maintenance & Purchase - Equipment	1320	455	-	750	750	0.00%
Maintenance-Building	1322	10,657	8,129	12,000	12,000	0.00%
Service Agreement	1344	4,559	6,511	6,000	6,000	0.00%
Telephone	1350	612	610	600	600	0.00%
Utilities-Hydro	1360	8,220	8,968	15,000	15,000	0.00%
Utilities-Natural Gas	1365	4,531	5,299	6,000	6,000	0.00%
Utilities-Water & Sewer	1366	869	1,037	750	750	0.00%
Rental - Equipment	1368	-	-	-	-	0.00%
Grants & Donations	1373	-	-	-	-	0.00%
Insurance	1380	2,305	2,301	2,300	2,939	27.78%
Promotion/Program	1382	-	-	-	-	0.00%
Transfer to Capital	1710	-	-	-	-	0.00%
Transfer to Reserve	1720	-	-	-	-	0.00%
Inter-department Expense	1820	-	-	35,075	-	-100.00%
<b>OPERATING EXPENDITURES</b>		<b>56,136</b>	<b>34,003</b>	<b>79,475</b>	<b>80,562</b>	<b>1.37%</b>
<b>REVENUES</b>						
Ontario Grants	0126	-	-	-	-	0.00%
Rent - Rooms	0130	400	-	3,000	3,000	0.00%
Rent - County- Walkerton	0132	40,106	40,895	40,000	40,000	0.00%
Transfer from Reserve Fund	0142	-	-	-	-	0.00%
Recoveries	0145	-	-	100	100	0.00%
Photocopy/Internet charges	0166	-	-	100	100	0.00%
Donations	0176	1,100	300	1,700	1,700	0.00%
<b>OPERATING REVENUE</b>		<b>41,606</b>	<b>41,195</b>	<b>44,900</b>	<b>44,900</b>	<b>0.00%</b>
<b>TOTAL OPERATING</b>		<b>14,531</b>	<b>(7,192)</b>	<b>34,575</b>	<b>35,662</b>	<b>3.14%</b>

3.14% Increase/(Decrease)  
1,087 Increase/(Decrease)

**MUNICIPALITY OF BROCKTON  
CAPITAL  
BUDGET FOR LIBRARY - WALKERTON  
2022**

PARTICULARS 02-3170	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Purchases - Capital	1600	-	-	-	-	0.00%
Transfer to Reserve Fund	1720	-	-	-	-	0.00%
<b>CAPITAL EXPENDITURES</b>		-	-	-	-	0.00%
<b>REVENUE</b>						
Grants Ontario	0126	-	-	-	-	0.00%
Transfer from Reserves	0141	-	-	-	-	0.00%
Transfer from Reserve Fund	0142	43,454	-	-	-	0.00%
Transfer from Revenue Fund	0143	-	-	-	-	0.00%
<b>CAPITAL REVENUES</b>		43,454	-	-	-	0.00%
<b>TOTAL CAPITAL</b>		(43,454)	-	-	-	0.00%

0.00% Increase/(Decrease)

\$0 Increase/(Decrease)

<b>TOTAL LIBRARY</b>		<b>(28,924)</b>	<b>(7,192)</b>	<b>34,575</b>	<b>35,662</b>	<b>3.14%</b>
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3.14% Increase/(Decrease)

\$1,087 Increase/(Decrease)



# Brockton Child Care Goals and 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 40 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.

## 2021 In Review

The Covid Pandemic definitely affected the Child Care Centre and the School Age programs. Slowly capacity levels were allowed to increase but due to physical distancing the Centre cannot be at full capacity. The Centre offered an Emergency School Age program from April until June to help families dealing with working and school closures. In July, the new Program/Administrative Coordinator position was filled internally. In September 3, new full-time teaching positions were developed and filled internally. Finding staff is an ongoing issue especially supply staff. The Centre received grants from the Province to help offset expenses due to the Pandemic.

## 2022 Goals and Objectives

The goals for 2022 will be very similar to 2021. To continue providing the best quality of care during and after the pandemic. Staff recruitment is still a challenge across all of Bruce/Grey counties and beyond for Child Care. We are working with partners on new approaches and with HR as well. Continuing to train for succession planning.

## Summary of Significant Changes

- The first half of the year is budgeted anticipating the Covid-19 regulations will still be in place.
- In 2021, the School board kept our rent lower due to the pandemic, however in 2022 there is an increase.
- Increase in wages due to 3 new full-time positions
- Transfer to reserve fund, as per resolution 21-03-04 for \$50,000, reduced to \$10,000

### Brockton Child Care Operating Budget Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Grants	\$250,000	\$280,000	\$30,000	12.0%
Fees	\$1,298,430	\$1,383,250	\$84,820	6.53%
Donations	\$0	\$0	\$0	0%
Other Revenue	\$258,000	\$0	(\$258,000)	(100.00%)
<b>Total Revenue</b>	<b>\$1,806,430</b>	<b>\$1,663,250</b>	<b>(\$143,180)</b>	<b>(7.93%)</b>
<b>Expense</b>				
Wages	\$1,505,604	\$1,590,562	\$84,957	5.64%
Maintenance	\$43,953	\$63,394	\$19,441	44.23%
Utilities	\$0	\$0	\$0	0%
General Expense	\$322,684	\$75,061	(\$247,623)	(76.74%)
<b>Total Expense</b>	<b>\$1,872,241</b>	<b>\$1,729,017</b>	<b>(\$143,225)</b>	<b>(7.65%)</b>
<b>Net Difference</b>	<b>(\$65,811)</b>	<b>(\$65,767)</b>	<b>\$45</b>	<b>(0.07%)</b>

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR DAYCARE  
2022**

PARTICULARS 01-3155	ACCOUNT NUMBERS	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Wages-Day Care	1200	492,093	756,418	841,293	1,002,094	19.11%
Wages-Custodian	1220	382	-	-	-	0.00%
Wages-Custodian Part Time	1225	-	-	-	-	0.00%
Wages-Supply	1226	184,384	268,999	315,077	220,864	-29.90%
Wages-Dietary	1230	10,488	22,280	41,847	33,319	-20.38%
Wages-Public Works	1235	460	146	-	-	0.00%
Benefits-Day Care	1240	212,299	305,241	307,388	334,285	8.75%
Clothing Allowance	1260	19	-	-	-	0.00%
Benefits-Custodian	1242	204	-	-	-	0.00%
BENEFITS - DIETARY	1243	205	-	-	-	0.00%
BENEFITS - PUBLIC WORKS	1244	129	38	-	-	0.00%
BENEFITS - SUPPLY - PART TIME	1246	1,279	-	-	-	0.00%
Mileage	1270	50	-	500	500	0.00%
Training & Seminars	1271	1,505	3,646	2,000	2,000	0.00%
Longterm Debt Principal	1300	64,500	258,000	258,000	-	-100.00%
Longterm Debt Interest	1301	6,878	589	-	-	0.00%
Supplies-Office	1305	1,995	4,494	1,000	1,000	0.00%
Supplies-Program	1307	5,249	10,236	5,000	5,000	0.00%
Payroll Services	1315	4,893	7,526	5,184	5,184	0.00%
Maintenance & Purchase Equipment	1320	400	3,802	2,000	2,000	0.00%
Maintenance-Building	1322	2,802	1,773	-	-	0.00%
Maintenance-Grounds	1325	-	1,119	-	-	0.00%
Maintenance-Health & Safety	1335	-	-	-	-	0.00%
Service Agreements	1344	14,999	38,703	41,953	61,394	46.34%
Telephone/Internet	1350	2,865	3,091	4,000	3,500	-12.50%
Utilities-Hydro	1360	-	-	-	-	0.00%
Utilities-Natural Gas	1365	-	-	-	-	0.00%
Utilities-Water	1366	-	-	-	-	0.00%
Advertising	1370	-	-	1,000	1,000	0.00%
Insurance	1380	4,608	4,602	4,500	5,877	30.60%
Food	1450	14,847	23,641	40,000	40,000	0.00%
SUPPLIES - DIETARY	1375	517	1,374	1,000	1,000	0.00%
Write Off Uncollectable	1390	466	272	-	-	0.00%
Public Works Equipment Costs	1470	-	-	-	-	0.00%
Transfer to Capital Fund	1710	-	-	-	-	0.00%
Transfer to Reserve Fund	1720	500	500	500	10,000	1900.00%
Inter-department Transfer	1820	-	-	-	-	0.00%
<b>OPERATING EXPENDITURES</b>		<b>1,029,016</b>	<b>1,716,489</b>	<b>1,872,241</b>	<b>1,729,017</b>	<b>-7.65%</b>

<b>REVENUE</b>						
Ontario Grants	0126	-	-	-	-	0.00%
Canada Grants	0127	-	-	-	-	0.00%
Municipal Grant (County)	0128	419,572	336,114	250,000	280,000	12.00%
Transfer from Reserve Fund	0142	-	252,625	258,000	-	-100.00%
Recoveries - County	0145	(9,018)	2,733	-	-	0.00%
Miscellaneous Revenue	0150	876	2,023	-	-	0.00%
Fee-NSF	0154	-	-	-	-	0.00%
Fees-County	0164	61,971	120,845	-	-	0.00%
Fees-Parent	0165	431,144	896,698	1,298,430	1,383,250	6.53%
Donations	0176	54	-	-	-	0.00%
<b>OPERATING REVENUE</b>		<b>904,599</b>	<b>1,611,039</b>	<b>1,806,430</b>	<b>1,663,250</b>	<b>-7.93%</b>
<b>TOTAL OPERATING</b>		<b>124,417</b>	<b>105,450</b>	<b>65,811</b>	<b>65,767</b>	<b>-0.07%</b>

0% Increase/(Decrease)

(\$45) Increase/(Decrease)



# Physician Recruitment Goals and Objectives

## Purpose

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

## 2021 In Review

Successful recruitment of one physician.

## 2022 Goals and Objectives

Currently working toward recruitment of 4 physicians

## Summary of Significant Changes

- Increase in budget is in line with historical budgets
- Anticipating increase recruitment efforts which include attending recruitment events once again.
- Increase in Reserve Fund contribution to support the financial needs for the four physicians required

Physician Recruitment Operating Budget Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Reserve Funds	\$0	\$0	\$0	0%
<b>Total Revenue</b>	\$0	\$0	\$0	0%
<b>Expense</b>				
Physician Agreements	\$11,550	\$64,350	(\$52,800)	457.14%
<b>Total Expense</b>	\$11,550	\$64,350	(\$52,800)	457.14%
<b>Net Difference</b>	(\$11,550)	(\$64,350)	(\$52,800)	457.14%



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

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Mayor Peabody & Members of Council,

For 2022, the Brockton and Area Physician Recruitment Committee would like to request an increased budget from 2021 that is in line with our historical budget prior to 2021. Our request is \$13,350 for operational costs and \$51,000 for reserves for physician contracts, for a total request of \$64,350. Our total proposed budget for 2022 is \$85,800 including our ask from South Bruce.

In 2022, we are hoping to get back into more recruitment events, which have traditionally been a significant portion of our cost. Because of this, our expenses in 2022 will be up compared to 2021, but our operating budget request is still lower than any year prior to 2021, primarily because we have eliminated the paid recruiter position and are operating solely on a volunteer basis.

Our reserve request is up from the past couple years because we have more physician spaces to fill. We have not yet filled the two positions that we were hoping to fill in 2021, and we have a physician leaving in the very near future who has a large practice and will require two physicians to replace. Given this information, we have current need for four physicians. If our budget were approved, we would have sufficient finances to be able to sign the four physicians that are necessary to fill our vacancies.

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR PHYSICIAN RECRUITMENT  
2022**

PARTICULARS 01-3148	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Physician Recruit-Legal Services	1310	-	-	-	-	0.00%
Physician Recruit-Locum Accommod	1431	7,328	7,764	8,200	8,000	-2.44%
Physician Recruit-Candidate Hosted WKED	1432	121	484	1,500	1,500	0.00%
Physician Recruit-Dr. Appreciation	1433	-	42	700	1,000	42.86%
Physician Recruit-Advertising & Promo	1434	554	450	700	1,000	42.86%
Physician Recruit-Supplies & Materials	1435	-	-	100	100	0.00%
Physician Recruit-Events & fees	1436	-	-	2,000	4,000	100.00%
Physician Recruit-Travel, meal, accommod	1437	-	-	-	-	0.00%
Physician Recruit-Recruiter Salary	1438	-	-	800	800	0.00%
Physician Recruit-Recruiter Mileage	1439	-	-	-	-	0.00%
Physician Recruit-Contact Retention	1440	-	-	-	-	0.00%
Physician Recruit-Discovery Week	1441	-	-	600	600	0.00%
Physician Recruit-Miscellaneous	1442	-	-	800	800	0.00%
Service Agreement-Dr Ambre	1450	-	-	-	-	0.00%
Service Agreement-Dr Alqas	1451	-	-	-	-	0.00%
Service Agreement-Third Doctor	1452	-	-	-	-	0.00%
Service Agreement-Medquest	1454	-	-	-	-	0.00%
SERVICE AGREEMENT - LINDSEY BOWN	1459	9,000	18,000	9,000	9,000	0.00%
SERVICE AGREEMENT - DR. JOHN STIR	1460	45,000	-	-	-	0.00%
Transfers to Reserves-Phys. Recr.	1701	45,000	-	-	68,000	100.00%
Transfers to Reserves-Medquest	1702	-	-	-	-	0.00%
Transfer to Reserve Fund-Brockton	1720	-	-	-	-	0.00%
<b>OPERATING EXPENDITURES</b>		<b>107,003</b>	<b>26,741</b>	<b>24,400</b>	<b>94,800</b>	<b>288.52%</b>
<b>REVENUES</b>						
Trans. From Reserves	0141	12,753	9,000	9,000	9,000	0.00%
Donations-Medquest	0176	-	-	-	-	0.00%
Donations-Physician Recruitment	0177	-	-	-	-	0.00%
Agreements-Physician Recruitment-BR	0190	93,250	7,000	11,550	64,350	457.14%
Agreements-Physician Recruitment-SB	0192	4,500	15,100	3,850	21,450	457.14%
Agreements-Medquest	0195	-	-	-	-	0.00%
<b>OPERATING REVENUE</b>		<b>110,503</b>	<b>31,100</b>	<b>24,400</b>	<b>94,800</b>	<b>288.52%</b>
<b>TOTAL OPERATING</b>		<b>(3,500)</b>	<b>(4,359)</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>TOTAL PHYSICIAN RECRUITMENT</b>						
		<b>(3,500)</b>	<b>(4,359)</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>

288.52% Increase/(Decrease)

**OPERATING  
BUDGET FOR PHYSICIAN RECRUITMENT - BROCKTON SHARE  
2022**

PARTICULARS 01-3149	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Medical Clinic Loan Principal	1300	-	-	-	-	0.00%
Medical Clinic Loan Interest	1301	-	-	-	-	0.00%
Agreement-Physician Recruitment	1344	47,250	-	11,550	64,350	457.14%
Transfer to Reserves-Brockton	1701	-	-	-	-	0.00%
Transfer to Reserve Fund-Brockton	1720	-	-	-	-	0.00%
<b>OPERATING EXPENDITURES</b>		<b>47,250</b>	<b>-</b>	<b>11,550</b>	<b>64,350</b>	<b>457.14%</b>
<b>REVENUES</b>						
Trans. from Reserve Fund-Dr Recruit	0142	-	-	-	-	0.00%
<b>OPERATING REVENUE</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>TOTAL OPERATING</b>		<b>47,250</b>	<b>-</b>	<b>11,550</b>	<b>64,350</b>	<b>457.14%</b>
<b>TOTAL BROCKTON SHARE</b>						
		<b>47,250</b>	<b>-</b>	<b>11,550</b>	<b>64,350</b>	<b>457.14%</b>
				457.14%	Increase/(Decrease)	
				52,800	Increase/(Decrease)	

# Fire Goals and Objectives

## Purpose

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

## 2021 In Review

- Continued focus on Employee Retention through flexibility by introducing zoom meetings and the FLMS online training tool.
- Continued focus on Health and Safety and Risk Management.
- Continued focus on the Alarmed for Life Program.
- Successful opening of the Brockton Regional Training Centre.
- Completion of the first year of active training at the Brockton Regional Training Centre. Courses included 2 online and one in person and demonstrated our partnership with Bruce Power in a successful NFPA Fire Fighter 1 training course.
- Hiring of 5 new Walkerton Fire Department members and 1 Elmwood Fire Department member.
- Successful RFP processes for a tanker truck in Elmwood and a pumper truck in Walkerton

## 2022 Goals and Objectives

- Progress and growth with the Brockton Regional Training Centre and the certified training of our local fire fighters.
- Continued focus on Employee Retention, Health and Safety and Risk Management
- Continued focus on the Alarmed for Life Program
- Establish a truck committee for the purchase of a replacement pumper.
- Continued emphasis on firefighter certification.
- Radios (remaining analog) 100% replaced.
- Maintenance of Covid-19 protocols including masking, increased sanitizing and decontamination of building and equipment.

## Summary of Significant Changes

- Increase in Reserve Fund contribution to full fund the purchase of the new Walkerton Fire Pumper Truck.

### Brockton Fire Operating Budget Summary

	2021 draft budget	2022 draft budget	2022 budget change	2022 budget change
Revenue				
Grants	\$0	\$0	\$0	0%
Fire Calls and Agreements	\$77,950	\$77,950	\$0	0%
Other	\$1,500	\$1,500	\$0	0%
Total Revenue	\$79,450	\$79,450	\$0	0%
<b>Expense</b>				
Wages	\$304,585	\$342,784	\$38,199	12.54%
Service Agreement	\$289,741	\$293,483	\$3,741	1.29%
Maintenance	\$68,000	\$68,000	\$0	0%
Utilities	\$13,600	\$13,600	\$0	0%
General Expense	\$350,870	\$384,208	\$33,338	9.50%
<b>Total Expense</b>	\$1,026,796	\$1,102,075	\$75,279	7.33%
<b>Net Difference</b>	(\$947,346)	(\$1,022,625)	(\$75,279)	7.95%

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR BROCKTON FIRE  
2022**

PARTICULARS 01-3120	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Wages - Fire Full time	1200	134,384	86,307	113,541	142,520	25.52%
Wages - Volunteer Firefighters	1210	103,084	124,751	143,961	143,961	0.00%
Wages - Custodian	1220	3,577	-	-	-	0.00%
Wages - Custodian - PT	1225	-	-	-	-	0.00%
Benefits - Fire Full Time	1240	45,402	36,814	47,083	56,303	19.58%
BENEFITS - CUSTODIANS	1242	1,594	-	-	-	0.00%
Personal Protection Equipment (CA)	1260	10,777	9,163	15,000	15,000	0.00%
Mileage	1270	250	-	500	500	0.00%
Training & Seminars	1271	15,142	17,278	27,000	27,000	0.00%
Longterm Debt Principal	1300	70,417	64,549	70,417	70,417	0.00%
Longterm Debt Interest	1301	5,647	3,042	12,300	12,300	0.00%
Memberships	1303	2,142	1,205	2,800	2,800	0.00%
Supplies	1305	2,272	3,565	5,000	5,000	0.00%
Licenses & Permits	1308	4,079	4,173	5,600	5,600	0.00%
Payroll Services	1315	6,908	5,774	6,528	6,528	0.00%
Prevention & Protection	1318	3,334	3,087	5,000	5,000	0.00%
Maintenance & Purchase Equipment	1320	29,309	24,617	31,500	31,500	0.00%
Maintenance-Building	1322	2,441	5,451	7,000	7,000	0.00%
Maintenance-Grounds	1325	4,928	2,521	5,500	5,500	0.00%
Maintenance-Fire Hydrant Snow Removal	1329	-	1,428	-	-	0.00%
Maintenance-Vehicle	1330	12,520	13,701	24,000	24,000	0.00%
Gasoline & Oil	1333	4,545	5,629	7,500	7,500	0.00%
Service Agreements - Cargill Dry	1343	-	-	2,500	2,500	0.00%
Service Agreements	1344	10,111	12,703	12,000	12,000	0.00%
Service Agreements - Elmwood Fire	1345	118,288	116,062	150,519	150,519	0.00%
Service Agreements - Hanover Fire	1346	70,682	68,000	67,265	69,283	3.00%
Service Agreements -Paisley	1347	58,149	59,254	57,457	59,181	3.00%
Telephone/Internet	1350	4,347	3,100	5,000	6,440	28.80%
Answering Service	1351	13,179	12,688	27,025	38,025	40.70%
Utilities-Hydro	1360	5,252	5,910	7,500	7,500	0.00%
Utilities-Natural Gas	1365	2,583	3,997	4,500	4,500	0.00%
Utilities-Water	1366	1,131	1,329	1,600	1,600	0.00%
Advertising	1370	-	-	200	200	0.00%
Insurance	1380	30,921	24,979	25,500	31,898	25.09%
Write Off - Uncollectable	1390	-	-	-	-	0.00%
Regional Training Centre Expense	1440	-	520	-	5,000	
Public Works Equipment	1470	-	2,236	-	-	0.00%
Emergency Measures	1552	-	-	-	-	0.00%
Trans. to Capital Fund	1710	-	-	-	-	0.00%
Trans. to Reserve Fund	1720	191,235	142,245	118,500	150,000	26.58%
Inter-department Transfer	1820	-	-	17,000	-	-100.00%
<b>OPERATING EXPENDITURES</b>		<b>968,629</b>	<b>866,078</b>	<b>1,026,796</b>	<b>1,107,075</b>	<b>7.82%</b>

<b>REVENUES</b>							
Ontario Grants	0126	-	6,900	-	-	-	0.00%
Canada Grants	0127	-	-	-	-	-	0.00%
Trans. from Reserve Fund	0142	-	-	-	-	-	0.00%
Miscellaneous Revenue	0150	2,227	2,874	1,500	1,500	-	0.00%
Donations	0176	750	500	-	-	-	0.00%
Fire Certificates	0180	-	-	-	-	-	0.00%
911 HYDRANT FEE	0181	14,469	11,395	-	-	-	0.00%
Fire Calls - Man Power	0184	5,295	8,485	5,000	5,000	-	0.00%
Fire Calls - Equipment	0185	31,622	46,157	40,000	40,000	-	0.00%
Regional Training Centre Revenue	0186	-	-	-	5,000	-	0.00%
Agreements	0190	17,675	22,189	32,950	32,950	-	0.00%
Applications/Inspections	0242	1,101	993	-	-	-	0.00%
INTER DEPART REVENUE	0250	198	-	-	-	-	0.00%
<b>OPERATING REVENUE</b>		<b>73,337</b>	<b>99,493</b>	<b>79,450</b>	<b>84,450</b>		<b>6.29%</b>
<b>TOTAL OPERATING</b>		<b>895,293</b>	<b>766,585</b>	<b>947,346</b>	<b>1,022,625</b>		<b>7.95%</b>

7.95% Increase/(Decrease)

75,279 Increase/(Decrease)



**MUNICIPALITY OF BROCKTON  
CAPITAL  
BUDGET FOR BROCKTON FIRE  
2022**

PARTICULARS 02-3120	ACCOUNT NUMBER	2020	2021		2022	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURE</b>						
Purchases-Capital	1600	-		38,500	-	-100.00%
Purchases-Capital	1608	-			-	0.00%
Purchases-Capital	1611	-	-	-	-	0.00%
Purchases-Capital	1612	-	-	-	-	0.00%
Purchases-Capital	1613	2,850	4,236		-	0.00%
Purchases-Equipment	1610	-			51,600	100.00%
Transfers to Reserve Fund	1720	-	12,136		-	0.00%
EQUIPMENT - DRONE	2000	5,950	-		-	0.00%
MONITOR - TRUCK 135	2001	13,394	-		-	0.00%
TRUCK CAP - (AUTO EXTRICATION)	2002	27,335	-		-	0.00%
<b>CAPITAL EXPENDITURES</b>		<b>49,530</b>	<b>16,372</b>	<b>38,500</b>	<b>51,600</b>	<b>34.03%</b>
<b>REVENUE</b>						
Long Term Debt	0129	-	-	-	-	0.00%
DONATION	0132	29,500	-	-	-	0.00%
Trans. from Reserve Fund	0142				-	0.00%
Trans. from Revenue Fund	0143				-	0.00%
Miscellaneous Revenue	0150				-	0.00%
<b>CAPITAL REVENUES</b>		<b>29,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>TOTAL CAPITAL</b>		<b>20,030</b>	<b>16,372</b>	<b>38,500</b>	<b>51,600</b>	<b>34.03%</b>
<b>TOTAL FIRE</b>		<b>915,322</b>	<b>782,957</b>	<b>985,846</b>	<b>1,074,225</b>	<b>8.96%</b>

8.96% Increase/(Decrease)  
\$88,379 Increase/(Decrease)



# Emergency Measures Goals and Objectives

## Purpose

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

## 2021 In Review

- Focus on enhancing emergency planning in Brockton
- Immediate Emergency Management Response Team coordination to mitigate the impact of Covid-19

## 2022 Goals and Objectives

- Continued focus on enhancing emergency planning in Brockton.
- Business continuity plans for key functions or positions have been identified and operations continue through the pandemic.

## Summary of Significant Changes

- Increase to Reserve Fund transfer to re-establish funding.

Emergency Measures Operating Budget Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Expense</b>				
Wages	\$3,300	\$3,300	\$0	0%
Service Agreement	\$800	\$800	\$0	0%
General Expense	\$32,500	\$32,500	\$0	0%
<b>Total Expense</b>	\$32,500	\$32,500	\$0	0%
<b>Net Difference</b>	\$32,500	\$32,500	\$0	0%

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR EMERGENCY MEASURES  
2022**

PARTICULARS 01-3118	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Wages	1200	-	-	3,000	3,000	0.00%
Benefits	1240	-	-	300	300	0.00%
Training	1271	-	-	800	800	0.00%
Prevention and Public Education	1318	-	101	500	500	0.00%
Annual Maintenance	1320	535	1,352	3,200	3,200	0.00%
Service Agreements	1344	7,494	7,429	7,500	7,500	0.00%
Telephone/Internet	1350	2,323	2,950	2,200	2,200	0.00%
Transfer to Reserve Fund	1720	15,000	15,000	15,000	15,000	0.00%
<b>OPERATING EXPENDITURES</b>		<b>25,353</b>	<b>26,832</b>	<b>32,500</b>	<b>32,500</b>	<b>0.00%</b>

0.00% Increase/(Decrease)  
- Increase/(Decrease)

**MUNICIPALITY OF BROCKTON  
CAPITAL  
BUDGET FOR EMERGENCY MEASURES  
2022**

PARTICULARS 02-3118	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Capital Purchase	1600	#N/A	-	-	-	0.00%
<b>CAPITAL EXPENDITURES</b>				-	-	<b>0.00%</b>
<b>REVENUE</b>						
Transfer from Reserve Fund	0142	#N/A	-	-	-	0.00%
<b>CAPITAL REVENUE</b>				-	-	<b>0.00%</b>
<b>TOTAL EMERGENCY MEASURES</b>		<b>#N/A</b>	<b>26,832</b>	<b>32,500</b>	<b>32,500</b>	<b>0.00%</b>

0.00% Increase/(Decrease)  
- Increase/(Decrease)

# Health and Safety Goals and 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.

## 2021 In Review

The Health and Safety Department assisted all departments with updating policies and procedures and made suggestions for improving processes. The Health and Safety Department completed workplace risk assessments and completed asbestos inspections.

## 2022 Goals and Objectives

- Continued updates of Policy and adaptations due to COVID pandemic
- Source 3rd party outside agency to do a complete Health and Safety Policy Audit
- First Aid Training
- Completion of workplace violence and harassment risk assessments
- Targeting of training based on 2021 trends

## Summary of Significant Changes

- No significant changes for 2022

### Health and Safety Operating Budget Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
Expense				
Wages	\$37,496	\$31,187	(\$6,309)	(16.83%)
Service Agreement	\$8,500	\$8,500	\$0	0%
General Expense	\$7,792	\$7,792	\$0	0%
<b>Total Expense</b>	<b>\$53,788</b>	<b>\$47,479</b>	<b>\$0</b>	<b>(11.73%)</b>
<b>Net Difference</b>	<b>\$53,788</b>	<b>\$47,479</b>	<b>(\$6,309)</b>	<b>(11.73%)</b>

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR HEALTH AND SAFETY  
2022**

PARTICULARS 01-3117	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Wages	1200	-	28,083	29,457	24,512	-16.79%
Benefits	1240	-	8,387	8,039	6,675	-16.97%
Mileage	1270	-	-	500	500	0.00%
Memberships	1303	-	-	1,000	1,000	0.00%
Supplies	1305	-	60	500	500	0.00%
Payroll Processing	1315	-	-	192	192	0.00%
Health & Safety	1335	-	-	5,000	5,000	0.00%
Service Agreement	1344	-	-	8,500	8,500	0.00%
Phone	1350	-	442	600	600	0.00%
<b>Operating Expenditures</b>		-	<b>36,972</b>	<b>53,788</b>	<b>47,479</b>	<b>-11.73%</b>
<b>REVENUE</b>						
Grants Ontario	0126			-		0.00%
Recoveries	0145			-	-	0.00%
<b>Operating Revenue</b>		-	-	-	-	<b>0.00%</b>
<b>Total Human Resources</b>						
		<b>0</b>	<b>36,972</b>	<b>53,788</b>	<b>47,479</b>	<b>-11.73%</b>

-11.73% Increase/(Decrease)  
(\$6,309) Increase/(Decrease)

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

## Purpose

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

## 2021 In Review

- The Board developed a Governance By-Law updating their Terms of Reference.
- The Board purchased two solar speed signs to assist with speeding enforcement and continued to use the Black Cat Radar software.
- The Board researched the impact of the Comprehensive Ontario Police Services Act, 2019 and submitted a proposal to form a joint South Bruce O.P.P. Police Services Board.
- The Board increased overall communications by advertising South Bruce O.P.P. campaigns and community safety measures.
- The Board assisted in implementing the Community Safety and Well-Being Plan.
- The Board investigated Brockton's highest Calls for Service, including Fail to Appear Charges and False Alarms.
- The Board requested the inclusion of Calls for Service statistics, motor vehicle collisions, and false alarms in the Detachment Commander's monthly report.
- The Board reviewed Crime Stoppers of Grey Bruce statistics monthly.
- The Board began drafting a False Alarm By-Law to effectively respond to Calls for Service in this area, and reviewed By-Laws for inclusion in an Enforcement Agreement with the O.P.P. as per the Police Services Act.
- The Board received the 2020-2022 R.I.D.E. Grant

## 2022 Goals and Objectives

- The Board will continue to monitor the Comprehensive Ontario Police Services Act, 2019 and its impact on the status of the Board.
- The Board will continue to address speeding enforcement concerns.
- The Board will continue implementing the Community Safety and Well-Being Plan.
- The Board will continue to strengthen communication with the South Bruce O.P.P.

- The Board will implement a False Alarm By-Law and an Enforcement Agreement with the O,P.P. in accordance with the Police Services Act

### Summary of Significant Changes

- No Significant Changes

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

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Grants	\$254,002	\$254,002	\$0	3.55%
Fines	\$2,500	\$2,500	\$0	0%
Reserve Funds	\$110,000	\$0	(\$110,000)	100.00%
<b>Total Revenue</b>	<b>\$366,502</b>	<b>\$256,502</b>	<b>(\$110,000)</b>	<b>47.91%</b>
<b>Expense</b>				
OPP Service Agreement	\$2,636,226	\$2,492,790	(\$143,436)	(5.44%)
By-Law Enforcement	\$0	\$0	\$0	0%
Police Service Board	\$26,450	\$28,450	\$2,000	7.56%
Employee Benefits	\$2,200	\$2,200	\$1,8000	(81.82%)
<b>Total Expense</b>	<b>\$2,664,876</b>	<b>\$2,521,440</b>	<b>(\$143,236)</b>	<b>(5.45%)</b>
<b>Net Difference</b>	<b>(\$2,298,374)</b>	<b>(\$2,265,138)</b>	<b>(\$33,436)</b>	<b>(1.53%)</b>



**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR O.P.P.  
2022**

PARTICULARS 01-3121	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Employee Benefits from SBG Police	1240	-	2,338	2,200	400	-81.82%
Service Agreements -OPP	1344	2,360,885	2,629,794	2,636,226	2,492,790	-5.44%
<b>O.P.P. SERVICE BOARD</b>						
Honorarium	1212	4,938	5,250	5,500	5,500	0.00%
Mileage	1270	357	-	1,000	1,000	0.00%
Training and Seminars	1271	1,014	616	5,000	5,000	0.00%
Membership	1303	1,701	250	1,800	1,800	0.00%
Supplies	1305	356	7,724	10,000	10,000	0.00%
Service Board Expenses	1309	80	80	-	-	0.00%
Legal Fees	1310	-	-	-	-	0.00%
Telephone	1350	678	676	900	900	0.00%
Advertising	1370	-	-	250	250	0.00%
Donation	1373	-	2,000	2,000	2,000	0.00%
Transfer to Reserve Fund	1720	2,000	2,000	2,000	2,000	0.00%
<b>OPERATING EXPENDITURES</b>		<b>2,372,008</b>	<b>2,650,727</b>	<b>2,666,876</b>	<b>2,521,640</b>	<b>-5.45%</b>
<b>REVENUES</b>						
Ontario Grants	0126	255,303	305,534	254,002	254,002	0.00%
Transfers from Reserve fund	0142	-	110,000	110,000	-	-100.00%
Fines	0146	268	1,065	2,500	2,500	0.00%
Miscellaneous Revenue	0150	5,074	305	-	-	0.00%
<b>OPERATING REVENUE</b>		<b>260,645</b>	<b>416,904</b>	<b>366,502</b>	<b>256,502</b>	<b>-30.01%</b>
<b>TOTAL OPERATING</b>		<b>2,111,363</b>	<b>2,233,823</b>	<b>2,300,374</b>	<b>2,265,138</b>	<b>-1.53%</b>

-1.53% Increase/(Decrease)  
\$ (35,236) Increase/(Decrease)

as per billing statement



# Conservation Authority Goals and Objectives

## Purpose

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

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

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

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

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

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

## 2022 Goals and Objectives

- Continued Dyke maintenance in Brockton
- Phase 2 of the Valley Side Cliff Erosion engineering study

## Summary of Significant Changes

- Increase in Valley Side Cliff Erosion review
- Increase in Saugeen Valley Conservation Authority levy.

### Conservation Authority Operating Budget Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Reserve Funds	\$0	\$0	\$0	0%
<b>Total Revenue</b>	\$0	\$0	\$0	0%
<b>Expense</b>				
Service Agreements	\$181,947	\$207,901	\$25,954	14.26%
<b>Total Expense</b>	\$181,947	\$207,901	\$25,954	14.26%
<b>Net Difference</b>	\$181,947	\$207,901	\$25,954	14.26%

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR CONSERVATION AUTHORITY  
2022**

PARTICULARS 01-3122	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Service Agreement SVCA	1344	163,015	160,935	181,947	207,901	14.26%
<b>Operating Expenditures</b>		<b>163,015</b>	<b>160,935</b>	<b>181,947</b>	<b>207,901</b>	<b>14.26%</b>
<b>REVENUE</b>						
Transfers from Reserve Fund	0142	-	-	-	-	
<b>Operating Revenue</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total Conservation Authority</b>		<b>\$163,015</b>	<b>\$160,935</b>	<b>\$181,947</b>	<b>\$207,901</b>	<b>14.26%</b>

14.26%	Increase/(Decrease)
\$25,954	Increase/(Decrease)



# Municipal Drains Goals and Objectives

## Purpose

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

## 2021 In Review

- The Russell Municipal Drain was completed;
- R.J. Burnside was appointed as the engineers for the Dales Municipal Drain
- Council accepted a petition for the Young Municipal Drain

## 2022 Goals and Objectives

- Appointment of the Engineer for the Young Municipal Drain
- Acceptance of the Engineers Report for the Zettler Municipal Drain Improvements
- Preliminary work to plan for potential construction of the Dales Municipal Drain in 2023

## Summary of Significant Changes

- Drains have been separated out from the Planning Budget to allow for more accurate tracking

### Municipal Drains Operating Budget Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
User Fee	\$319,000	\$310,000	(\$9,000)	(2.82%)
<b>Total Revenue</b>	<b>\$319,000</b>	<b>\$310,000</b>	<b>(\$9,000)</b>	<b>(2.82%)</b>
<b>Expense</b>				
Service Agreements	\$29,800	\$26,500	(\$3,300)	(11.07%)
Drains	\$310,000	\$310,000	\$0	0%
General Expense	\$5,644	\$5,644	\$0	0%
<b>Total Expense</b>	<b>\$345,444</b>	<b>\$342,144</b>	<b>(\$3,300)</b>	<b>(0.96%)</b>
<b>Net Difference</b>	<b>\$26,444</b>	<b>\$32,144</b>	<b>\$5,700</b>	<b>21.55%</b>



**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR MUNICIPAL DRAINS  
2022**

PARTICULARS 01-3180	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Training & Seminars	1271	197	244	1,900	1,900	0.00%
Tile Drainage Long Term Debt	1300	26,810	12,415	-	-	0.00%
Tile Drainage Long Term Debt-Int	1301	4,467	3,440	-	-	0.00%
Memberships	1303	106	40	100	100	0.00%
Supplies	1305	146	915	500	500	0.00%
Legal	1310	895	1,356	2,000	2,000	0.00%
Payroll Service	1315	492	428	144	144	0.00%
Service Agreements	1344	19,266	22,888	29,800	26,500	-11.07%
Professional Service - Drainage	1345	1,746	-	-	-	0.00%
Advertising	1370	-	-	1,000	1,000	0.00%
Maintenance - Keip	1430	-	-	-	-	0.00%
Maintenance - Ernewein	1431	-	-	-	-	0.00%
Maintenance - Russell	1432	97,119	13,185	100,000	100,000	0.00%
Maintenance - Brant #2	1433	-	-	-	-	0.00%
Maintenance - Lang	1434	19,473	-	-	-	0.00%
Maintenance - O Branch Kaake	1435	122,538	3,469	-	-	0.00%
Maintenance - Zettler	1436	7,023	6,795	200,000	200,000	0.00%
MAINTENANCE - MUNICIPAL DRAIN KELLY	1437	163	-	-	-	0.00%
Maintenance - Van Nes	1438	60,966	740	-	-	0.00%
MUNICIPAL DRAIN - KOELEN	1439	14,839	34,216	-	-	0.00%
Maintenance - Municipal Drains	1442	-	-	10,000	10,000	0.00%
Studies & Amendments	1467	-	-	-	-	0.00%
INTER DEPART EXPENSE	1820	-	-	-	-	0.00%
<b>OPERATING EXPENDITURES</b>		<b>376,246</b>	<b>100,132</b>	<b>345,444</b>	<b>342,144</b>	<b>-0.96%</b>

<b>REVENUE:</b>						
Taxation - Tile Drainage Loans	0055	31,277	20,679	-	-	0.00%
Tile Drainage Loans-Pay Out	0115	-	-	-	-	0.00%
Subsidy-New Tile Drainage Loans	0125	-	-	-	-	0.00%
Ontario Grants	0126	100,615	5,089	10,000	10,000	0.00%
Transfer from Reserve Fund	0142	336,570	-	-	-	0.00%
Miscellaneous Revenue	0150	4,400	7,700	3,000	-	-100.00%
User Fees-Kaake Drain	0179	(84)	-	-	-	0.00%
User Fees - KEIP Drain	0180	-	-	-	-	0.00%
User Fees - ERNEWEIN Drain	0181	-	-	-	-	0.00%
User Fees - BRANT #1 Drain	0182	-	-	-	-	0.00%
User Fees - BRANT #2 Drain	0183	-	-	-	-	0.00%
User Fees - RUSSELL	0186	-	-	100,000	100,000	0.00%
User Fees - LANG	0185	-	-	-	-	0.00%
User Fees - ZETTLER	0187	-	-	200,000	200,000	0.00%
User Fees - KAAKE O Branch	0188	-	-	-	-	0.00%
User Fees - Van Nes	0189	-	-	-	-	0.00%
Applications	0241	7,696	8,112	6,000	-	-100.00%
<b>OPERATING REVENUE</b>		<b>480,474</b>	<b>41,580</b>	<b>319,000</b>	<b>310,000</b>	<b>-2.82%</b>
<b>TOTAL OPERATING</b>		<b>(104,228)</b>	<b>58,551</b>	<b>26,444</b>	<b>32,144</b>	<b>21.55%</b>

22% Increase/(Decrease)  
\$5,700 Increase/(Decrease)

# Planning Goals and Objectives

## Purpose

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

## 2021 In Review

A large area of focus for the Municipality in 2021 was the Plan the Bruce, Bruce County Official Plan review. The consultation process for the review commenced with Municipal and Public engagement on eight discussion paper topics. The Plan the Bruce, Official Plan review will continue into 2022, where the Municipality will remain an active participant.

## 2022 Goals and Objectives

Continued engagement on the Plan the Bruce, Bruce County Official Plan review.

Following the adoption of the Official Plan review, undertake the Local Official Plan review which encompasses the town of the Walkerton and Comprehensive Zoning By-Law review. The Local Official Plan review and Comprehensive Zoning By-Law review are forecasted into the year 2023 as projects the Municipal will need to undertake.

## Summary of Significant Changes

- Allocating funds to support advancing developments approvals related to the residential proposals within the East Ridge Business Park area;
- Allocating funds for consultant fees with respect to supporting Municipal engagement related to the Plan the Bruce, Bruce County Official Plan Review and Minister's Zoning Order.
- Reserve Fund allocation to undertake a consolidation and review of the Comprehensive Zoning Bylaw in 2022, and will require a service agreement with a professional Planner.
- To tie into the Building Department wage increase and adjustments, a portion of the wage adjustment is a result of the increase in Planning initiatives forthcoming in 2022. The adjustment in wages related to the Building and Planning Budget is a result of the requirement that Building Permit fees can only be used for the delivery of Building

Department Services. Planning expenses and wages are therefore addressed separately from the Building Budget. The wage percentage adjustments proposed for 2022 will be reviewed and potentially reconsidered as part of future budgets. Planning consultants expense line has been increased accordingly to reflect the reduced staff wages

Planning Operating Budget Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Grants	\$0	\$10,000	\$10,000	100.00%
<b>Total Revenue</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>100.00%</b>
<b>Expense</b>				
Wages	\$12,128	\$15,176	\$3,048	25.13%
Maintenance	\$200	\$200	\$0	0%
General Expense	\$16,865	\$46,694	\$29,829	176.87%
<b>Total Expense</b>	<b>\$29,193</b>	<b>\$62,070</b>	<b>\$29,877</b>	<b>112.62%</b>
<b>Net Difference</b>	<b>(\$29,193)</b>	<b>(\$52,070)</b>	<b>(\$22,877)</b>	<b>78.36%</b>

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR PLANNING  
2022**

PARTICULARS 01-3125	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Wages	1200	16,779	10,990	11,220	11,698	4.26%
Benefits	1240	6,104	3,710	908	3,478	283.04%
Training & Seminars	1271	14	355	1,200	1,200	0.00%
Memberships	1303	43	102	210	-	-100.00%
Supplies	1305	94	250	500	500	0.00%
Payroll Service	1315	-	-	58	58	0.00%
Maintenance-Vehicle	1330	110	65	200	200	0.00%
Service Agreements	1344	701	629	883	40,883	4531.35%
Telephone	1350	107	81	264	264	0.00%
Fuel	1358	209	116	850	850	0.00%
Insurance	1380	2,305	2,301	2,300	2,939	27.78%
Inter-department Expense	1820	-	-	10,600	-	-100.00%
<b>Operating Expenditures</b>		<b>26,466</b>	<b>18,600</b>	<b>29,193</b>	<b>62,070</b>	<b>112.62%</b>
<b>REVENUE</b>						
Site Plan Agreement Fees	0133	-	-	-	10,000	100.00%
<b>Operating Revenue</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>10,000</b>	<b>100.00%</b>
<b>Total Building Operating</b>		<b>26,466</b>	<b>18,600</b>	<b>29,193</b>	<b>52,070</b>	<b>78.36%</b>

78% Increase/(Decrease)  
\$22,877 Increase/(Decrease)



# Recreation Goals and Objectives

## Vision

Our Vision for the Brockton Parks and Recreation Department is to be passionate community leaders, inspiring personal growth, healthy lifestyles and creating memorable recreation experiences for everyone.

## Mission

Our mission is to enhance the community of Brockton by providing safe, sustainable and diverse facilities, parks and public spaces offering innovative programming that shapes and meets the needs of a growing community.

## Purpose

Our purpose is to operate our recreational facilities and properties (Community Centres, Parks, Playgrounds, Pool/Splash Pads, Trails, Sports Fields and Campgrounds) to best practices, developed to the highest standards and promoted to maximize use and enjoyment by residents and visitors of all ages and abilities. Brockton Parks and Recreation Department is ever evolving to enhance recreational experiences. We strive to achieve the highest level of quality in our facilities, parks, trails and programs with the ambition to stay current and provide recreational experiences for all ages. Our objective is to always promote and operate our facilities to capacity while maintaining the highest level of quality possible to ensure our resident's enjoyment with our parks, playgrounds, and facilities, trails and sports fields.

## 2021 In Review

Our facilities, services, programs and partnerships with community organizations support community sport, recreation, culture and tourism events helping to build, celebrate and represent the quality of life and identity of Brockton communities.

Once again, the COVID-19 Pandemic significantly impacted facility and programming operations from January through May. Arena ice operations were only open for the month of March in the first half of the calendar year. The new outdoor skating trail at Lobies Park was a huge positive in the month of February. Pool/Splash Pad, Lobies Campground and Summer Day Camp operations were modified to meet COVID-19 regulations and safety measures and were successfully opened and run without incident. Revenues again surpassed budget for Lobies Campground due to stay close to home vacations. Arena ice operations were able to resume close to normal in September with the new requirement for Full Vaccination

screening. Ball Diamond and Soccer field use restarted with limited bookings. Elmwood, Cargill and Walkerton Community Centre Halls were able to gradually re-open in August with improved capacity limits and limited rentals. Bradley School House Community Centre remain closed for the year.

The following capital projects were completed successfully:

- The Market Garden Park design, grants, fund raising.
- Centennial Park Pool changeroom renovations, roof replacement, boiler/heater replacement and lighting conversion to LED
- Arena Ice plant – header pipe repair, electrical panel repairs, VFD's installed (energy savings and \$2,300 rebate)
- Arena Central Hot Water Boiler system replacement (energy savings and \$4,700 rebate)
- Arena Office renovations
- Armoury Building roof, doors, foundation repairs and replacement
- Walkerton Library fire alarm panel and eaves/facia replacement
- Lobies Park Gatehouse replacement and establishment of outdoor skating trail
- Replacement of a Zero turn mower – Cargill Community Centre
- Day Camp Storage Building at Centennial Park Pavillion
- Supported setup of BIA downtown events
- Grant writing applications:
  - Bruce Power – Skating trail and Market Garden Park \$65,000 approved
  - CHCI – Market Garden Park \$83,895 declined
  - GICB New Build – Arena \$13.75 million pending
  - EAF – Elmwood CC accessibility \$417,000 **declined**
  - OTF – Tennis Courts/Playgrounds \$266,700 pending
  - MMF III – Master Plan Update/Facilities review \$150,000 pending
  - Save of Energy – Arena \$2,300 approved
  - Enbridge Gas – Arena \$4,700 approved
  - CCRF – The Market Garden \$55,281 approved
  - Senior Community Grant – Programs \$14,478 approved
  - CSJ – Summer Students \$8,400 approved
  - LEAF – The Market Garden Park \$43,000 **declined**



## 2022 Goals and Objectives

Operations will continue adapt through 2022 with evolution of the COVID situation. There may still be some lag in uptake of Community hall rentals and programming in the first half of 2022. Most activity will be focused on an aggressive capital projects list per approved and pending grant applications and tax support as approved by Council.

### Summary of Significant Changes

- The Market Garden Park (Wong) construction and opening \$239,000
- Soccer Fields Washroom/Changeroom/Maintenance Building construction \$880,000
- Enhanced recreation, fitness and seniors programming – Community Seniors Grant \$14,478
- Continue contributions where possible to reserves to support future capital replacement (BCA and Updated Master Plan)
- Tennis Courts/Playgrounds surface rehabilitation pending OTF \$266,000 funding
- Facilities review and update of Master Recreation and Leisure Services Plan pending MMF III \$150,000 funding
- Phase II of Optimist Park Accessible Playground – Optimist Club \$85,000
- Bradley CC – Roof Replacement \$15,000
- Walkerton Library exterior painting of windows, doors
- Ongoing replacement and upgrading of deteriorated parks signage through municipality – inventory completed in 2020
- Ongoing maintenance of Saugeen River Access points as part of coordinated effort within the County, SVCA, municipal partners
- Ongoing removal of hazard tree and stump inventory from 2019 (95 of 120 trees remaining)
- Funding applications to Save on Energy, FCM, GICB retrofits, OTF, NHSP, Celebrate Canada, Spruce the Bruce
- Continue to build relationship with local service clubs
- Funding applications to Hydro One – Energizing Life Fund - \$25,000 for The Market Garden, Save on Energy for conversion to LED lighting – Cargill Community Centre and Walkerton Community Centre, FCM, GICB retrofits, OTF, NHSP - \$24,020 for Cargill Lawn Bowling Club greens equipment, Celebrate Canada for enhanced Canada Day, Spruce the Bruce - updated
- Continue to build relationship with local service clubs – Collaborative between Rotary Club and Walkerton Volunteer Firefighters Association for grooming of Cross-Country Ski Trail - Updated
- Bruce Power Regional Soccer Park to host OFSAA soccer in June

Recreation – Total Operating Budget Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
Total Revenue	\$918,050	\$818,498	(\$99,552)	(10.84%)
Total Expense	\$2,302,582	\$2,490,539	\$187,957	8.16%
Net Difference	(\$1,384,532)	(\$1,672,041)	(\$287,509)	20.77%

Recreation – Administration Operating Budget Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
Revenue				
Grants	\$50,000	\$113,120	\$63,120	55.80%
Total Revenue	\$50,000	\$113,120	\$63,120	55.80%
Expense				
Wages	\$365,762	\$388,121	\$22,359	6.11%
Maintenance	\$2,000	\$2,000	\$0	0%
General Expense	\$126,390	\$212,201	\$85,811	67.89%
Total Expense	\$519,152	\$602,322	\$108,170	21.89%
Net Difference	(\$444,152)	(\$489,202)	(\$45,050)	10.14%

### Recreation – Parks Operating Budget Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Grants	\$0	\$5,000	\$0	0%
Parks	\$16,000	\$17,000	\$0	0%
Other Revenue	\$42,600	\$12,000	(\$30,600)	(71.83%)
<b>Total Revenue</b>	\$58,600	\$34,000	(\$30,600)	(52.22%)
<b>Expense</b>				
Wages	\$130,406	\$193,342	\$62,936	48.26%
Maintenance	\$88,000	\$91,000	\$3,000	3.41%
Utilities	\$8,000	\$8,000	\$0	0%
General Expense	\$107,608	\$138,045	\$30,437	28.29%
<b>Total Expense</b>	\$334,014	\$430,387	\$96,373	28.85%
<b>Net Difference</b>	(\$275,414)	(\$396,387)	(\$126,973)	46.10%

### Recreation – Pool Operating Budget Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Grants	\$8,000	\$8,000	\$0	0%
User Fees	\$47,500	\$47,500	\$0	0%
Other Revenue	\$15,500	\$5,500	(\$10,000)	(64.52%)
<b>Total Revenue</b>	\$71,000	\$61,000	(\$10,000)	(14.08%)
<b>Expense</b>				
Wages	\$72,474	\$67,246	(\$5,228)	(7.21%)
Maintenance	\$19,500	\$12,000	(\$7,500)	(38.46%)
Utilities	\$30,800	\$20,000	(\$10,800)	(35.06%)
General Expense	\$28,850	\$32,767	\$3,789	13.58%
<b>Total Expense</b>	\$151,624	\$131,885	(\$19,739)	(13.02%)
<b>Net Difference</b>	(\$80,624)	(\$70,885)	\$9,739	(12.08%)

### Recreation – Community Centre Operating Budget Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Grants	\$0	\$0	\$0	0%
User Fees	\$245,200	\$245,200	\$0	(9.25%)
Other Revenue	\$102,000	\$57,000	(\$45,000)	41.67%
<b>Total Revenue</b>	<b>\$347,200</b>	<b>\$302,200</b>	<b>(\$45,000)</b>	<b>1.46%</b>
<b>Expense</b>				
Wages	\$283,162	\$199,155	(\$84,007)	(29.67%)
Maintenance	\$53,500	\$86,500	\$33,000	61.68%
Utilities	\$136,400	\$136,800	\$400	0.29%
General Expense	\$340,399	\$373,450	\$33,051	9.71%
<b>Total Expense</b>	<b>\$813,461</b>	<b>\$795,905</b>	<b>(\$17,556)</b>	<b>(2.16%)</b>
<b>Net Difference</b>	<b>(\$466,261)</b>	<b>(\$493,705)</b>	<b>(\$27,444)</b>	<b>5.89%</b>

Recreation – Lobies Operating Budget Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Grants	\$0	\$3,700	\$3,700	100.00%
User Fees	\$55,000	\$65,000	\$10,000	18.18%
Other Revenue	\$2,000	\$4,500	\$2,500	125.00%
<b>Total Revenue</b>	<b>\$57,000</b>	<b>\$73,200</b>	<b>\$16,200</b>	<b>28.42%</b>
<b>Expense</b>				
Wages	\$11,787	\$22,903	\$11,116	94.31%
Maintenance	\$10,000	\$5,500	(\$4,500)	(45.00%)
Utilities	\$2,450	\$3,350	\$900	36.73%
General Expense	\$22,700	\$22,417	(\$411)	(1.25%)
<b>Total Expense</b>	<b>\$46,937</b>	<b>\$54,042</b>	<b>\$7,105</b>	<b>15.41%</b>
<b>Net Difference</b>	<b>\$10,063</b>	<b>\$19,158</b>	<b>\$9,095</b>	<b>90.38%</b>

Recreation – Daycamp Operating Budget Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Grants	\$3,000	\$3,000	\$0	0%
Other Revenue	\$0	\$0	\$0	0%
User Fees	\$68,000	\$68,000	\$0	0%
<b>Total Revenue</b>	<b>\$71,000</b>	<b>\$71,000</b>	<b>\$0</b>	<b>0%</b>
<b>Expense</b>				
Wages	\$52,069	\$56,076	\$4,008	7.70%
General Expense	\$15,290	\$12,940	(\$2,350)	(15.37%)
<b>Total Expense</b>	<b>\$67,359</b>	<b>\$69,016</b>	<b>\$1,658</b>	<b>2.46%</b>
<b>Net Difference</b>	<b>\$3,642</b>	<b>\$1,984</b>	<b>(\$1,658)</b>	<b>(45.52%)</b>

### Recreation – Programs Operating Budget Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Grants	\$0	\$14,478	\$0	0%
User Fees	\$90,000	\$90,000	\$0	0%
<b>Total Revenue</b>	\$90,000	\$104,478	\$0	0%
<b>Expense</b>				
Wages	\$12,000	\$33,000	\$21,000	175.00%
Maintenance	\$0	\$0	\$0	0%
General Expense	\$55,240	\$35,940	(\$19,300)	(34.94%)
<b>Total Expense</b>	\$67,240	\$68,940	\$1,700	2.53%
<b>Net Difference</b>	\$22,760	\$35,538	\$12,778	56.14%

### Recreation – CDCF Operating Budget Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Grants	\$5,000	\$0	(\$5,000)	(100.00%)
Donation	\$1,000	\$5,000	(\$160,750)	(70.11%)
User Fees	\$152,250	\$45,500	\$4,000	400.00%
<b>Total Revenue</b>	\$158,250	\$50,500	(\$107,750)	(68.09%)
<b>Expense</b>				
Wages	\$19,250	\$93,226	\$73,976	384.29%
Maintenance	\$20,800	\$21,350	\$2,350	12.37%
General Expense	\$147,150	\$69,509	(\$79,441)	(53.33%)
<b>Total Expense</b>	\$187,200	\$184,085	(\$3,115)	(1.66%)
<b>Net Difference</b>	(\$28,950)	(\$133,585)	(\$104,635)	361.43%

Recreation – Soccer Fields Operating Budget Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Grants	\$0	\$0	\$0	0%
User Fees	\$9,000	\$9,000	\$0	0%
<b>Total Revenue</b>	\$9,000	\$9,000	\$0	0%
<b>Expense</b>				
Wages	\$13,595	\$14,178	\$583	4.29%
Maintenance	\$19,500	\$12,000	(\$7,500)	(38.46%)
General Expense	\$107,500	\$110,000	(\$2,500)	2.33%
<b>Total Expense</b>	\$140,595	\$136,178	(\$4,417)	(3.14%)
<b>Net Difference</b>	(\$131,595)	(\$127,178)	\$4,417	(3.36%)

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR RECREATION ADMINISTRATION  
2022**

PARTICULARS 01-3160	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURE</b>						
Wages	1200	196,642	277,446	280,737	304,107	8.32%
Wages Part-time	1222	-	-	-	-	0.00%
Benefits	1240	59,498	94,491	85,025	84,014	-1.19%
Mileage	1270	-	-	500	500	0.00%
Training & Seminars	1271	3,499	7,910	10,000	10,000	0.00%
Bank Charges	1272	4,337	5,479	7,000	7,000	0.00%
Memberships	1303	2,084	2,172	2,159	2,200	1.90%
Office Supplies	1305	3,610	6,080	4,000	4,000	0.00%
Payroll Service	1315	1,554	1,167	960	960	0.00%
Maintenance - Health & Safety	1335	61	-	2,000	2,000	0.00%
Service Agreements	1344	5,548	10,197	61,700	119,820	94.20%
Telephone	1350	6,741	8,398	6,000	7,000	16.67%
Equipment Rental	1368	1,045	724	1,071	1,071	0.00%
Advertising	1370	-	-	1,500	1,000	-33.33%
Municipal Grants	1373	24,500	20,612	31,500	58,650	86.19%
Insurance	1380	-	-	-	-	0.00%
Write Off - Uncollectable	1390	-	-	-	-	0.00%
Prog. & Promotions	1382	-	-	-	-	0.00%
Transf to Cap.	1710	-	-	-	-	0.00%
Inter-Department Expense	1800	-	-	-	-	0.00%
<b>TOTAL EXPENSES</b>		<b>309,119</b>	<b>434,674</b>	<b>494,152</b>	<b>602,322</b>	<b>21.89%</b>
<b>REVENUE</b>						
Ontario Grants	0126	-	-	-	86,496	100.00%
Federal Grants	0127	-	-	-	-	
Municipal Grants	0128	-	-	-	-	0.00%
Transfer From Reserve Funds	0142	-	-	50,000	21,624	-56.75%
Misc. Revenue	0150	391	530	-	5,000	100.00%
Inter-Department Revenue	0250	-	-	-	-	0.00%
<b>TOTAL REVENUE</b>		<b>391</b>	<b>530</b>	<b>50,000</b>	<b>113,120</b>	<b>126.24%</b>
<b>TOTAL OPERATING RECREAT ADMINISTRATION</b>		<b>308,728</b>	<b>434,144</b>	<b>444,152</b>	<b>489,202</b>	<b>10.14%</b>

10.14% Increase/(Decrease)

\$45,050 Increase/(Decrease)



**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR RECREATION PARKS  
2022**

PARTICULARS 01-3161	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Wages, Full-time	1200	74,097	47,853	28,658	77,114	169.08%
Wages, Part-time	1222	73,535	97,209	84,365	86,294	2.29%
Wages, Part-time-Hort	1229	-	-	-	-	0.00%
Wages, Public Works	1235	1,801	391	-	-	0.00%
Benefits	1240	27,663	25,789	17,383	29,933	72.19%
Payroll Services	1315	865	742	768	768	0.00%
Maintenance & Purchase - Equip	1320	6,457	20,391	9,500	9,500	0.00%
Maint & Purchase - Equip/Cargill	1321	-	-	-	-	0.00%
Building/Main.	1322	920	11,479	2,000	5,000	150.00%
Grounds/Main.	1325	19,621	15,464	46,000	46,000	0.00%
Diamonds/Main.	1326	13	775	1,500	1,500	0.00%
Vehicle/Main.	1330	5,922	3,205	4,000	4,000	0.00%
Tree Program/Maint	1332	13,103	17,700	25,000	25,000	0.00%
Gas & Oil	1333	12,456	12,928	9,000	12,500	38.89%
Service Agreement-Cargill	1343	-	-	-	-	0.00%
Service Agreement	1344	15,690	28,364	25,740	34,140	32.63%
Horticultural Supplies	1352	13,337	14,344	20,000	34,000	70.00%
Fuel-Diesel	1358	246	689	3,000	3,000	0.00%
Fuel-Diesel-Cargill	1359	-	-	-	-	0.00%
Utilities- Hydro	1360	3,977	4,998	5,000	5,000	0.00%
Utilities- Water	1366	2,732	3,339	3,000	3,000	0.00%
Rental-Equipment	1368	1,041	1,823	2,000	2,000	0.00%
Advertising	1370	-	-	300	300	0.00%
Insurance	1380	16,342	16,317	16,300	20,837	27.83%
Public Works Equipment Cost	1470	-	-	500	500	0.00%
Transfer to Capital	1710	-	-	-	-	0.00%
Transfer to Reserve	1720	30,000	30,000	30,000	30,000	0.00%
<b>TOTAL EXPENSES</b>		<b>319,817</b>	<b>353,800</b>	<b>334,014</b>	<b>430,387</b>	<b>28.85%</b>

<b>REVENUE</b>							
GRANTS ONTARIO	0126	-	-	-	-	0.00%	
GRANTS - CANADA	0127	7,840	2,994	5,000	5,000	0.00%	
GRANTS MUNICIPAL (COUNTY)	0128	-	-	-	-	0.00%	
COMMUNITY GARDEN	0130	985	927	1,000	1,000	0.00%	
Transfer from Reserve fund	0142	-	5,000	28,000	-	-100.00%	
Misc.Revenue	0150	4,920	4,644	14,600	12,000	-17.81%	
Ball Diamond Fees	0154	-	6,149	16,000	16,000	0.00%	
Donations	0176	6,277	252	-	-	0.00%	
Employee -Vehicle	0199	-	-	-	-	0.00%	
<b>TOTAL REVENUE</b>		<b>20,023</b>	<b>19,965</b>	<b>64,600</b>	<b>34,000</b>	<b>-47.37%</b>	
<b>TOTAL OPERATING PARKS</b>		<b>299,794</b>	<b>333,835</b>	<b>269,414</b>	<b>396,387</b>	<b>47.13%</b>	
							47.1% Increase/(Decrease)
							\$126,973 Increase/(Decrease)

**MUNICIPALITY OF BROCKTON  
CAPITAL  
BUDGET FOR RECREATION PARKS  
2022**

PARTICULARS 02-3161	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Purchases	1600	-	-	105,000	382,000	263.81%
Transfer to Reserve FD	1720	-	11,418	100,000	-	
<b>TOTAL EXPENSES</b>		-	<b>11,418</b>	<b>205,000</b>	<b>382,000</b>	
<b>REVENUE</b>						
Grants-Ontario	0126	-	-	115,000	148,281	28.94%
Transfer fr Reserve FD	0142	-	-	40,000	22,000	-45.00%
Long-term Debt		-	-	-	-	0.00%
Donations	0176	-	-	50,000	211,719	323.44%
<b>TOTAL REVENUE</b>		-	-	<b>205,000</b>	<b>382,000</b>	86.34%
<b>TOTAL CAPITAL PARKS</b>		-	<b>11,418</b>	-	-	0.00%

<b>TOTAL RECREATION PARKS</b>	<b>299,794</b>	<b>345,253</b>	<b>269,414</b>	<b>396,387</b>	<b>47.13%</b>
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47.1% Increase/(Decrease)  
\$126,973 Increase/(Decrease)

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR RECREATION POOL  
2022**

PARTICULARS 01-3162	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURESEXPENDITURES</b>						
Wages Full-time	1200	5,772	5,058	5,732	3,631	-36.65%
Wages Part-time	1222	-	19,333	59,048	56,920	-3.60%
Benefits	1240	1,718	3,537	7,694	6,695	-12.98%
Training & Seminars	1271	-	-	150	300	100.00%
Memberships	1303	100	226	350	350	0.00%
Chemicals	1305	-	8,929	2,500	6,500	160.00%
Program supplies	1307	-	2,399	5,000	4,000	-20.00%
Payroll Fees	1315	-	290	800	800	0.00%
Maintenance & Purchase-Equip	1320	-	2,136	10,000	5,000	-50.00%
Maintenance - Building	1322	74	7,227	9,500	7,000	-26.32%
Telephone	1350	1,977	1,601	1,100	1,100	0.00%
Utilities- Hydro	1360	1,442	4,446	8,000	8,000	0.00%
Utilities- Gas	1365	1,170	1,743	2,800	2,000	-28.57%
Utilities- Water	1366	9,579	19,571	20,000	10,000	-50.00%
Rentals	1368	1,275	167	1,000	1,000	0.00%
Advertising	1370	-	-	300	300	0.00%
Insurance	1380	2,305	2,301	2,300	2,939	27.78%
Programs & Promotions	1382	-	-	350	350	0.00%
WRITE-OFFS - UNCOLLECTABLE	1390	-	-	-	-	0.00%
Transfer to capital	1710	-	-	-	-	0.00%
Transfer to Reserve Funds	1720	15,000	15,000	15,000	15,000	0.00%
<b>TOTAL EXPENSES</b>		<b>40,411</b>	<b>93,966</b>	<b>151,624</b>	<b>131,885</b>	<b>-13.02%</b>
<b>REVENUE</b>						
Ontario Grants	0126	-	5,245	6,000	6,000	0.00%
GRANTS - CANADA	0127	-	-	-	-	0.00%
Municipal Grant	0128	-	-	2,000	2,000	0.00%
Pool Rentals	0130	-	390	2,500	2,500	0.00%
Transfer from Reserve fund	0142	-	-	10,000	-	-100.00%
Misc. Revenue	0150	-	94	5,500	5,500	0.00%
Registrations	0156	67	15,502	30,000	30,000	0.00%
Admissions	0158	30	5,771	15,000	15,000	0.00%
<b>TOTAL REVENUE</b>		<b>97</b>	<b>27,001</b>	<b>71,000</b>	<b>61,000</b>	<b>-14.08%</b>
<b>TOTAL OPERATING POOL</b>		<b>40,314</b>	<b>66,964</b>	<b>80,624</b>	<b>70,885</b>	<b>-12.08%</b>

-12.1% Increase/(Decrease)  
-\$9,739 Increase/(Decrease)

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR RECREATION COMMUNITY CENTRE  
2022**

PARTICULARS 01-3163	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURE</b>						
Wages, Full-time Arena Auditorium	1200	174,439	165,730	152,841	102,362	-33.03%
Wages, Part-time	1222	28,445	-	72,658	62,284	-14.28%
Wages - public works	1235	-	-	-	-	0.00%
BENEFITS - COMMUNITY CENTRE - AR	1240	54,433	49,066	57,664	34,509	-40.15%
BENEFITS - PART TIME	1245	224	-	-	-	0.00%
Clothing Allowance	1260	1,700	270	3,125	3,125	0.00%
Long Term Debt-Prin.	1300	35,611	27,192	29,700	29,700	0.00%
Long Term Debt-Interest	1301	3,246	1,901	4,800	4,800	0.00%
Supplies-Booth	1304	7,200	1,206	30,000	20,000	-33.33%
Supplies-Cleaning	1305	11,404	10,892	10,000	10,000	0.00%
Supplies-Bar	1306	78	-	1,500	1,500	0.00%
Supplies-Programs	1307	-	30	270	270	0.00%
Payroll Service	1315	1,442	677	2,304	2,304	0.00%
Maintenance & Purchase - Equipment	1320	13,505	9,133	20,000	20,000	0.00%
Maintenance - Building	1322	33,462	37,728	33,500	61,500	83.58%
Maintenance - Building - View	1323					
Maintenance - Ice	1328	4,374	7,884	-	5,000	100.00%
Refrigeration	1332	20,618	62,937	10,000	27,000	170.00%
Service Agreement	1344	8,310	15,853	16,000	36,800	130.00%
Fuel, Propane	1358	2,903	1,885	3,500	3,500	0.00%
Utilities- Hydro Walk C.C.	1360	81,136	60,142	95,000	95,000	0.00%
Utilities- Hydro Brad.CC	1361	1,234	1,856	1,200	1,400	16.67%
Utilities- Furnace Oil	1362	-	138	1,200	1,400	16.67%
Utilities- Gas	1365	10,104	9,687	11,000	11,000	0.00%
Utilities- Water	1366	24,462	12,952	28,000	28,000	0.00%
Rental - Equipment	1368	845	2,935	3,000	2,500	-16.67%
Advertising-Prg & Promo	1370	-	-	500	500	0.00%
Insurance	1380	20,744	20,713	20,700	26,451	27.78%
Public Works Equip. Cost	1470	-	-	-	-	0.00%
Transfer to Cap	1710	-	-	-	-	0.00%
Transfer to Res Fund	1720	205,000	205,000	205,000	205,000	0.00%
INTER DEPT EXPENSE	1820	10,467	-	-	-	0.00%
<b>TOTAL EXPENSES</b>		<b>755,388</b>	<b>705,808</b>	<b>813,461</b>	<b>795,905</b>	<b>-2.16%</b>

<b>REVENUE</b>						
Ontario Grants	0126	-	-	-	-	0.00%
GRANTS MUNICIPAL	0128	989	-	-	-	0.00%
Rental, Auditorium	0130	7,993	915	16,000	16,000	0.00%
Rental, Arena	0131	171,428	72,747	200,000	200,000	0.00%
Rental, Main Floor	0133	(89)	-	7,000	7,000	0.00%
Rental, Room & Cages	0134	730	-	1,200	1,200	0.00%
Rental, Kitchen	0136	-	-	-	-	0.00%
Trans from Reserve Fund	0142	10,000	-	45,000	-	-100.00%
Rental, Misc.	0150	1,637	220	13,000	13,000	0.00%
Admissions	0158	3,193	4,430	8,000	8,000	0.00%
Supplies, Kitchen	0160	-	-	6,000	6,000	0.00%
Concession Booth	0162	11,513	458	30,000	30,000	0.00%
Advertising, Arena	0169	7,792	17,205	14,500	14,500	0.00%
Donations	0176	5,000	5,200	5,000	5,000	0.00%
Donations-View from Above	0177	-	-	-	-	0.00%
Bar Steward Service	0610	(30)	-	1,500	1,500	0.00%
<b>TOTAL REVENUE</b>		<b>220,156</b>	<b>101,173</b>	<b>347,200</b>	<b>302,200</b>	<b>-12.96%</b>
<b>TOTAL OPERATING COMMUNITY CENTRE</b>		<b>535,232</b>	<b>604,634</b>	<b>466,261</b>	<b>493,705</b>	<b>5.89%</b>

5.9% Increase/(Decrease)  
\$27,444 Increase/(Decrease)

**MUNICIPALITY OF BROCKTON  
CAPITAL  
BUDGET FOR RECREATION COMMUNITY CENTRE  
2022**

PARTICULARS 02-3163	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENSES</b>						
HOT WATER BOILER SYSTEM REPLAC	2100	-	40,753	40,000		7.50%
CAPITAL PURCHASE	1601	-	-	-		0.00%
Conversion to LED Lighting	1603	-	-	-		0.00%
Office Renovation	1602	-	-	-		0.00%
CAPITAL PURCHASE	1604	21,700	-	-		0.00%
Line and Pump Replacement	1605	22,550	-	-		100.00%
De-Ox Water	1606	-	-	-		0.00%
WWTP/Ball Diamond Entrance	1607	-	-	-		0.00%
Transfer to Reserve FD	1720	-	28,789	-		0.00%
ELECTRICAL REPAIR/INSPECTION	2000	-	10,789	12,000	43,000	-100.00%
CONDENSER COOLING TOWER	2001	67,800	-	-	-	0.00%
COMPRESSOR REFURB	2002	10,500	-	-	-	0.00%
OFFICE RENOVATIONS	2003	-	746	10,000	-	-100.00%
LINE & PUMP REPLACEMENT	2004	29,152	-	-	-	100.00%
<b>TOTAL EXPENSES</b>		<b>151,703</b>	<b>81,076</b>	<b>62,000</b>	<b>43,000</b>	<b>-30.65%</b>
<b>REVENUE</b>						
Grants	0126	-	2,300	-	-	0.00%
Long Term Debt	0129	-	-	-	-	
Transfer fr Reserve FD	0142	109,492	10,789	22,000	-	-100.00%
Transfer fr Revenue FD	0143	-	-	-	-	
<b>TOTAL REVENUE</b>		<b>109,492</b>	<b>13,089</b>	<b>22,000</b>	<b>-</b>	<b>-100.00%</b>
<b>TOTAL CAPITAL COMMUNITY CENTRE</b>		<b>42,211</b>	<b>67,988</b>	<b>40,000</b>	<b>43,000</b>	<b>7.50%</b>

<b>TOTAL RECREATION COMMUNITY CENTRE</b>	<b>577,443</b>	<b>672,622</b>	<b>506,261</b>	<b>536,705</b>	<b>6.01%</b>
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6.0% Increase/(Decrease)

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR RECREATION LOBIES  
2022**

PARTICULARS 01-3164	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Wages Full-time	1200	1,920	1,682	1,911	-	-100.00%
Wages Part-time	1222	-	-	9,280	22,307	140.38%
Benefits	1240	570	542	596	596	0.00%
Bank Services	1272	-	-	1,400	1,400	0.00%
Supplies, Cleaning	1305	-	29	500	500	0.00%
Supplies, Program	1307	(280)	399	1,000	500	-50.00%
Maintenance. & Purchase - Equip	1320	-	56	5,000	1,000	-80.00%
Maintenance. Building	1322	2,504	9,747	3,500	3,500	0.00%
Maintenance. Grounds	1325	958	2,679	1,500	1,000	-33.33%
Service Agreement	1344	-	-	-	-	0.00%
Telephone	1350	1,219	1,669	1,000	1,200	20.00%
Utilities- Hydro	1360	296	277	850	850	0.00%
Utilities - Water	1366	2,419	1,941	1,600	2,500	56.25%
Advertising	1370	298	298	1,500	750	-50.00%
Insurance	1380	2,305	2,262	2,300	2,939	27.78%
Transfer to Cap	1710	-	-	-	-	0.00%
Transfer to Reserve Fund	1720	15,000	15,000	15,000	15,000	0.00%
<b>TOTAL EXPENSES</b>		<b>27,209</b>	<b>36,579</b>	<b>46,937</b>	<b>54,042</b>	<b>15.14%</b>
<b>REVENUE</b>						
Ontario Grants	0126	-	3,723	-	3,700	100.00%
Miscellaneous Revenue	0150	308	1,160	2,000	4,500	125.00%
Fees - Camping	0154	49,544	66,302	55,000	65,000	18.18%
<b>TOTAL REVENUE</b>		<b>49,853</b>	<b>71,185</b>	<b>57,000</b>	<b>73,200</b>	<b>28.42%</b>
<b>TOTAL OPERATING LOBIES CAMPGROUND</b>		<b>(22,644)</b>	<b>(34,606)</b>	<b>(10,063)</b>	<b>(19,158)</b>	<b>-90.38%</b>

90.4% Increase/(Decrease)

-\$9,095 Increase/(Decrease)



**MUNICIPALITY OF BROCKTON  
CAPITAL  
BUDGET FOR RECREATION LOBIES  
2022**

PARTICULARS 02-3164	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENSES</b>						
Purchases	1600	-	-	-		0.00%
Transfer to Reserve FD	1720	-	-	-		0.00%
Picnic Tables	2000	13,049	-	-	15,000	100.00%
LOBIES GATE HOUSE	2001	8,090	5,305	15,000	-	-100.00%
<b>TOTAL EXPENSES</b>		<b>21,139</b>	<b>5,305</b>	<b>15,000</b>	<b>15,000</b>	<b>0.00%</b>
<b>REVENUE</b>						
Grants	0126	-	-	15,000	-	-100.00%
GRANTS MUNICIPAL	0128	(2,500)	-	-		0.00%
Transfer fr Reserve FD	0142	-	-	-	15,000	100.00%
Transfer fr Revenue FD	0143	-	-	-	-	0.00%
<b>TOTAL REVENUE</b>		<b>(2,500)</b>	<b>-</b>	<b>15,000</b>	<b>15,000</b>	<b>0.00%</b>
<b>TOTAL CAPITAL LOBIES</b>		<b>23,639</b>	<b>5,305</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>TOTAL RECREATION LOBIES</b>						
<b>TOTAL RECREATION LOBIES</b>		<b>995</b>	<b>-29,301</b>	<b>-10,063</b>	<b>-19,158</b>	<b>-90.38%</b>

90.4% Increase/(Decrease)  
-\$9,095 Increase/(Decrease)

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR RECREATION DAYCAMP  
2022**

PARTICULARS 01-3165	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Wages - Part-time	1200	-	21,271	-	50,978	100.00%
Wages - Part-time	1222	-	-	47,335		
Benefits	1240	-	2,883	4,734	5,098	7.70%
Benefits- Playground	1245	-	-	-	-	0.00%
Training & Seminars	1271	-	-	350	500	42.86%
Supplies	1307	108	2,216	4,000	4,000	0.00%
Payroll Fees	1315	-	-	640	640	0.00%
Advertising	1370	-	-	300	300	0.00%
Transfer to Reserve Fund	1720	10,000	10,000	10,000	7,500	-25.00%
<b>TOTAL EXPENSES</b>		<b>10,108</b>	<b>36,370</b>	<b>67,359</b>	<b>69,016</b>	<b>2.46%</b>
<b>REVENUE</b>						
Ont. Grants	0126	-	2,994	3,000	3,000	0.00%
GRANTS - CANADA	0127	-	-	-	-	0.00%
Transfer from Reserve Fund	0142	-	-	-	-	0.00%
Registration	0158	(218)	40,566	68,000	68,000	0.00%
Registration - Youth Adventure	0159	-	-	-	-	0.00%
<b>TOTAL REVENUE</b>		<b>(218)</b>	<b>43,560</b>	<b>71,000</b>	<b>71,000</b>	<b>0.00%</b>
<b>TOTAL OPERATING PLAYGROUND</b>		<b>10,326</b>	<b>(7,189)</b>	<b>(3,642)</b>	<b>(1,984)</b>	<b>45.52%</b>

-45.5% Increase/(Decrease)

1,658 Increase/(Decrease)

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR RECREATION PROGRAMS  
2022**

PARTICULARS 01-3166	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENSES</b>						
Wages - Program	1200	-	-	-	-	0.00%
Wages - Part Time	1222	2,209	2,410	12,000	33,000	175.00%
Benefits - Program	1240	208	237	-	3,300	100.00%
Train & Seminars	1271	-	153	400	600	50.00%
Supplies	1307	1,324	3,056	10,000	10,000	0.00%
Payroll Processing	1315	598	450	3,840	3,840	0.00%
Maint. & Purchase - Equip	1320	-	-	-	-	0.00%
Service Agreements	1344	7,333	300	32,000	10,000	-68.75%
Advertising	1370	368	-	4,000	4,000	0.00%
Prog.& Promotions	1382	1,905	936	-	14,478	100.00%
Transfer to Reserve Fund	1720	5,000	5,000	5,000	7,500	50.00%
INTER-DEPARTMENT EXPENSE	1820	-	-	-	-	0.00%
<b>TOTAL EXPENSES</b>		<b>18,946</b>	<b>12,543</b>	<b>67,240</b>	<b>86,718</b>	<b>28.97%</b>
<b>REVENUE</b>						
Ontario Grants	0126	-	-	-	14,478	100.00%
Misc. Revenue	0150	5,734	7,381	5,000	5,000	0.00%
Reg.- Youth	0156	4,890	1,525	55,000	55,000	0.00%
Reg.- Adult	0157	6,748	1,312	30,000	30,000	0.00%
INTER DEPARTMENTAL REVENUE	0250	-	-	-	-	0.00%
<b>TOTAL REVENUE</b>		<b>17,373</b>	<b>10,218</b>	<b>90,000</b>	<b>104,478</b>	<b>16.09%</b>
<b>TOTAL OPERATING PROGRAMS</b>		<b>1,573</b>	<b>2,324</b>	<b>(22,760)</b>	<b>(17,760)</b>	<b>21.97%</b>

22.0% Increase/(Decrease)

\$5,000 Increase/(Decrease)

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR RECREATION SOCCER  
2022**

PARTICULARS 01-3167	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Wages, Full-time	1200	1,920	1,682	1,911	2,421	26.69%
Wages, Part Time	1222	-	-	10,080	10,080	0.00%
Benefits	1240	570	542	1,604	1,677	4.55%
Long-term Debt Charges - Principal	1300	64,450	59,079	64,800	64,800	0.00%
Long-term Debt Charges - Interest	1301	6,429	3,628	17,400	17,400	0.00%
Maintenance & Purchase - Equip	1320	3,790	4,605	19,500	12,000	-38.46%
Service Agreement	1344	-	2,877	15,000	22,500	50.00%
UTILITES - HYDRO	1360	-	-	-	-	0.00%
Utilities - Water	1366	682	927	10,000	5,000	-50.00%
Advertising	1370	-	-	300	300	0.00%
<b>TOTAL EXPENSES</b>		<b>77,840</b>	<b>73,339</b>	<b>140,595</b>	<b>136,178</b>	<b>-3.14%</b>
<b>REVENUE</b>						
Rental Fee	0130	-	1,971	9,000	9,000	0.00%
Donations	0176	5,000	-	-	-	0.00%
<b>TOTAL REVENUE</b>		<b>5,000</b>	<b>1,971</b>	<b>9,000</b>	<b>9,000</b>	<b>0.00%</b>
<b>TOTAL OPERATING SOCCER</b>		<b>72,840</b>	<b>71,368</b>	<b>131,595</b>	<b>127,178</b>	<b>-3.36%</b>
<b>TOTAL RECREATION SOCCER</b>		<b>72,840</b>	<b>71,368</b>	<b>131,595</b>	<b>127,178</b>	<b>-3.36%</b>

-3.4% Increase/(Decrease)  
-\$4,417 Increase/(Decrease)

**MUNICIPALITY OF BROCKTON  
CAPITAL  
BUDGET FOR RECREATION SOCCER  
2022**

PARTICULARS 02-3167	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Purchases	1600	-	-	880,000	880,000	0.00%
Transfer to Reserve FD	1720				-	0.00%
<b>TOTAL EXPENSES</b>		-	-	<b>880,000</b>	<b>880,000</b>	<b>0.00%</b>
<b>REVENUE</b>						
Grants-Ontario	0126	74,600	-	640,000	640,000	0.00%
Reserve Fund	0145	22,900	-	240,000		0.00%
Long-Term Debt	0129				240,000	0.00%
Donations	0176				-	0.00%
<b>TOTAL REVENUE</b>		<b>97,500</b>	-	<b>880,000</b>	<b>880,000</b>	<b>0.00%</b>
<b>TOTAL CAPITAL SOCCER</b>		<b>(97,500)</b>	-	-	-	<b>0.00%</b>
<b>TOTAL RECREATION SOCCER</b>		<b>-24,661</b>	<b>71,368</b>	<b>131,595</b>	<b>127,178</b>	<b>-3.36%</b>

-3.4% Increase/(Decrease)

-4,417 Increase/(Decrease)

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR CDCF ADMINISTRATION  
2022**

PARTICULARS 01-3169	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURE</b>						
WAGES	1200	11,329	60,146	17,500	73,046	317.41%
BENEFITS - CDCF	1240	827	7,169	1,750	20,180	1053.14%
TRAINING	1271	-	-	-	-	0.00%
BANK CHARGES	1272	-	-	-	-	0.00%
Long-term Debt Charges - Principal	1300	110,392	16,345	17,400	17,400	0.00%
Long-term Debt Charges - Interest	1301	11,535	8,367	9,700	9,700	0.00%
SUPPLIES - KITCHEN	1304	875	-	15,000	5,000	-66.67%
SUPPLIES - OFFICE	1305	485	431	1,000	750	-25.00%
SUPPLIES - HALL/BAR	1306	262	300	7,000	500	-92.86%
SUPPLIES - CLEANING	1307	1,845	1,213	3,750	2,750	-26.67%
PAYROLL PROCESSING FEE	1315	234	338	3,300	-	-100.00%
MAINTENANCE - EQUIPMENT	1320	306	3,795	4,000	5,000	25.00%
MAINTENANCE - BUILDING	1322	9,888	12,207	12,500	5,000	-60.00%
MAINTENANCE - GROUNDS	1325	9,856	5,163	1,000	9,850	885.00%
MAINTENANCE - BALL/SOCCER FIELDS	1326	1,674	(525)	1,500	1,500	0.00%
Diesel Fuel and Gasoline - Cargil	1359	277	-	15,000	1,000	-93.33%
SERVICE AGREEMENT - SECURITY	1344	1,641	1,140	5,500	3,000	-45.45%
UTILITIES	1360	9,507	13,728	1,000	20,000	1900.00%
ADVERTISING	1370	(146)	35	1,000	1,000	0.00%
GRANTS/DONATIONS & GIFTS	1373	-	-	2,300	2,000	-13.04%
INSURANCE	1380	-	-	-	6,409	100.00%
PROGRAMS & PROMOTIONS-MINOR SPORTS	1382	-	-	-	-	0.00%
MISC EXP-CARGILL OPEN GOLF TOURNAMENT	1541	-	-	-	-	0.00%
MISC EXP - BOYS NIGHT OUT	1543	-	-	7,000	-	-100.00%
MISC EXP -PROMOTIONAL EVENTS	1550	267	-	10,000	-	-100.00%
MISC EXP - PICKIN' BY THE POND	1553	1,484	-	50,000	-	-100.00%
MISC EXP - CANADA 150	1554	-	-	-	-	0.00%
MISC EXP - OKTOBERFEST DANCE	1557	-	-	-	-	0.00%
TRANSFER TO RESERVE FUND	1720	10,000	-	-	-	0.00%
Transf to Cap.	1710	-	-	-	-	0.00%
<b>TOTAL EXPENSES</b>		<b>182,540</b>	<b>129,853</b>	<b>187,200</b>	<b>184,085</b>	<b>-1.66%</b>
<b>REVENUE</b>						
FEES - BALL & TOURNAMENTS	0120	-	-	3,000	2,500	-16.67%
GRANTS ONTARIO	0126	-	-	5,000	-	-100.00%
RENTS - HALL AND BAR	0130	525	118	25,000	25,000	0.00%
DONATIONS	0132	30,537	225	1,000	5,000	400.00%
MISCELLANEOUS REVENUE	0140	591	-	10,500	500	-95.24%
MISC REV-CARGILL OPEN GOLF TOURNAMENT	0141	-	-	15,000	-	-100.00%
MISC REV-BOYS NIGHT OUT	0143	-	-	17,000	-	-100.00%
MISC REV-ABBAMANIA	0150	-	-	-	-	0.00%
MISC REV-PICKIN' BY THE POND	0153	2,215	(8,295)	64,000	-	-100.00%
Lawn Bowling Club for Ground	0163	-	-	-	2,500	100.00%
KITCHEN	0162	-	-	17,000	15,000	-11.76%
MISC REV OKTOBERFEST DANCE	0157	-	-	750	-	-100.00%
PASSION FOR FASHION EVENT	0158	-	-	-	-	0.00%
KITCHEN/CONCESSION BOOTH	0162	60	-	-	-	0.00%

INTER-DEPARTMENT TRANSFER	0250	-	-	-		0.00%
<b>TOTAL REVENUE</b>		<b>33,928</b>	<b>(7,952)</b>	<b>158,250</b>	<b>50,500</b>	<b>-68.09%</b>
<b>TOTAL OPERATING REC-CDCF</b>		<b>148,612</b>	<b>137,805</b>	<b>28,950</b>	<b>133,585</b>	<b>361.43%</b>
					361.43% Increase/(Decrease)	
					\$104,635 Increase/(Decrease)	





# Materials Management Goals and 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.

## 2021 In Review

- Weekly Household Waste Pickup throughout the Year
- Continued with the EPS Recycling Program, E-waste, Scrap Metal, Corrugated Cardboard, and Battery Recycling
- Greenock Landfill was officially designated, by order of the Ministry of Environment, Conservation, and Parks as a Transfer Station.
- Partnered with CleanFarms, for a pilot project, to be a collection site for Bale Wrap, Twine, Silage Bags, and Bunker Cover.

## 2022 Goals and Objectives

- Continue to maintain landfill operations at or exceeding regulatory standards
- Improve waste management signage at both landfills and the MTO Recycling Facility
- Introduce a new front security gate at the Brant Landfill
- Continue to partner with CleanFarms for the recycling of Agricultural Waste Materials.
- Reorganize collection area to more efficiently collect materials and provide residents with better traffic flow

## Summary of Significant Changes

- No Significant Changes in 2022.

**Materials Management – Total Operating Budget Summary**

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
Total Revenue	\$477,942	\$514,942	\$37,000	7.74%
Total Expense	\$828,494	\$838,786	\$10,292	1.24%
Net Difference	(\$350,552)	(\$323,844)	(\$26,708)	(7.62%)

**Materials Management – Brant and Greenock Operating Budget Summary**

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
Revenue				
User Fees	\$246,260	\$261,260	\$15,000	6.09%
Total Revenue	\$246,260	\$251,260	\$15,000	6.09%
Expense				
Wages	\$71,993	\$80,311	\$8,318	11.55%
Service Agreements	\$128,015	\$129,700	\$1,685	1.32%
Utilities	\$1,400	\$1,400	\$0	0%
General Expense	\$122,597	\$127,753	\$5,156	4.21%
Total Expense	\$324,005	\$339,164	\$15,159	4.21%
Net Difference	(\$77,745)	(\$77,904)	\$159	0.20%

### Materials Management – Walkerton and Hanover Operating Budget Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
User Fees	\$222,750	\$244,750	\$22,000	9.88%
Long-term Debt	\$0	\$0	\$0	0%
<b>Total Revenue</b>	\$222,750	\$244,750	\$22,000	9.88%
<b>Expense</b>				
Service Agreements	\$225,027	\$236,670	\$11,643	5.17%
General Expense	\$94,250	\$94,250	\$0	0%
<b>Total Expense</b>	\$319,277	\$330,920	\$11,643	5.17%
<b>Net Difference</b>	(\$96,527)	(\$86,170)	\$10,357	(10.73%)

### Materials Management – Recycling Operating Budget Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Recoveries	\$8,932	\$8,932	\$0	0%
<b>Total Revenue</b>	\$8,932	\$8,932	\$0	0%
<b>Expense</b>				
Wages	\$0	\$0	\$0	0%
Utilities	\$5,000	\$5,000	\$0	0%
General Expense	\$180,212	\$163,702	(\$16,510)	(8.91%)
<b>Total Expense</b>	\$185,212	\$168,702	(\$16,510)	(8.91%)
<b>Net Difference</b>	(\$176,280)	(\$159,770)	(\$16,510)	(9.37%)

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR MATERIAL MANAGEMENT - BRANT/GREENOCK  
2022**

PARTICULARS OPERATING 01-3144	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Wages - Landfill	1200	71,018	74,335	-	57,055	100.00%
Wages - PT Landfill	1222	-	-	49,494		-100.00%
Wages - Public Works	1235	17,358	10,614	13,000	13,000	0.00%
Benefits-Landfill	1240	17,528	17,714	9,499	10,256	7.96%
Mileage	1270	-	451	-	-	0.00%
Training & Seminars	1271	50	-	1,000	1,000	0.00%
Supplies - Bag Tags	1302	6,581	1,743	3,500	3,500	0.00%
Supplies	1305	2,766	877	3,000	3,000	0.00%
Payroll Services	1315	934	769	1,152	1,152	0.00%
Engineering Brant & Greenock	1317	29,335	26,026	25,000	28,000	12.00%
Equipment Maintenance	1320	1,879	5,374	4,000	5,000	25.00%
Fuel	1333	-	-	1,000	1,200	20.00%
Service Agreement	1344	141,031	96,909	128,015	129,700	1.32%
Telephone & Internet	1350	1,575	1,444	3,000	3,000	0.00%
Utilities - Hydro - Brant Landfill	1362	951	1,138	1,400	1,400	0.00%
Advertising	1370	-	-	-	-	0.00%
Insurance	1380	3,440	3,435	3,430	4,386	27.87%
Write Off - Uncollectable	1390	-	-	-	-	0.00%
Public Works Equipment Costs	1470	-	-	10,000	10,000	0.00%
Commissions	1520	-	-	-	-	0.00%
Transfer to Capital Fund	1710	-	-	-	-	0.00%
Transfer to Reserve Fund	1720	67,515	67,515	67,515	67,515	0.00%
<b>OPERATING EXPENDITURES</b>		<b>361,960</b>	<b>308,342</b>	<b>324,005</b>	<b>339,164</b>	<b>4.68%</b>
<b>REVENUE</b>						
Grants Ontario	0126	-	-	-	-	0.00%
Rent-Land Rental-Brant Landfill	0131	-	-	-	-	0.00%
Transfers from Reserve Funds	0142	-	-	-	-	0.00%
User Fees -- Bag Tag	0147	91,930	96,680	75,000	90,000	20.00%
Donations-Environment Comm	0176	-	-	-	-	0.00%
Waste Management Fee	0250	71,680	73,815	71,260	71,260	0.00%
Tipping Fees - Propane	0444	50	60	-	-	0.00%
Tipping Fees - Brant Landfill	0445	87,714	67,138	75,000	75,000	0.00%
Tipping Fees - Greenock Landfill	0446	8,254	4,701	25,000	25,000	0.00%
<b>OPERATING REVENUES</b>		<b>259,628</b>	<b>242,394</b>	<b>246,260</b>	<b>261,260</b>	<b>6.09%</b>
<b>TOTAL OPERATING MATERIALS MANAGEMENT</b>		<b>102,332</b>	<b>65,948</b>	<b>77,745</b>	<b>77,904</b>	<b>0.20%</b>

0.20% Increase/(Decrease)

159 Increase/(Decrease)

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR MATERIAL MANAGEMENT - WALKERTON/HANOVER  
2022**

PARTICULARS 01-3145	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURE</b>						
Mileage	1270	-	-	-	-	0.00%
Longterm Debt Principal	1300	62,500	57,292	62,500	62,500	0.00%
Longterm Debt Interest	1301	20,024	14,073	30,000	30,000	0.00%
Supplies - Bag Tags	1302	-	1,743	1,750	1,750	0.00%
Service Agreement	1344	237,699	221,292	225,027	236,670	5.17%
Advertising	1370	-	-	-	-	0.00%
Commissions	1520	-	-	-	-	0.00%
Transfer to Capital Fund	1710	-	-	-	-	0.00%
Transfer to Reserve Fund	1720	-	-	-	-	0.00%
<b>OPERATING EXPENDITURES</b>		<b>320,223</b>	<b>294,399</b>	<b>319,277</b>	<b>330,920</b>	<b>3.65%</b>
<b>REVENUE</b>						
Longterm Debt Bank	0129	-	-	-	-	0.00%
Trans. from Reserve Fund	0142	26,500	-	-	-	0.00%
User Fees -- Bag Tag	0147	94,642	100,626	78,000	100,000	28.21%
Waste Management Fee	0250	143,625	149,700	144,750	144,750	0.00%
<b>OPERATING REVENUES</b>		<b>264,767</b>	<b>250,326</b>	<b>222,750</b>	<b>244,750</b>	<b>9.88%</b>
<b>TOTAL OPERATING MATERIAL MANAGEMENT</b>		<b>55,456</b>	<b>44,073</b>	<b>96,527</b>	<b>86,170</b>	<b>-10.73%</b>

-10.73% Increase/(Decrease)  
(10,357) Increase/(Decrease)

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR MATERIAL MANAGEMENT - RECYCLING  
2022**

PARTICULARS 01-3146	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURE</b>						
Wages	1200	9,665	92	-	-	0.00%
Wages - Recycling	1220	20,281	-	-	-	0.00%
Benefits	1240	8,778	28	-	-	0.00%
Supplies-Rain barrels/Green Cones	1306	1,179	836	5,000	2,000	-60.00%
Utilities - MTO Building	1363	3,765	3,713	5,000	5,000	0.00%
Insurance	1380	2,303	2,301	2,300	2,940	27.83%
Recycling	1444	96,252	97,769	162,562	158,762	-2.34%
Environmental Committee	1445	407	-	-	-	0.00%
TRANSFER TO RESERVE FUND	1720	1,030	-	-	-	0.00%
Inter-department Expense	1820	-	-	10,350	-	-100.00%
<b>OPERATING EXPENDITURES</b>		<b>143,661</b>	<b>104,740</b>	<b>185,212</b>	<b>168,702</b>	<b>-8.91%</b>
<b>REVENUE</b>						
Rents-Garden Plots	0130	-	-	500	500	0.00%
Recoveries	0142	247	345	-	-	0.00%
Recoveries - MTO Building	0143	16,802	7,251	5,000	5,000	0.00%
Recoveries - rain barrels	0144	20	-	2,000	2,000	0.00%
Recoveries - blue boxes	0145	470	880	600	600	0.00%
Recoveries - green cones	0146	314	732	832	832	0.00%
Donations	0176	-	-	-	-	0.00%
<b>OPERATING REVENUES</b>		<b>17,853</b>	<b>9,208</b>	<b>8,932</b>	<b>8,932</b>	<b>0.00%</b>
<b>TOTAL OPERATING GARBAGE</b>						
		<b>125,809</b>	<b>95,532</b>	<b>176,280</b>	<b>159,770</b>	<b>-9.37%</b>

-10.33% Increase/(Decrease)  
(16,510) Increase/(Decrease)

# Public Works Goals and 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 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.

## 2021 In Review

- Completed George Street, needs a final lift of asphalt in 2022
- Completed Concession 10/ Queen Street in Elmwood, needs a final lift of asphalt in 2022
- Completed the final lift of asphalt on McGivern Street
- Completed the rehabilitation of the D.S. Weis Memorial Bridge and the Chepstow Culvert Replacement
- Purchased a new Agricultural Tractor

## 2022 Goals and Objectives

- Rehabilitation of the Concession 8 Bridge (Greenock)
- Rehabilitation of Yonge Street, between Jackson Street and Durham Street
- Purchase a Snow Plow Truck, One-Ton Truck, and a Snow Blower
- Rehabilitation of Concession 14
- Construction on the Riversdale Bridge
- Continued Road and Sidewalk Rehabilitation

## Summary of Significant Changes

- Price Increases due to supply shortages related to the COVID 19 Pandemic
- Large Capital Project list

**Public Works Operating Budget Summary**

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Other Revenue	\$180,000	\$180,000	\$0	0%
User Fees	\$148,000	\$148,000	\$0	0%
<b>Total Revenue</b>	\$328,000	\$328,000	\$0	0%
<b>Expense</b>				
Wages	\$1,352,771	\$1,403,181	\$50,410	3.73%
Maintenance	\$1,110,000	\$1,102,000	(\$8,000)	(0.72%)
Winter Control	\$380,000	\$380,000	\$0	0%
General Expense	\$1,456,635	\$1,634,990	\$178,356	12.24%
<b>Total Expense</b>	\$4,299,406	\$4,520,171	\$220,766	5.13%
<b>Net Difference</b>	(\$3,971,406)	(\$4,192,171)	(\$220,766)	5.56%



**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR STREETS  
2022**

PARTICULARS 01-3130	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Wages - Public Works	1200	431,220	515,187	1,006,803	1,051,028	4.39%
Wages - Banked Hours	1201	-	-	-	-	0.00%
WAGES - BANKED HOURS USED	1206	38,833	31,931	65,000	50,000	-23.08%
Wages - Patch/Spray/Res.	1207	20,956	16,488	-	-	0.00%
Wages - Equipment Maint.	1209	127,489	94,066	-	-	0.00%
Wages - Road Grading	1211	48,027	38,828	-	-	0.00%
Wages - Bridges & Culverts	1213	12,198	6,361	-	-	0.00%
Wages - Municipal Drains	1217	392	219	-	-	0.00%
Wages - Beaver Damage	1219	2,927	270	-	-	0.00%
WAGES - CUSTODIAN	1220	10,327	-	-	-	0.00%
WAGES - PUBLIC WORKS	1222	-	-	-	-	0.00%
Benefits - Public Works	1240	150,735	180,621	280,968	302,153	7.54%
BENEFITS - BANKED HOURS USED	1246	8,746	8,798	-	-	0.00%
BENEFITS - PATCH/SPRAY/RESURFACE	1247	6,141	4,713	-	-	0.00%
BENEFITS - EQUIPMENT MAINTENANCE	1249	31,635	26,029	-	-	0.00%
BENEFITS - ROADS GRADING	1251	15,120	11,852	-	-	0.00%
BENEFITS - BRIDGES & CULVERTS	1253	3,533	1,921	-	-	0.00%
BENEFITS - MUNICIPAL DRAINS	1257	169	45	-	-	0.00%
BENEFITS - BEAVER DAMAGE	1259	1,016	117	-	-	0.00%
Clothing Allowance	1260	6,055	578	10,000	10,000	0.00%
Mileage	1270	-	-	-	-	0.00%
Training & Seminars	1271	9,939	3,640	20,000	12,500	-37.50%
Long-term Debt Charges	1300	237,235	252,054	313,854	421,678	34.35%
Long-term Debt Charges-Interest	1301	90,336	80,509	117,618	162,808	38.42%
Memberships	1303	1,927	1,748	2,500	2,500	0.00%
Supplies & Tools	1305	7,241	16,050	14,000	16,000	14.29%
Payroll	1315	4,547	5,168	3,762	3,762	0.00%
Engineering Projects	1317	12,522	27,844	50,000	55,000	10.00%
Mainten. & Purchase - Equipment	1320	134,908	163,629	180,000	180,000	0.00%
Mainten. - Building	1322	19,136	16,618	25,000	22,000	-12.00%
Mainten. - Hardtop	1324	243,766	362,845	405,000	350,000	-13.58%
Mainten. - Loose Top	1327	373,834	458,969	345,000	400,000	15.94%
Mainten. - Bridges	1329	16,466	6,411	30,000	25,000	-16.67%
MAINTENANCE - VEHICLE	1330	-	-	-	-	0.00%
Mainten. - Roadside	1331	45,665	80,737	120,000	120,000	0.00%
Mainten. - Roadside Tree Program	1332	-	224	-	-	0.00%
Mainten. - Safety	1335	1,357	1,881	5,000	5,000	0.00%
Service Agreements	1344	509,897	133,948	164,000	171,200	4.39%
Telephone/Internet	1350	7,326	6,633	8,500	8,500	0.00%
Fuel	1358	124,793	133,718	170,000	165,000	-2.94%
Utilities - Hydro	1360	11,732	12,709	15,000	15,000	0.00%
Utilities - Natural Gas	1365	18,155	22,569	30,000	30,000	0.00%
Utilities - Water	1366	-	133	400	400	0.00%
Advertising	1370	4,101	-	1,500	1,500	0.00%

Insurance	1380	85,283	85,153	85,100	108,742	27.78%
Trans. to Capital Fund	1710	-	-	-	-	0.00%
Trans. to Reserve Fund	1720	510,400	450,400	450,400	450,400	0.00%
Inter-department Expense	1820	-	-	-	-	0.00%
TRANSFER TO OBLIGATORY RESERVE FUND	1960	-	-	-	-	0.00%
<b>OPERATING EXPENDITURES</b>		<b>3,386,082</b>	<b>3,261,612</b>	<b>3,919,406</b>	<b>4,140,171</b>	<b>5.63%</b>

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR WINTER CONTROL  
2022**

PARTICULARS 01-3131	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Wages - Snow Removal	1215	99,020	89,752	-	-	0.00%
Benefits - Snow Removal	1255	22,278	21,609	-	-	0.00%
Winter Control	1357	178,530	179,481	200,000	200,000	0.00%
Inter-department Expense	1820	-	-	180,000	180,000	0.00%
<b>WINTER EXPENDITURES</b>		<b>299,828</b>	<b>290,842</b>	<b>380,000</b>	<b>380,000</b>	<b>0.00%</b>

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR STREETS  
2022**

PARTICULARS 01-3130	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>REVENUE:</b>						
Ontario Grants	0126	-	-	-	-	0.00%
Canada Grants	0127	-	-	-	-	0.00%
Trans. From Reserve	0141	-	-	-	-	0.00%
Trans. From Reserve Fund	0142	-	-	-	-	0.00%
Equipment Cost Recovery	0145	9,749	14,170	20,000	20,000	0.00%
Miscellaneous Revenue	0150	19,130	65,058	128,000	128,000	0.00%
Community Shade Tree Program	0176	-	-	-	-	0.00%
Agreements	0190	-	2,146	-	-	0.00%
Inter-Department Revenue	0250	401	-	180,000	180,000	0.00%
<b>TOTAL OPERATING REVENUE</b>		<b>29,281</b>	<b>81,374</b>	<b>328,000</b>	<b>328,000</b>	<b>0.00%</b>
<b>REVENUE</b>						
Ontario Grants	0126	301,518	369,241	1,324,472	682,990	-48.43%
Canada Grants	0127	287,011	588,510	1,300,057	480,057	-63.07%
GRANTS MUNICIPAL	0128	10,000	-	-	-	0.00%
Long-term Borrowing	0129	362,460	1,610,083	1,733,943	4,490,010	158.95%
Trans. From Reserves	0141	-	-	-	-	0.00%
Trans. From Reserve Fd.	0142	1,012,326	250,624	948,482	576,943	-39.17%
TRANSFERS FROM OBLIGATORY RESERVE FU	0196	-	-	-	-	0.00%
<b>TOTAL CAPITAL REVENUE</b>		<b>1,973,315</b>	<b>2,818,458</b>	<b>5,306,954</b>	<b>6,230,000</b>	<b>17.39%</b>
<b>NET</b>		<b>3,335,134</b>	<b>5,032,501</b>	<b>4,003,257</b>	<b>4,222,171</b>	<b>5.47%</b>

5.47% INCREASE/(DECREASE)

**MUNICIPALITY OF BROCKTON  
CAPITAL  
BUDGET FOR STREETS  
2022**

PARTICULARS 02-3130	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
NEW 2022 Capital Request	1600	14,200.61	-	-	-	0.00%
RECONSTRUCTION - SOUTH STREET	1606	-	-	-	-	0.00%
Yonge St (Durham - Jackson) Capital Engineering	1612	-	-	-	1,820,000	100.00%
MCGIVERN RECONSTRUCTION	1650	761,901.00	97,120	325,000	-	-100.00%
BRIDGES & CULVERTS-GLAMMIS URBAN	1651	-	-	-	-	0.00%
BRIDGES & CULVERTS-RIVERSDALE BRIDGE	1652	40,255.23	40,380	-	2,250,000	100.00%
BRIDGES & CULVERTS-MCCURDY BRIDGE	1655	-	-	-	-	0.00%
BRIDGES & CULVERTS-BRIDGE #11	1659	21,051.41	-	-	-	0.00%
PAVING - MISCELLANEOUS	1660	-	-	-	-	0.00%
PAVING - JOHNSON'S BLVD	1661	-	-	-	-	0.00%
SIDEWALKS - DOWNTOWN CORNERS	1665	20,865.40	9	-	-	0.00%
SIDEWALK - CEMETERY RD	1666	-	-	-	-	0.00%
SIDEWALK - WARDEN ST	1667	-	-	-	-	0.00%
SIDEWALK - 3RD STREET	1668	-	-	-	-	0.00%
PARKING LOTS	1670	-	-	-	-	0.00%
CONSTRUCTION - MISCELLANEOUS	1680	-	-	-	-	0.00%
LINE PAINTING	1681	-	-	-	-	0.00%
MUNICIPAL DRAINS - RUSSEL	1682	-	-	58,000	58,000	0.00%
MUNICIPAL DRAINS - LANG	1683	49,805.11	-	-	-	0.00%
MUNICIPAL DRAINS - KAAKE	1684	732.00	-	-	-	0.00%
TRANSFERS TO RESERVE FUND	1720	2,418.50	-	-	-	0.00%
TRANSFERS TO OBLIGATORY RESERVE FUND	1960	287,011.11	-	-	-	0.00%
CONCESSION 14 (CTY RD 19 - SDR 20)	2000	5,038.95	8,337	-	700,000	100.00%
BRIDGE - CHEPSTOW BRIDGE REPLACEMENT	2001	-	1,607,012	1,039,805	50,000	-95.19%
BRIDGE - DS WEIS BRIDGE	2003	34,356.17	604,362	750,000	80,000	-89.33%
EQUIPMENT - PACKERS	2005	68,784.67	-	-	325,000	100.00%
CONCESSION 6W	2009	316,460.36	-	-	-	0.00%
GEORGE ST - REHABILITATION	2101	-	389,142	575,000	55,000	-90.43%
TANDEM PLOW	2102	-	-	325,000	-	-100.00%
TRACTOR	2103	-	163,000	150,000	-	-100.00%
MUNICIPAL DRAIN: DALES	2105	-	-	15,000	100,000	566.67%
CONCESSION 8 GREENOCK BRIDGE	2106	-	13,999	200,000	475,000	137.50%
SIDEWALK: NAPIER	2104	-	-	-	30,000	100.00%
Zettle Drain	2201	-	-	-	115,000	100.00%
CONCESSION 10 BRANT/QUEEN ST	2007	28,939.47	1,456,519	1,901,000	180,000	-90.53%
Snow Blower	2200	-	-	-	22,000	100.00%
<b>CAPITAL EXPENDITURES</b>		<b>1,651,820</b>	<b>4,379,879</b>	<b>5,338,805</b>	<b>6,260,000</b>	<b>17.25%</b>
<b>TOTAL EXPENDITURES</b>		<b>5,337,730</b>	<b>7,932,333</b>	<b>9,638,211</b>	<b>10,780,171</b>	<b>11.85%</b>



# Street Lights Goals and Objectives

## Purpose

Provides streetlights to the urban and some rural areas of Brockton.

The municipality plans to change all streetlights to LED fixtures over a 4-5 year plan, reducing the amount of electricity used and helping to reduce the Municipality's carbon footprint.

## 2021 In Review

- Minor street light repairs completed.
- Helped the Chepstow Lion's Club with their mission to introduce seasonal lighting to Chepstow.

## 2022 Goals and Objectives

- Complete the final phase of street light replacement to LED Streetlights.

## Summary of Significant Changes

- No changes to the overall budget.

Street Lights Operating Budget Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
Expense				
Maintenance	\$13,000	\$16,000	\$3,000	23.08%
Utilities	\$154,848	\$155,378	\$530	0.34%
General Expense	\$10,000	\$10,000	\$0	0%
<b>Total Expense</b>	<b>\$177,848</b>	<b>\$181,378</b>	<b>\$3,530</b>	<b>1.98%</b>
<b>Net Difference</b>	<b>\$177,848</b>	<b>\$181,378</b>	<b>\$3,530</b>	<b>1.98%</b>

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR STREET LIGHTS  
2022**

PARTICULARS  01-3134	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Supplies Bulbs	1305	3,989	2,066	3,000	4,000	33.33%
Maintenance - Street Lights	1338	12,125	12,064	10,000	12,000	20.00%
MAINTENANCE - STREET LIGHTS - ELM	1339	2,290	-	-	-	0.00%
Utilities - Hydro - Walkerton	1371	120,108	114,270	125,000	125,000	0.00%
Utilities - Hydro - Cargill Brant	1372	4,490	4,850	4,992	4,992	0.00%
Utilities - Hydro - Eden Grove	1373	2,013	2,180	2,392	2,392	0.00%
Utilities - Hydro - Elmwood	1374	1,910	2,188	6,136	6,136	0.00%
Utilities - Hydro - Geeson Ave	1375	839	917	988	988	0.00%
Utilities - Hydro - Cargill Greenock	1376	2,152	2,533	2,756	2,756	0.00%
Utilities - Hydro - Chepstow	1377	5,087	5,493	5,720	6,250	9.27%
Utilities - Hydro - Pinkerton	1378	2,696	2,915	3,120	3,120	0.00%
Utilities - Hydro - Riversdale	1379	3,357	3,629	3,744	3,744	0.00%
UTILITIES-HYDRO-GLAMMIS STREET L	1380	203	222	-	250	100.00%
Transfer to Capital Fund	1710	-	-	10,000	10,000	0.00%
<b>OPERATING EXPENDITUES</b>		<b>161,258</b>	<b>153,329</b>	<b>177,848</b>	<b>181,628</b>	<b>2.13%</b>
<b>REVENUE</b>						
Recoveries	0145	-	-	-	-	0.00%
<b>TOTAL REVENUE</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>TOTAL OPERATING</b>		<b>161,258</b>	<b>153,329</b>	<b>177,848</b>	<b>181,628</b>	<b>2.13%</b>

2.13% Increase/(Decrease)

\$3,780 Increase/(Decrease)



# BIA Goals and Objectives

## Purpose

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

## 2021 In Review

- Appointment of a new Manager
- Comprehensive Member Engagement
- Termination of Lease Agreement for Office Space

## 2022 Goals and Objectives

- Complete recruitment for Manager position
- Review use of Committees
- Provide business support to assist with Covid-19 recovery
- Build on successful promotions and events, such as the Christmas Market and Shop Walkerton and Win

## Summary of Significant Changes

Over the past year, the BIA has focused on engaging the levied members to determine the best model to support businesses, and confirmed the boundaries for the levy. In 2022, the BIA will make use of the additional funds available from vacating the office space to focus on promotions and events that will support local businesses in their recovery efforts.

Walkerton BIA Budget Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
Revenue	\$153,075	\$134,290	(\$18,785)	(12.27%)
Expense	\$153,075	\$134,290	(\$18,785)	(12.27%)
Net Difference	\$0	\$0	\$0	0%

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR BIA ADMINISTRATION  
2022**

PARTICULARS 90-3196	ACCOUNT NUMBER	2020	2021		2022	% Increase from PY
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURE</b>						
WAGES	1200	48,128	27,153	59,020	42,000	-28.84%
BENEFITS	1240	4,697	3,047	6,575	6,025	-8.37%
MILEAGE	1270	394	-	250	250	0.00%
TRAINING & SEMINARS	1271	-	-	250	700	180.00%
MEMBERSHIPS	1303	225	238	260	275	5.77%
OFFICE EXPENSE/SUPPLIES	1305	1,196	49	2,400	1,500	-37.50%
OFFICE EXP - AMORTIZATION	1306	742	-	-	-	0.00%
MAINTENANCE - BUILDING	1322	10,906	18,113	12,100	-	-100.00%
SERVICE AGREEMENTS	1344	1,614	1,337	2,200	500	-77.27%
PROFESSIONAL FEES (AUDIT/BOOKKEEPING)	1345	7,365	7,092	7,000	12,000	71.43%
PHONE/INTERNET	1350	2,086	1,488	1,920	840	-56.25%
ADVERTISING	1370	557	235	1,000	700	-30.00%
WALKERTON DOLLARS	1374	68,165	117,910	50,000	50,000	0.00%
BUSINESS FUNCTIONS	1467	-	877	600	-	-100.00%
IMAGE EXPENSE	1468	1,500	-	1,500	1,500	0.00%
IMAGE - AMORTIZATION	1469	420	-	-	-	0.00%
PROMOTIONAL EXPENSES	1470	7,494	2,932	8,000	10,000	25.00%
DOORS OPEN	1471	-	-	-	-	0.00%
BEAUIFICATION	1500	16,979	-	-	8,000	100.00%
BAD DEBT EXPENSE	1501	(226)	986	-	-	0.00%
<b>TOTAL EXPENSES</b>		<b>172,240</b>	<b>181,458</b>	<b>153,075</b>	<b>134,290</b>	<b>-12.27%</b>
<b>REVENUE</b>						
BANK INTEREST	0136	415	657	225	490	117.78%
BIA LEVY	0145	83,800	63,048	83,800	83,800	0.00%
BIA MEMBERSHIP: ASSOCIATE MEMBERSHIP	0146	-	-	-	-	0.00%
SPECIAL EVENTS INCOME	0147	4,210	6,512	19,050	-	-100.00%
WALKERTON DOLLARS DEFERRED REVENUE	0148	68,055	120,125	50,000	50,000	0.00%
VISITOR INFORMATION CENTRE	0149	10,000	-	-	-	0.00%
MISCELLANOUS REVENUE	0150	80	-	-	-	0.00%
DOORS OPEN	0151	-	-	-	-	0.00%
<b>TOTAL REVENUE</b>		<b>166,559</b>	<b>190,341</b>	<b>153,075</b>	<b>134,290</b>	<b>-12.27%</b>
<b>TOTAL OPERATING</b>		<b>5,681</b>	<b>(8,884)</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>

Increase/(Decrease)  
-\$18,785 Increase/(Decrease)

