

# Municipal Services Review

# Implementation Plan



## Brockton



**1**  
Waste Management  
Recycling  
Water/Sewer



**2**  
Businesses  
Municipal Drains  
Building/Planning



**3**  
Fire Safety  
Animal Control  
Police

## Core Services

Environment

Protection

General Government,  
Social, Family, Health



Planning and  
Development

Recreation  
and Culture

Transportation



**4**  
Culture  
Programs/Parks  
Community



**5**  
Municipal Office  
Child Care/Family  
Health Care



**6**  
Roads/Streets  
Airport  
Winter Control

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## Recreation and Culture Services

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### Culture Services:

- Heritage Committee
- Libraries - Walkerton and Cargill Buildings (Library services provided by County of Bruce)

### Recreation Services:

- Administration
- Assets
  - Centennial Park Swimming Pool
  - Community Centres (Bradley, Cargill, Elmwood, Walkerton)
  - Lobies Park Campground
  - Parks and Playgrounds
- Recreation Programs

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Streets and Roads  
Streetlights  
Winter Control

## Implementation Plan – Summary

Council conducted Special Meetings on April 18, 2016, May 16, 2016 and May 30, 2016 to review the recommendations of the Municipal Services Review Focus Group. The schedules within this Implementation Plan indicate the recommendations which Council plans to implement and the proposed time frame for that implementation.

The adoption date of June 20, 2016 will be the start date for the Implementation Plan.

The CAO was directed to provide semi-annual reports to Council so that the progress of the Implementation Plan can be monitored. The first of these reports will be presented in December, 2016.

The twenty-five recommendations that were to be carried out by the Economic Development Officer will have to be re-assigned as a result of the defeated motion 16-18-164 which recommended the hire of an Economic Development Officer. Council and the Economic Development Committee will have to collaborate on an alternate course of action in order to satisfy this segment of the Implementation Plan.

Presently, the Visitor Information Centre Review Committee is meeting and plans to report to council in July, 2016 on their findings and recommendation for the future of the Visitor/Tourism Information Centre in Brockton.

Further recommendations will be addressed through the report of Strategy Corp Inc. who are conducting the Organizational/Operational Review for the Municipality. If all goes according to schedule that report will be presented to Council in September, 2016.



Debra B. Roth  
CAO/Clerk  
June 10, 2016

## Environmental Services Focus Group

### Services Reviewed

#### **Materials Management**

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

#### **Water and Sewer Utilities**

### **Bruce Area Solid Waste Recycling (BASWR) Recommendations**

| Recommendation   | Recommended Timeline                 | Assigned To:                            | Staff or Council Action                               | Implementation Plan  | Comments              |
|--|--------------------------------------|---|---|--|-----------------------|
| 1. Review the vision and goals of BASWR to make sure they reflect the vision and goals of the seven member municipalities who hold shares in this cooperative.                       | Next 12 Months                       | BASWR Board;<br>Works<br>Superintendent | <input type="checkbox"/> To Be Implemented            | BASWR Board to review the vision and goals and continue to investigate new opportunities                               |                       |
| <del>2. Establish and regularly review the cost per cubic metre of landfill so that the true costs and benefits of Bruce Area Solid Waste Recycling services can be monitored.</del> | <del>Next 6 Months<br/>Ongoing</del> | <del>Works<br/>Superintendent</del>     | <del><input type="checkbox"/> To Be Implemented</del> | <del>Normal, ongoing process.<br/>Report to Council annually.</del>  | <b>Repeated Below</b> |
| <del>3. Improve communication with the public and member municipalities so that the true cost and value of recycling are understood.</del>   | <del>Next 6 Months<br/>Ongoing</del> | <del>Works<br/>Superintendent</del>     | <del><input type="checkbox"/> To Be Implemented</del> | <del>Deferred to staff to find ways to increase education on landfill issues<br/>Obtain quotes for usage signage</del> | <b>Repeated Below</b> |

### Water and Sewer Utilities Recommendation

| Recommendation   | Recommended Timeline | Assigned To:           | Staff or Council Action                    | Implementation Plan   | Comments |
|--|----------------------|------------------------|--|---|----------|
| 1. Investigate the opportunity to supply municipal water to more properties in the Lakes area, and in Elmwood. | Next 12 Months       | Director of Operations | <input type="checkbox"/> To Be Implemented | Director of Operations will provide Council with costs before 2017 budget deliberations |          |

### Materials Management – Brant and Greenock Landfills Recommendations

| Recommendation  | Recommended Timeline                | Assigned To:         | Staff or Council Action                     | Implementation Plan  | Comments |
|---|-------------------------------------|----------------------|---|--|----------|
| 1. Establish and regularly review the cost per cubic metre of landfill so that the true cost/benefit of Bruce Area Solid Waste Recycling services, recycling and diversion can be monitored.  | Next 6 Months<br>(Ongoing Annually) | Works Superintendent | <input type="checkbox"/> To Be Implemented  | Normal, ongoing process.<br>Reported to Council annually   |          |
| 2. Improve communication with residents so that the true costs and value of recycling are understood (e.g. signs at each landfill site to show estimated life, cost per cubic metre of fill, cost per cubic metre of diversion, cost per cubic metre once the landfill is closed). Increase communication and signage to inform residents and landfill users of the positive impact of their recycling and waste diversion efforts. | Next 6 Months                       | Works Superintendent | <input type="checkbox"/> To Be Implemented  | Deferred to staff to find ways to increase education on landfill issues<br>Obtain quotes for usage signage   |          |
| 3. Investigate the costs, potential savings, and requirements to set up a Re-Use Centre at the Brant Landfill.  | Next 6 Months                       | Works Superintendent | <input type="checkbox"/> For Council Review | Staff to bring forward recommendations to Council regarding rules and regulations about acceptable items. Staff recommend having a fee to offset costs |          |

## Materials Management – Walkerton-Hanover Landfill Recommendations

| Recommendation  | Recommended Timeline | Assigned To:   | Staff or Council Action                    | Implementation Plan                               | Comments |
|---|----------------------|--|--|---|----------|
| 1. Review the existing Walkerton-Hanover Landfill agreement to confirm that it adequately contributes to the goals and objectives of Brockton. e.g. diversion targets.                          | Next 12 Months       | Works Superintendent & Brockton's Walkerton-Hanover Waste Management Committee Representatives | <input type="checkbox"/> To Be Implemented | Brockton Council send a letter to Hanover Council |          |
| 2. Review the existing governance for consistency with current goals. Items such as ensuring that someone other than the manager for the site is the Chair of the committee should be reviewed. | Next 12 Months       | Works Superintendent & Brockton's Walkerton-Hanover Waste Management Committee Representatives | <input type="checkbox"/> To Be Implemented | To be dealt with in the agreement review          |          |
| 3. Review existing landfill administration and operation costs to identify alternatives and cost savings.   | Next 12 Months       | Works Superintendent & Brockton's Walkerton-Hanover Waste Management Committee Representatives | <input type="checkbox"/> To Be Implemented | To be dealt with in the agreement review          |          |
| 4. Compare usage rates of Walkerton and Hanover residents to determine if a fairer cost sharing agreement is appropriate.   | Next 12 Months       | Works Superintendent & Brockton's Walkerton-Hanover Waste Management Committee Representatives | <input type="checkbox"/> To Be Implemented | To be dealt with in the agreement review          |          |
| 5. Review current fees and volume rates; come up with ways to divert more waste from the landfill and ensure users pay fair costs.  | Next 12 Months       | Works Superintendent & Brockton's  | <input type="checkbox"/> To Be Implemented | To be dealt with in the agreement review          |          |

| Recommendation   | Recommended Timeline  | Assigned To:   | Staff or Council Action                    | Implementation Plan                                  | Comments |
|--|-----------------------|--|--|--|----------|
|  |                       | Walkerton-Hanover Waste Management Committee Representatives                                   |  |  |          |
| 6. Review auditor's reports for the last five years to confirm which actions have been recommended and acted upon. Can the auditors confirm whether the site is operated in a cost effective manner?   | Next 6 Months         | Works Superintendent & Brockton's Walkerton-Hanover Waste Management Committee Representatives | <input type="checkbox"/> To Be Implemented | Send to Walkerton Hanover Waste Management Committee |          |
| 7. Conduct a survey of neighbouring residents to determine satisfaction level with the expanded site; specifically lack of berm, site noise (complaints of the high decibel back up beepers), and litter.  | Next 6 months Ongoing | Works Superintendent & Brockton's Walkerton-Hanover Waste Management Committee                 | <input type="checkbox"/> To Be Implemented | Send to Walkerton Hanover Waste Management Committee |          |
| 8. Establish and regularly review the cost per cubic metre of landfill space so that the true costs and benefits of services, recycling, and diversion can be monitored.   | Next 6 Months Ongoing | Works Superintendent & Brockton's Walkerton-Hanover Waste Management Committee                 | <input type="checkbox"/> To Be Implemented | Send to Walkerton Hanover Waste Management Committee |          |
| 9. Improve communication with residents so that the true costs and value of recycling can be shared (e.g. signs at landfill sites indicating estimated life, costs per cubic metre of fill, costs per cubic metre of diversion, cost per cubic metre once the landfill is closed). | Next 6 Months Ongoing | Works Superintendent & Brockton's Walkerton-Hanover Waste Management Committee                 | <input type="checkbox"/> To Be Implemented | Send to Walkerton Hanover Waste Management Committee |          |
| 10. Review long term recycling, population estimates, and provincial extended producer responsibility legislation to determine long term   | Next 6 months Ongoing | Works Superintendent   | <input type="checkbox"/> To Be Implemented | 2 years out and may require contract help            |          |



| Recommendation   | Recommended Timeline | Assigned To:                  | Staff or Council Action                    | Implementation Plan                      | Comments |
|--|----------------------|-------------------------------|--|--|----------|
| requirements for landfill; i.e. does Brockton need three landfill sites? Can Brockton afford three landfill sites? |                      |                               |  |  |          |
| 11. Request that Walkerton-Hanover Landfill Committee meetings also be hosted in Walkerton, as well as Hanover.    | Next 6 Months        | Council, Works Superintendent | <input type="checkbox"/> To Be Implemented | Council send a letter to Town of Hanover |          |

### Sustainability Recommendations

| Recommendation   | Recommended Timeline | Assigned To:               | Staff or Council Action                    | Implementation Plan                                       | Comments |
|--|----------------------|----------------------------|--|---|----------|
| 1. Dedicate staff time to sustainability; research available grants, funding, and community partnerships to fund staff time for this work. | Next 9 months        | Organizational Review; EDO | <input type="checkbox"/> To Be Implemented | Added to job description for Economic Development Officer |          |

## Planning and Development Services Focus Group

### Services Reviewed

#### **Development Services**

- Walkerton Business Improvement Area (BIA)
- Community Improvement Committee (CIC) Profile
- Economic Development Committee (EDC)
- East Ridge Business Park (ERBP)
- Saugeen Valley Conservation Authority (SVCA)
- Visitor Information Centre (VIC)

#### **Planning Services**

- Municipal Drains
- Planning Services (Provided by County of Bruce Planning Department)

#### **Economic Development Committee Recommendations**

| Recommendation  | Recommended Timeline | Assigned To:                           | Staff or Council Action                    | Implementation Plan | Comments |
|---|----------------------|--|--|---------------------|----------|
| 1. Develop a comprehensive Economic Development Strategy that details the <b>relationships</b> of the Economic Development Committee, Walkerton Business Improvement Area, Community Improvement Committee, municipal staff, volunteers and Council.                                  | Next 18 Months       | EDO;<br>Economic Development Committee | <input type="checkbox"/> To Be Implemented |                     |          |
| 2. Memorandums of Understanding or Terms of reference should be established between the Walkerton Business Improvement Area (BIA), Economic Development Committee, Visitor Information Centre and Community Improvement Committee to ensure expectations and services do not overlap. | Next 18 Months       | EDO;<br>Economic Development Committee | <input type="checkbox"/> To Be Implemented |                     |          |

| Recommendation  | Recommended Timeline      | Assigned To:  | Staff or Council Action                         | Implementation Plan | Comments |
|---|---------------------------|---|---|---------------------|----------|
| 3. Address vacant retail, commercial, and industrial properties with a Brockton Property Strategy. Actions should include Economic Development Committee or Economic Development Officer meeting with owners of current vacant retail/commercial, industrial, and institutional properties, and buildings in Cargill, Elmwood, and Walkerton to discuss strategies to fill these buildings. Should also consider East Ridge Business Park lands, and vacant Airport land. | Next 12 Months            | EDO;<br>Economic Development Committee; Walkerton BIA | <input type="checkbox"/> To Be Implemented      |                     |          |
| 4. Identify issues that are limiting economic growth in Brockton.   | Next 12 Months            | EDO;<br>Economic Development Committee                | <input type="checkbox"/> To Be Implemented      |                     |          |
| 5. <b>Separate the East Ridge Business Park and Economic Development Committee budgets.</b>   | Implemented               | CFO   | <input checked="" type="checkbox"/> Implemented | Already Implemented |          |
| 6. Survey business owners to discuss satisfaction, expectations, and priorities of local businesses. Conduct exit interviews with owners of any businesses that are closing.  | Next 6 Months;<br>Ongoing | EDO;<br>Economic Development Committee                | <input type="checkbox"/> To Be Implemented      |                     |          |
| 7. Survey business owners to identify any municipal barriers to business development (i.e. zoning, policies or by-laws, tax rates, responsiveness of municipal staff, utility rates etc.; identify solutions.   | Next 6 Months;<br>Ongoing | EDO;<br>Economic Development Committee                | <input type="checkbox"/> To Be Implemented      |                     |          |
| 8. Meet with local businesses and the <a href="#">Four County Labour Market Planning Board</a> to identify recruitment and staffing solutions to meet needs for continued business growth and expansion.  | Next 6 Months;<br>Ongoing | EDO;<br>Economic Development Committee                | <input type="checkbox"/> To Be Implemented      |                     |          |

| Recommendation   | Recommended Timeline       | Assigned To:                                      | Staff or Council Action                    | Implementation Plan | Comments                  |
|--|----------------------------|---|--|---------------------|---------------------------|
| 9. Work with school board job programs to ensure local youth are aware of trade opportunities.   | Next 6 Months;<br>Ongoing  | EDO;<br>Economic Development Committee            | <input type="checkbox"/> To Be Implemented |                     |                           |
| 10. Promote local jobs to local youth.   | Next 6 Months;<br>Ongoing  | EDO;<br>Economic Development Committee            | <input type="checkbox"/> To Be Implemented |                     |                           |
| 11. Consult with the agriculture industry and Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) to identify the role the Municipality and Economic Development Committee can play in supporting the growth and prosperity of agriculture in Brockton. | Next 6 Months;<br>Ongoing  | EDO;<br>Economic Development Committee            | <input type="checkbox"/> To Be Implemented |                     |                           |
| 12. The Community Improvement Committee should be a subcommittee of Economic Development Committee to ensure Brockton wide focus.  | Next 6 Months              | EDO;<br>Economic Development Committee<br>Council | <input type="checkbox"/> For Review        |                     | Requires Council Approval |
| 13. Determine the local economic impact of various industry sectors before investing in business attraction and retention strategies; identify more detailed business statistics to identify what exactly Brockton's economy is built on.                            | Next 12 Months;<br>Ongoing | EDO;<br>Economic Development Committee            | <input type="checkbox"/> To Be Implemented |                     |                           |
| 14. Work with other communities to make the most of regional economic development opportunities.   | Next 12 Months;<br>Ongoing | EDO;<br>Economic Development Committee            | <input type="checkbox"/> To Be Implemented |                     |                           |
| 15. Promote the benefits of Brockton to urban residents under age of 35 and over age of 55; i.e. low cost housing, rural and small-town lifestyle and recreation opportunities, stability of local agriculture and power generation sectors etc.                     | Next 12 Months;<br>Ongoing | EDO;<br>Economic Development Committee            | <input type="checkbox"/> To Be Implemented |                     |                           |

| Recommendation  | Recommended Timeline       | Assigned To:                           | Staff or Council Action                    | Implementation Plan   | Comments |
|---|----------------------------|--|--|---|----------|
| 16. Establish an action plan with <a href="http://LiveGreyBruce.ca">LiveGreyBruce.ca</a> and local employers to connect with the people who live outside of the region and would like to move to Brockton.  | Next 12 Months;<br>Ongoing | EDO;<br>Economic Development Committee | <input type="checkbox"/> To Be Implemented |   |          |
| 17. Continue to support initiatives that will preserve our environment and brand Brockton as a natural choice for an active, healthy lifestyle.   | Next 12 Months;<br>Ongoing | EDO;<br>Economic Development Committee | <input type="checkbox"/> To Be Implemented |   |          |
| 18. Update Brockton's logo and brand to reflect the benefits of living here. Use this branding to update signage, marketing materials, and overall appearance of the Municipality to make it more attractive to business and visitors.                      | Next 12 Months;<br>Ongoing | EDO;<br>Economic Development Committee | <input type="checkbox"/> To Be Implemented | <del>Next steps for the Toolkit.</del> 2017 Budget Consideration. |          |
| 19. Collect more accurate demographic and economic data so that staff, Council, and the Economic Development Committee can make solid, evidence based decisions.  | 1 Year Plus                | EDO;<br>Economic Development Committee | <input type="checkbox"/> To Be Implemented |   |          |
| 20. Identify existing business owners who are looking to sell their business or retire; connect these business owners with someone who specializes in business succession planning to find a buyer or new owner and to support them through the transition. | Next 12 Months;<br>Ongoing | EDO;<br>Economic Development Committee | <input type="checkbox"/> To Be Implemented |   |          |

#### Economic Development Officer (EDO) Recommendations

| Recommendation   | Recommended Timeline | Assigned To:                                 | Staff or Council Action                    | Implementation Plan | Comments                               |
|--|----------------------|--|--|---------------------|--|
| 1. Hire, or contract, an Economic Development Officer who will report to Council through the CAO/Clerk. Make a | Next 6 Months        | CAO/Clerk;<br>Economic Development Committee | <input type="checkbox"/> To be Implemented |                     | Motion to hire EDO #16-18-164 Defeated |

| Recommendation   | Recommended Timeline      | Assigned To:                           | Staff or Council Action                     | Implementation Plan          | Comments |
|--|---------------------------|--|---|------------------------------|----------|
| <p>minimum 2-3 year commitment so there is a likelihood measurable success will be achieved. Council needs to be a very strong advocate and supporter. If there is an Economic Development Officer, Council needs to give them resources, backing, and support. Council's commitment needs to be for longer than just a year in order to support the growth and the success of the role of the Economic Development Officer.</p> |                           |  |   |                              |          |
| <p>2. The Economic Development Officer should determine: 1) The economic value of various industry sectors to Brockton; 2) Threats to existing industry sectors; 3) Cost/benefit to supporting existing sectors; 4) Cost/benefit of attracting new businesses.</p>   | Next 12 Months            | EDO;<br>Economic Development Committee | <input type="checkbox"/> To be Implemented  |                              |          |
| <p>3. The Economic Development Officer should work closely with, and support, volunteer groups that promote economic development within Brockton.</p>  | Next 12 Months to 2 Years | EDO;<br>Economic Development Committee | <input type="checkbox"/> to be Implemented  |                              |          |
| <p>4. The Economic Development Officer should promote business networking among existing and new businesses, potential employers, and employees, local, County, Regional, Provincial, and Federal economic development organizations and agencies.</p>   | Next 12 Months to 2 Years | EDO;<br>Economic Development Committee | <input type="checkbox"/> to Be Implemented  |                              |          |
| <p>5. A detailed Economic Development Officer <del>job description</del> Terms of Reference should outline <del>roles and responsibilities</del> relationships of municipal staff, Walkerton Business Improvement Area (BIA), Community Improvement Committee,</p>   | Next 12 Months to 2 Years | EDO;<br>Economic Development Committee | <input type="checkbox"/> For Council Review | Organizational Review Report |          |

| Recommendation  | Recommended Timeline      | Assigned To:                              | Staff or Council Action                     | Implementation Plan          | Comments                            |
|---|---------------------------|---|---|------------------------------|-------------------------------------|
| Economic Development Committee, and volunteers – as well as relationships with other committees such as Parks and Recreation, Physician Recruitment and Retention, and organizations such as school boards and government agencies.   |                           |   |   |                              |                                     |
| 6. Clear goals and objectives (such as Key Performance Indicators) should be established for the Economic Development Officer; this should include the level of networking with internal and external business and economic development interests.  | Next 12 Months to 2 Years | Economic Development Committee; CAO/Clerk | <input type="checkbox"/> For Council Review | Organizational Review Report |                                     |
| 7. Measures of Success for the Economic Development Officer should include greater social equity and improved income levels, among other workforce data.  | Next 12 Months to 2 Years | Economic Development Committee; CAO/Clerk | <input type="checkbox"/> For Council Review | Noted                        |                                     |
| 8. Economic Development Officer and / or Economic Development Committee should work co-operatively with neighbouring communities to make the most of regional economic development opportunities; this could start with a pilot program.  | Next 12 Months; Ongoing   | EDO; Economic Development Committee       | <input type="checkbox"/> To Be Implemented  |                              |                                     |
| 9. Economic Development Committee should apply to Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) for Rural Economic Development (RED) funding; where project oversight and management is required, this should be the responsibility of the Economic Development Officer. |                           | CAO/Clerk                                 | ✓ Completed                                 | Completed by CAO/Clerk       | Funding Not Approved - June 1, 2016 |

| Recommendation   | Recommended Timeline | Assigned To: | Staff or Council Action | Implementation Plan   | Comments                               |
|--|----------------------|--------------|-------------------------|---|--|
| 10. Do not hire an Economic Development Officer; continue to work with, and rely on, existing businesses, provincial and federal government programs, and volunteers to support business growth and our already robust agriculture and nuclear power industries. |                      |              |                         | Not supported at April 18th Council meeting- However, motion to approve EDO was defeated on June 6, 2016. | Motion to hire EDO #16-18-164 Defeated |

### Walkerton Business Improvement Area (BIA) Recommendations

| Recommendation  | Recommended Timeline | Assigned To:                                | Staff or Council Action                    | Implementation Plan   | Comments   |
|---|----------------------|---|--|---|--|
| 1. The Walkerton BIA is currently funded by a tax levy on commercial and retail properties located in the Town of Walkerton, and with general tax dollars. Research alternate funding models to determine if there is a fairer tax levy formula that could be applied to these properties and still raise the same total levy amount. | Next 6 Months        | CFO;<br>BIA Chair<br>BIA Council Rep<br>BIA | <input type="checkbox"/> To Be Implemented | CFO, Walkerton Business Improvement Area Chair, Council Rep and Board to review |  |
| 2. Council provides funding to the BIA over and above the BIA tax levy with general tax dollars; Council should clearly define what it expects from the BIA in return for providing this funding.   | Next 6 Months        | CFO;<br>BIA Chair<br>BIA Council Rep<br>BIA | <input type="checkbox"/> To Be Implemented | CFO, Walkerton Business Improvement Area Chair, Council Rep and Board to review | The additional funding provided is for the Visitor Information Centre which is being reviewed. |
| 3. Review the Walkerton Business Improvement Area (BIA) budget to see if it is possible for them to become self-sufficient through the tax levy provided.   | Next 6 Months        | CFO;<br>BIA Chair<br>BIA Council Rep<br>BIA | <input type="checkbox"/> To Be Implemented | CFO, Walkerton Business Improvement Area Chair, Council Rep and Board to review |  |



### Visitor Information Centre (VIC) Recommendations

| Recommendation  | Recommended Timeline | Assigned To:         | Staff or Council Action                    | Implementation Plan                                   | Comments    |
|---|----------------------|----------------------|--|---|-------------|
| 1. Council should consider advertising a contract for a multi-year agreement to operate the Visitor Information Centre; agreement should include measureable goals and targets.   | Next 6 Months        | VIC Ad Hoc Committee | <input type="checkbox"/> To Be Implemented | Visitor Information Centre Ad Hoc Committee to review | In progress |
| 2. Council needs to consider the value of the Visitor Information Centre as: 1) a welcoming place for those who are visiting; 2) an Information Centre for potential business growth and expansion; and 3) an information service for local residents and their visiting friends and relatives. | Next 6 Months        | VIC Ad Hoc Committee | <input type="checkbox"/> To Be Implemented | Visitor Information Centre Ad Hoc Committee to review | In progress |
| 3. Investigate the cost / benefit of using Information Kiosk(s) in other high traffic areas in Brockton to supplement the Visitor Information Centre service which would likely be located in Walkerton.  | Next 6 Months        | VIC Ad Hoc Committee | <input type="checkbox"/> To Be Implemented | Visitor Information Centre Ad Hoc Committee to review | In progress |
| 4. Council/Economic Development Committee needs to determine the cost / value of local events such as Doors Open, the Santa Claus Parade, and Homecoming as these and other events are dependent on resources and staffing from the Visitor Information Centre.                                 | Next 6 Months        | VIC Ad Hoc Committee | <input type="checkbox"/> To Be Implemented | Visitor Information Centre Ad Hoc Committee to review | In progress |

## Community Improvement Committee (CIC) Recommendations

| Recommendation   | Recommended Timeline      | Assigned To:                              | Staff or Council Action                                | Implementation Plan  | Comments                                    |
|--|---------------------------|---|--|--|---|
| 1. Review Community Improvement Committee activities and deliverables to align them with community wants and needs for all of Brockton.  | Next 6 Months             | Economic Development Committee; CAO/Clerk | <input type="checkbox"/> To Be Implemented             | Ongoing<br>CAO/Clerk Review Terms of Reference   |   |
| 2. Goals and activities of Community Improvement Committee and Walkerton Business Improvement Area (BIA) need to be clearly defined; clearly outline Council's direction to Community Improvement Committee. | Next 6 Months             | Economic Development Committee; CAO/Clerk | <input type="checkbox"/> To Be Implemented             | CAO/Clerk Review Terms of Reference  |   |
| 3. Determine if Community Improvement Committee's primary function is focussed on community appearance and image or Economic Development.  | Next 6 Months             | Economic Development Committee; CAO/Clerk | <input type="checkbox"/> To Be Implemented             | CAO/Clerk Review Terms of Reference  |   |
| 4. Community Improvement Committee needs to meet or exceed Brockton conflict of interest and procurement policies.   | Next 6 Months;<br>Ongoing | CAO/Clerk                                 | <input type="checkbox"/> To Be Implemented             | Ensure standard conflict of interest for all committees<br>Committees have received a cheat sheet that can be expanded on<br>Orientation for all chairs in next six months |   |
| 5. Community Improvement Committee must work closely with Parks and Recreation Department to ensure effective communication and there is no duplication or overlap of efforts.                               | Next 6 Months             | Director of Operations;<br>CAO/Clerk      | <input type="checkbox"/> To Be Implemented             | Normal, ongoing process  | Communications Meetings scheduled quarterly |
| <del>6. The Community Improvement Committee needs to be dissolved.</del>   | <del>Next 6 Months</del>  | <del>CAO/Clerk;<br/>Council</del>         | <del><input type="checkbox"/> For Council Review</del> | <del>CAO/Clerk Review Terms of Reference</del>   |   |
| 7. The Community Improvement Committee needs to improve  | Next 6 Months;            | Council                                   | <input type="checkbox"/> For Council Review            | CAO/Clerk Review Terms of Reference  | Communications Meetings scheduled quarterly |

| Recommendation  | Recommended Timeline | Assigned To: | Staff or Council Action | Implementation Plan | Comments |
|---|----------------------|--------------|-------------------------|---------------------|----------|
| communication with Council and the broader community. | Ongoing              |              |                         |                     |          |

### Planning and Development Recommendations

| Recommendation   | Recommended Timeline | Assigned To:   | Staff or Council Action                                   | Implementation Plan  | Comments |
|--|----------------------|--|---|--|----------|
| 1. Improve communication between Municipal planning / building department, the County and SVCA to streamline / ease permitting requirements.                                 | Next 12 Months       | EDO;<br>Deputy Mayor Gieruszak,<br>1 <sup>st</sup> Vice Chair SVCA Board | <input type="checkbox"/> To Be Implemented                | Ongoing<br>Economic Development Officer, SVCA and<br>Bruce County<br>High priority                             |          |
| 2. Updated Walkerton Community Official Plan to confirm community vision for the area.   | Next 6 Months        | Zoning Administrator;<br>County of Bruce Planning<br>Department          | <input type="checkbox"/> To Be Implemented                | Ongoing<br>Missing vision for the future   |          |
| <del>3. Investigate sharing building inspectors with neighbouring municipalities to reduce cost of service and streamline processes.</del>                                   |                      |  | <input checked="" type="checkbox"/> For Council Review    | No action at this time   |          |
| 4. Each committee of Council needs to establish goals and measures of success that contribute to Brockton's Sustainable Strategic Plan.                                      | Next 12 Months       | CAO/Clerk  | <input type="checkbox"/> For Council Review               | Provide committees with checklist of plan<br>Terms of Reference and annual measure of<br>goals                 |          |
| <del>5. There is lack of accountability at the County level for decisions that are made County wide. Perhaps our Council should support elections at the county level.</del> | Next 12 Months       | Council  | <input checked="" type="checkbox"/> Not Being Implemented | Not being implemented  |          |
| 6. Mayor provide regular reports to Brockton Council on upcoming County Council agenda items and seek Council's input on decisions   | Next 6 Months        | Mayor  | <input type="checkbox"/> For Council Review               | County report will be added to Council<br>Packages monthly<br>Add Mayor Inglis as County Contact on<br>website |          |

| Recommendation  | Recommended Timeline | Assigned To:   | Staff or Council Action  | Implementation Plan  | Comments |
|---|----------------------|--|--|--|----------|
| that will be made at County Council to facilitate better planning and cooperation.  |                      |  |  | Mayor Inglis is to ask for better communication with Bruce County  |          |
| 7. Municipality should strive to exceed minimum provincial standards when it comes to notifying neighbouring property owners about planning applications and decisions to make sure property owners who will be impacted are informed directly. | Next 12 Months       | Zoning Administrator;<br>County of Bruce Planning<br>Department    | <input type="checkbox"/> For Council Review                              | Communications strategy<br>Revised notice policy and social media<br>policy will be presented to Council |          |
| 8. Ask Saugeen Valley Conservation Authority to commit to timelines for building and development permit review and approval.  | In Progress          | Council  | <input type="checkbox"/> For Council Review                              | SVCA is working on timelines   |          |
| <del>9. Introduce development fees in order to support future infrastructure costs (i.e. sewage treatment infrastructure).</del>  |                      | <del>Zoning Administrator;<br/>Council</del>                       | <del><input checked="" type="checkbox"/> Not Being<br/>Implemented</del> | <del>No action at this time</del>  |          |
| 10. Economic Development Committee and municipal staff meet with developers and real estate agents to identify barriers that could be eliminated through changes to municipal policy or by-laws.  | Next 6 Months        | EDO;<br>Zoning Administrator;<br>Economic Development<br>Committee | <input type="checkbox"/> For Council Review                              | Normal, ongoing process<br>Responsibility of potential Economic<br>Development Officer                   |          |
| 11. Review the 3,000 square foot limit (Historic Walkerton) in the regulations. This rule does not appear to service the community and places many buildings in legal non-conforming status.  | Next 12 Months       | Zoning Administrator;<br>Council                                   | <input type="checkbox"/> Being Implemented                               | No action at this time<br>Being Implemented through Zoning by Law<br>review                              |          |

| Recommendation  | Recommended Timeline | Assigned To:          | Staff or Council Action                         | Implementation Plan | Comments |
|---|----------------------|-----------------------|---|---------------------|----------|
| <del>12. Department heads should be tasked with “building bridges” throughout the municipality.</del> | Ongoing              | Council;<br>CAO/Clerk | <input checked="" type="checkbox"/> Implemented | Already in place    |          |

## Protection Services Focus Group

### Services Reviewed

Animal Control  
 By-Law Enforcement  
 Building Department Profile  
 Emergency Management and Planning  
 Fire Protection  
 Health and Safety  
 Police Protection Services Provided by Ontario Provincial Police (OPP)  
 Police Services Board  
 Property Standards

### **Animal Control Recommendations**

| Recommendation   | Recommended Timeline | Assigned To:   | Staff or Council Action              | Implementation Plan  | Comments |
|--|----------------------|----------------|--------------------------------------|--|----------|
| 1. Investigate the benefits of sharing animal control between municipalities.  |                      | CAO/Clerk      | ✓ Implemented                        | Normal, Ongoing Process<br>We are currently sharing with the Municipality of Arran-Elderslie, the Municipality of West Grey and the Township of Chatsworth |          |
| 2. Dogs should not be released from the vet clinic or pound until all expenses are paid by the owner and owner has purchased a dog licence if they do not already have one. Review dog pick up policy and procedure with vet clinic to make sure all costs have been recovered before an animal is released. |                      | CAO/Clerk      | ✓ Implemented                        | Normal, Ongoing<br>Follow up on dog tag purchase will be reviewed  |          |
| 3. Benefits of having a dog tag should be communicated to the public to encourage all dog owners in the municipality to purchase tags. Easier payment methods  |                      | CAO/Clerk, CFO | <input type="checkbox"/> In Progress | Every three years the Animal Control Officer completes a dog count<br>The Municipality is investigating  |          |

| Recommendation   | Recommended Timeline | Assigned To: | Staff or Council Action | Implementation Plan  | Comments |
|--|----------------------|--------------|-------------------------|--|----------|
| should be explored (i.e. online registration and payments, sell dog tags at local retail locations like Household Waste Bag Tags and offer \$4 commission to retailer). Include dog licencing invoice in tax bill to save postage. |                      |              |                         | e-commerce options to allow for purchasing dog tags online<br>Sale of tags at alternate sites not recommended by CAO/Clerk |          |

### By-Law Enforcement and Property Standards Recommendations

| Recommendation  | Recommended Timeline | Assigned To:   | Staff or Council Action                         | Implementation Plan  | Comments |
|---|----------------------|--|---|--|----------|
| <del>1. In the case of issuing tickets for by-law infractions, consider using Part 3 Provincial Offence where warranted.</del>  | Next 6 Months        | CAO/Clerk  | <input checked="" type="checkbox"/> Implemented | Already Implemented  |          |
| <del>2. Consider sharing By-Law Enforcement services with other municipalities.</del>   | -                    | CAO/Clerk  | <input checked="" type="checkbox"/> Implemented | Normal, Ongoing process  |          |
| 3. Duties of By-Law Enforcement Officer should be clarified.  | Next 6 Months        | CAO/Clerk  | <input type="checkbox"/> To Be Implemented      | CAO/Clerk to review job description with By-Law Enforcement Officer  |          |
| 4. Animal control, by-law enforcement, and property standards functions are split between several departments resulting in spotty administration, and residents feeling their issues are not being properly addressed. Reorganizing these functions under one department would mean minimal savings, however the service level could improve. | Next 12 Months       | Organizational Review, Chief Building Officer, CAO/Clerk | <input type="checkbox"/> For Council Review     | To be reviewed<br>Mayor Inglis suggested that Council consider creating a Property Standards By-Law for the rural area |          |

| Recommendation  | Recommended Timeline | Assigned To: | Staff or Council Action                    | Implementation Plan | Comments |
|---|----------------------|--------------|--|---------------------|----------|
| 5. Improve communication and response times to ratepayers and complainants regarding By-Law Enforcement concerns. | Next 6 Months        | CAO/Clerk    | <input type="checkbox"/> To Be Implemented | To be reviewed      |          |

### Emergency Management and Planning Recommendations

| Recommendation   | Recommended Timeline | Assigned To: | Staff or Council Action                     | Implementation Plan             | Comments |
|--|----------------------|--------------|---|---------------------------------|----------|
| 1. Disaster and Emergency Management Planning should be coordinated at the County level. County of Bruce should hire a single Community Emergency Management Coordinator (CEMC) to serve all municipalities in the County. | Next 12 Months       | CAO/Clerk    | <input type="checkbox"/> For Council Review | Being discussed at County level |          |

### Fire Protection Recommendations

| Recommendation  | Recommended Timeline     | Assigned To:                     | Staff or Council Action                                    | Implementation Plan  | Comments                       |
|---|--------------------------|----------------------------------|--|--|--------------------------------|
| <del>1. Discuss setting up a Fire Department sub-station in Cargill.</del>  | <del>Next 6 Months</del> | <del>Fire Chief, CAO/Clerk</del> | <del><input type="checkbox"/> Not being implemented</del>  | <del>Agreement is in place with the Municipality of Arran-Elderslie regarding shared fire services</del> |                                |
| <del>2. Change name of Walkerton Fire Department to Brockton Fire Services with the existing departments to be known as "Brockton Fire Services - Walkerton Station".</del> | <del>Next 6 Months</del> | <del>Fire Chief</del>            | <del><input checked="" type="checkbox"/> Implemented</del> | <del>Being implemented</del>   | <del>Already Implemented</del> |
| 3. Hold discussion with Ontario Provincial Police (OPP) to implement a policy so that in the future the OPP does not abandon the Fire Departments at an                     | Next 6 Months            | Fire Chief                       | <input type="checkbox"/> To Be Implemented                 | Councillor Leifso requested background information from Fire Chief M. Murphy                             |                                |



| Recommendation  | Recommended Timeline      | Assigned To:  | Staff or Council Action                     | Implementation Plan   | Comments |
|---|---------------------------|---|---|---|----------|
| emergency scene to attend another emergency.  |                           |   |   | Police Services Board to discuss with OPP   |          |
| <u>4. Review By-Law 2015-053 – Establish and Regulate Walkerton Fire Department, to clarify intent of Paragraph 21 and the Fire Chief's authority over all persons at fires and emergencies</u> | Next 6 Months             | Fire Chief, CAO/Clerk   | <input type="checkbox"/> For Council Review | Councillor Leifso requested background information from Fire Chief M. Murphy<br>Police Services Board to discuss with OPP |          |
| 5. That Council direct the joint purchasing of fire gear and supplies with other municipalities   | Next 6 Months             | Fire Chief  | <input type="checkbox"/> For Council Review | A Council to Council directive  |          |
| <del>6. Share fire administration with other municipalities (e.g. Municipality of South Bruce).</del>   | <del>Next 12 Months</del> | <del>Fire Chief, CAO/Clerk</del>                                      | <del>✓ Implemented</del>                    | <del>Already being implemented</del>  |          |
| 7. Combine Property Standards, By-Law Enforcement, and Fire Inspections under one position or department.   | Next 12 Months            | Organizational Review; Chief Building Official, Fire Chief, CAO/Clerk | <input type="checkbox"/> For Council Review | Part of the Organizational Review   |          |
| <del>8. Review By Law 2015-052 – Establish and Regulate Elmwood Fire Department to ensure it is in harmony with By-Law 2015-053 – Establish and Regulate Walkerton Fire Department.</del>       |                           | <del>Fire Chief, CAO/Clerk</del>                                      | <del>✓ Implemented</del>                    | <del>Normal, ongoing process</del>  |          |
| <del>9. Explore opportunity to rent space in the Walkerton Fire Hall to other EMS services.</del>   |                           | <del>Fire Chief</del>   | <del>✗ Not Implemented</del>                | <del>Not being implemented due to accessibility limitations with the building</del>                                       |          |

| Recommendation   | Recommended Timeline | Assigned To: | Staff or Council Action                       | Implementation Plan   | Comments                     |
|--|----------------------|--------------|---|---|------------------------------|
| 10. Offer opportunities to train citizens as Emergency Medical Technicians in areas in Brockton that are far from service. |                      | Fire Chief   | <del>X</del> Not under Municipal jurisdiction | No action at this time<br>This falls under EMS (Bruce County) | Not a municipal jurisdiction |

### Health and Safety Recommendations

| Recommendation  | Recommended Timeline | Assigned To: | Staff or Council Action                     | Implementation Plan    | Comments |
|---|----------------------|--------------|---|------------------------|----------|
| Contract Health and Safety services for municipal staff and facilities to a private company.  |                      | CAO/Clerk    | <input type="checkbox"/> For Council Review | No action at this time |          |
| Explore other cost effective ways to deliver Health and Safety mandate.   |                      | CAO/Clerk    | <input type="checkbox"/> For Council Review | No action at this time |          |
| Chief Administrative Officer (CAO) and Council take more active role in maintaining Health and Safety for municipal staff and facilities. Staff provide regular Health and Safety reports to Council and publish reports listing hazards and resolved issues. |                      | CAO/Clerk    | <input type="checkbox"/> For Council Review | No action at this time |          |

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

| Recommendation  | Recommended Timeline | Assigned To:                          | Staff or Council Action                     | Implementation Plan   | Comments |
|---|----------------------|---------------------------------------|---|---|----------|
| 1. Brockton's policing costs are too high. About 60 percent of policing costs are charged as part of the OPP contract base rate and the other 40 percent is charged to the Municipality | Next 12 Months       | Police Services Board, Staff, Council | <input type="checkbox"/> For Council Review | 2017 Police Services Board budget deliberations<br>The Municipality of Brockton will promote 211 and communicate to the |          |

| Recommendation  | Recommended Timeline | Assigned To:     | Staff or Council Action                     | Implementation Plan  | Comments |
|---|----------------------|------------------|---|--|----------|
| based on the number of calls for service that the OPP receive. The OPP agree that they receive a large number of calls for service that they are not best suited to handle (i.e. dogs at large). Come up with a strategy to reduce OPP calls for service by 15 percent to save Brockton \$120,000 a year. |                      |                  |   | public the reasons when to call 211 versus 911 in emergency situations |          |
| <del>2. Investigate other policing options before next contract renewal with OPP. Should policing be at the county level?</del>   |                      | Mayor, CAO/Clerk | <input type="checkbox"/> For Council Review | No action at this time   |          |

### Property Standards Recommendations

| Recommendation  | Recommended Timeline | Assigned To:  | Staff or Council Action                     | Implementation Plan     | Comments |
|---|----------------------|---|---|-------------------------|----------|
| 1. Property standards should be given a higher priority with more staff resources.  | Next 6 Months        | Organizational Review, Chief Building Official, CAO/Clerk | <input type="checkbox"/> For Council Review | Agree                   |          |
| 2. There should be more communication between property standards complainants and property standards officer.   | Next 6 Months        | Chief Building Official                                   | <input type="checkbox"/> To Be Implemented  | Agree                   |          |
| 3. Property Standards Process should comply with the Property Standards - Process Flow Chart on the Brockton website. Staff should provide ratepayers and | Next 6 Months        | Chief Building Official, CAO/Clerk                        | <input type="checkbox"/> For Council Review | No comment from Council |          |

| Recommendation   | Recommended Timeline | Assigned To: | Staff or Council Action | Implementation Plan | Comments |
|--|----------------------|--------------|-------------------------|---------------------|----------|
| complainants with a written response if the timeline cannot be met. Staff should provide Council with a monthly report on By-Law Enforcement and Property Standards Enforcement. |                      |              |                         |                     |          |

## Recreation and Culture Services Focus Group

### Services Reviewed

#### **Culture Services**

- Heritage Committee
- Libraries - Walkerton and Cargill Buildings (Library services provided by County of Bruce)

#### **Recreation Services**

- Administration
- Assets
  - Centennial Park Swimming Pool
  - Community Centres (Bradley, Cargill, Elmwood, Walkerton)
  - Lobies Park Campground
  - Parks and Playgrounds
- Recreation Programs

### **Asset Recommendations**

| Recommendation   | Recommended Timeline | Assigned To:   | Staff or Council Action                               | Implementation Plan     | Comments |
|--|----------------------|--|---|-------------------------|----------|
| 1. Develop a long range plan for a permanent location for Brockton’s heritage collection; the current collection is stored in several locations throughout Brockton, with little public access | 1 Year Plus          | Heritage Committee, CAO/Clerk                          | <input type="checkbox"/> For Council Review           | No action at this time  |          |
| 2. Revisit parkland reserve and focus attention on creating green space east of Yonge Street.  | 1 Year Plus, Ongoing | Parks and Recreation Committee, Director of Operations | <input type="checkbox"/> For Council Review           | No action at this time  |          |
| 3. Conduct regular review of recreation assets use long term planning to plan for asset replacement.   | Ongoing              | Director of Operations                                 | <input checked="" type="checkbox"/> Being Implemented | Normal, ongoing process |          |

| Recommendation   | Recommended Timeline | Assigned To:   | Staff or Council Action                     | Implementation Plan        | Comments |
|--|----------------------|--|---|----------------------------|----------|
| 4. Serious consideration needs to be made regarding replacement of the arena. Acknowledge this is a long term goal that requires extensive planning beginning in the short term. Challenge will be to inform and work with the community in developing these plans. Need to reinforce that grant programs require "shovel ready" projects. |                      | Parks and Recreation Committee, Director of Operations | <input type="checkbox"/> For Council Review | No action at this time     |          |
| 5. Develop shared service model with neighbouring municipalities when considering asset replacement.   | Ongoing              | Parks and Recreation Committee, Director of Operations | <input type="checkbox"/> For Council Review | Dependent on opportunities |          |
| 6. Monitor impact of splash pad on swimming pool and consider replacement of the pool accordingly.   | Ongoing              | Parks and Recreation Committee, Director of Operations | <input type="checkbox"/> To Be Implemented  | Ongoing process            |          |

## Program Recommendations

| Recommendation   | Recommended Timeline | Assigned To:   | Staff or Council Action   | Implementation Plan  | Comments                        |
|--|----------------------|--|---|--|---------------------------------|
| 1. Review committee appointment process, applying consistent terms, limits etc. throughout all Brockton committees.  | Next 6 Months        | CAO/Clerk  | <input type="checkbox"/> To Be Implemented<br><input type="checkbox"/> For Council Review | Ongoing Process<br>Committee structure will be addressed during the Organizational Review                  |                                 |
| 2. Focus Group examined many successful programs such as Doors Open, recreation programming etc.; continue to build on the success of these programs.  | Ongoing              | Parks and Recreation Committee, Director of Operations | <input type="checkbox"/> To Be Implemented  | Ongoing Process  |                                 |
| 3. Do not implement higher user fees for non-residents.  |                      | Director of Operations                                 | <input type="checkbox"/> For Council Review   | Normal, Ongoing Process<br>Brockton does not charge higher user fees for non-residential                   | Already the established process |
| 4. Acknowledge consistent revenues generated at Lobies Park. Consider small improvements with big impact: larger sites, an online presence for booking/viewing sites, and wireless internet service.   |                      | Director of Operations                                 | <input type="checkbox"/> To Be Implemented  | Council to review recommendations of the Director of Operations during budget deliberations                |                                 |
| 5. Soccer: the debate has not ended, there are still concerns regarding costing, maintenance, and revenues. Recognize opportunities to market Brockton as a “regional” soccer hub, leverage this with neighbouring municipalities to encourage them to eliminate their non-resident user fees. | Ongoing              | Director of Operations                                 | <input type="checkbox"/> To Be Implemented  | Council suggested amending the recommendation and remove first sentence.<br>No further action at this time |                                 |

| Recommendation   | Recommended Timeline | Assigned To: | Staff or Council Action                               | Implementation Plan    | Comments |
|--|----------------------|--------------|---|------------------------|----------|
| <del>6. Work with surrounding regional municipalities to rotate which regional arena will host summer ice each year.</del> |                      |              | <input checked="" type="checkbox"/> To Be Implemented | No action at this time |          |

### Inclusiveness Recommendations

| Recommendation   | Recommended Timeline | Assigned To:                                  | Staff or Council Action                               | Implementation Plan  | Comments |
|--|----------------------|---|---|--|----------|
| 1. Bring our recreation committees together under a new Brockton Recreation Committee. Rename the Walkerton Parks and Recreation Committee the Brockton Recreation Committee. Invite existing committees such as the Chepstow Lions Park, Cargill & District Community Fund, Elmwood Community Centre Board, and residents from the Lakes to join under one Brockton recreation committee to reflect the work the Parks and Recreation Department does throughout Brockton. Start a Brockton Recreation Fund to fund recreation projects and programs in Brockton. | Next 12 Months       | Organizational Review, Director of Operations | <input type="checkbox"/> For Council Review           | Council suggested that a review should be conducted to recommend if the name of the Walkerton Parks and Recreation Committee should be changed to the Brockton Recreation Committee.<br>There will be an annual or bi-annual meeting with all the Recreation and Community Centre Committees |          |
| 2. Expand horticulturalist function throughout all of Brockton.  | Next 12 Months       | Organizational Review, Director of Operations | <input type="checkbox"/> For Council Review           | Part of the Organizational Review  |          |
| <del>3. Address concerns of invasive species (e.g. emerald ash borer) throughout the municipality;</del>   | Ongoing              | Director of Operations                        | <input checked="" type="checkbox"/> Being Implemented | Normal, ongoing process.   |          |



| Recommendation  | Recommended Timeline | Assigned To:  | Staff or Council Action        | Implementation Plan                 | Comments |
|---|----------------------|---|--------------------------------|-------------------------------------|----------|
| <del>acknowledge the proactive work done by Parks and Recreation Department in this area.</del>                     |                      |   |                                |                                     |          |
| <del>4. Continue to engage senior recreation users; consider creating a 'community hub' as a gathering place.</del> | <del>Ongoing</del>   | <del>Parks and Recreation Committee, Director of Operations</del> | <del>✓ Being Implemented</del> | <del>Normal, ongoing process.</del> |          |
| <del>5. Continue to financially support Chepstow Lions Park.</del>  | <del>Ongoing</del>   | <del>Director of Operations</del>                                 | <del>✓ Being Implemented</del> | <del>Normal, ongoing process.</del> |          |

### Efficiency Recommendations

| Recommendation   | Recommended Timeline | Assigned To:           | Staff or Council Action                     | Implementation Plan  | Comments |
|--|----------------------|------------------------|---|--|----------|
| 1. Upcoming Organizational Review should address need for Recreation Director position and assess the feasibility of continuing a shared position under the Director of Operations position.   | Next 12 Months       | Organizational Review  | <input type="checkbox"/> For Council Review | Part of the Organizational Review                                  |          |
| 2. Current savings from eliminated Recreation Director position should funnel towards improving efficiencies for current staff: update software program to streamline registration process for programs and bookings at Lobies Park etc. | Ongoing              | Director of Operations | <input type="checkbox"/> For Council Review | Ongoing Process<br>Municipality is investigating ecommerce options |          |

| Recommendation  | Recommended Timeline | Assigned To:                  | Staff or Council Action                     | Implementation Plan                        | Comments                                    |
|---|----------------------|-------------------------------|---|--|---|
| 3. Design a shared service model with bordering municipalities for both programs and assets.  |                      | Director of Operations        | <input type="checkbox"/> For Council Review | No action suggested by Council             |   |
| 4. Consider additional staff to manage expansion of duties i.e.: horticulturist throughout all of Brockton, soccer complex, splash pad. | Next 6 Months        | Organizational Review         | <input type="checkbox"/> For Council Review | Part of the Organizational Review          |   |
| 5. Consider succession planning for Heritage Committee volunteers.  | Next 12 Months       | Heritage Committee, CAO/Clerk | <input type="checkbox"/> To Be Implemented  | To be reviewed                             |   |
| 6. Support the need for an Economic Development Officer to assist staff in applying for essential grant applications.                   | Next 6 Months        | Organizational Review         | <input type="checkbox"/> For Council Review | Waiting for RED Grant Funding Announcement | Motion 16-18-164<br>Defeated - June 6, 2016 |

### Communication Recommendations

| Recommendation   | Recommended Timeline | Assigned To:          | Staff or Council Action                    | Implementation Plan  | Comments |
|--|----------------------|-----------------------|--|--|----------|
| 1. Consider sharing knowledge of Heritage Committee with local schools             | Next 12 Months       | Heritage Committee    | <input type="checkbox"/> To Be Implemented | This recommendation is difficult with school curriculum requirements. Council suggested revising the recommendation to consider sharing knowledge of Heritage Committee with the Community |          |
| 2. Expand postal delivery of recreation and cultural information and publications. | Next 6 to 12 Months  | Recreation Programmer | <input type="checkbox"/> To Be Implemented | Expand opportunities to the rural area to access program information<br>Deferred to Recreation Committee for feedback<br>C. Saunders to provide costing to work with                       |          |

| Recommendation  | Recommended Timeline   | Assigned To:   | Staff or Council Action                     | Implementation Plan   | Comments |
|---|------------------------|--|---|---|----------|
|   |                        |  |   | local newspaper to circulate an information guide   |          |
| 3. Improve advertising of tree planting program (particularly in light of recent invasive species).   | Next 6 Months          | Works Superintendent                                   | <input type="checkbox"/> To Be Implemented  | More advertising of this program is required  |          |
| 4. Start a Brockton Recreation and Culture Fund to fund recreation projects and programs throughout Brockton.   | Next 6 to 12 Months    | Parks and Recreation Committee, Director of Operations | <input type="checkbox"/> For Council Review | To be implemented   |          |
| 5. Encourage dialogue with neighbouring municipal councils, taking a more shared and inclusive approach to recreation. They reap the economic benefits of our users in their communities. | Ongoing                | Director of Operations                                 | <input type="checkbox"/> For Council Review | Council to continue the dialogue with neighbouring municipalities   |          |
| 6. Identify broader means of reaching out to recreation and culture users and potential users; engage both visitors to Brockton and residents themselves.                                 | Next 6 Months, Ongoing | Recreation Programmer                                  | <input type="checkbox"/> To Be Implemented  | Deferred to Recreation Committee for feedback<br>D. Leifso mentioned that there is no recommendation about working with School Boards<br>D. Leifso mentioned that there is a lack of recommendations regarding culture and heritage |          |

**Please Note:** The Governance Recommendations below are carried forward from the April 18 Special Meeting.

**Governance**

| Recommendation  | Recommended Timeline | Further Review By     | Staff or Council Action                         | Implementation Plan               | Comments                     |
|---|----------------------|-----------------------|---|-----------------------------------|------------------------------|
| Combine Council Committees in order to prevent overlap, Committees working against each other, and to make the most effective use of limited resources. Consider the six Focus Group categories and creating sub-committees when reorganizing Council Committees. | Next 12 Months       | Organizational Review | <input type="checkbox"/> To Be Implemented      | Part of the Organizational Review |                              |
| Committees based in smaller communities in Brockton are working in isolation. Develop a plan to help all of Brockton's communities to pool resources and work together for the good of the entire municipality.   | Next 12 Months       | Organizational Review | <input type="checkbox"/> For Council Review     | Part of the Organizational Review |                              |
| Find a way to expand beautification efforts to smaller communities in Brockton.   | Next 6 Months        | Organizational Review | <input checked="" type="checkbox"/> Implemented | Part of the Organizational Review | Beautification Student Hired |

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

**Services Reviewed**

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

**Child Care Centre**

| Recommendation   | Recommended Timeline                        | Further Review By                           | Staff or Council Action                            | Implementation Plan   | Comments                     |
|--|---|---|--|---|------------------------------|
| <p>Turn Brockton Child Care Centre over to non-profit or cooperative board. The Brockton Child Care Centre currently spends \$80,000 more than its annual revenue to operate the Centre. While expanding programs to include children under two years of age could increase revenues, it will also increase expenses and may not close the gap. Turning the Centre over to a non-profit or cooperative board would eliminate this line item in Brockton’s budget and may help the Centre to find some economies of scale without compromising quality.</p> | <p>At end of borrowing term<br/>8 years</p> | <p>Organizational Review,<br/>CAO/Clerk</p> | <p><input type="checkbox"/> For Council Review</p> | <p>To be reviewed after the capital expense has been paid in full</p> | <p>No review for 8 years</p> |

### Shared Services and Divestment Recommendations

| Recommendation   | Recommended Timeline | Assigned To:                     | Staff or Council Action                     | Implementation Plan  | Comments |
|--|----------------------|----------------------------------|---|--|----------|
| 1. Consolidate cemetery management functions within one department. Create 5 year maintenance plan, consistent maintenance standards, and guidelines for all local cemetery boards. Work with local boards to establish standard fee structure and consider fee increases. | Next 6 Months        | Organizational Review            | <input type="checkbox"/> For Council Review | No Comment from Council                                      |          |
| 2. Transfer Cemetery Management to outside contractor (e.g. funeral home). Timing of transfer could coincide with staff retirements.   | Next 6 Months        | Organizational Review, CAO/Clerk | <input type="checkbox"/> For Council Review | Staff will prepare a report before 2017 budget deliberations |          |

### Physician Recruitment and Retention Committee Recommendations

| Recommendation   | Recommended Timeline | Assigned To: | Staff or Council Action                     | Implementation Plan                                       | Comments              |
|--|----------------------|--------------|---|---|-----------------------|
| 1. Rewrite the mandate of the Brockton Area Physician Recruitment & Retention Committee to include a focus on wider local health system issues. Local health system planning can be better integrated. Establish a Brockton sub-committee to focus on broader local health issues with a regional focus. The mandate should include recruitment and retention of all |                      |              | <input type="checkbox"/> For Council Review | No action at this time.<br>Not in Municipality's mandate. | Not Municipal Mandate |

| Recommendation  | Recommended Timeline | Assigned To: | Staff or Council Action | Implementation Plan | Comments |
|---|----------------------|--------------|-------------------------|---------------------|----------|
| <del>health professionals, such as Nurse Practitioners, and issues such as palliative care.</del> |                      |              |                         |                     |          |

### Administration and General Government Recommendations

| Recommendation   | Recommended Timeline | Assigned To:                     | Staff or Council Action                     | Implementation Plan               | Comments |
|--|----------------------|----------------------------------|---|-----------------------------------|----------|
| 1. Upcoming Organizational Review should address suggestions and observations in this Municipal Services Review Final Report.  | Next 6 Months        | Organizational Review, CAO/Clerk | <input type="checkbox"/> For Council Review | Part of the Organizational Review |          |
| 2. Identify all staff functions and responsibilities that could potentially be shared with other municipalities or with County.  | Next 6 Months        | Organizational Review, CAO/Clerk | <input type="checkbox"/> For Council Review | Part of the Organizational Review |          |
| 3. Develop a long term plan to implement a shared services model. Identify senior management responsibilities that could be delegated to lower cost staff. (Would free up senior staff, help with succession planning, and provide career training and opportunities.) | Next 6 Months        | Organizational Review, CAO/Clerk | <input type="checkbox"/> For Council Review | Part of the Organizational Review |          |
| 4. Eliminate Chief Administrative Officer (CAO) position and consider using savings to retain Economic Development Officer.  | Next 6 Months        | Organizational Review            | <input type="checkbox"/> For Council Review | Part of the Organizational Review |          |

**Engagement and Transparency – Council and Committees of Council Recommendations**

| Recommendation   | Recommended Timeline | Assigned To:                     | Staff or Council Action                     | Implementation Plan  | Comments |
|--|----------------------|----------------------------------|---|--|----------|
| 1. Assess adequacy of councillors’ stipends and expense allowances. Develop a policy in relation to honoraria from Saugeen Valley Conservation Authority, Westario Power, County Council, etc.   | Next 24 Months       | CAO/Clerk                        | <input type="checkbox"/> For Council Review | Council to review the next term’s Council salary during 2017 budget deliberations  |          |
| 2. Live stream Council meetings  | Next 12 Months       | CAO/Clerk                        | <input type="checkbox"/> For Council Review | CAO/Clerk D. Roth to obtain quotes to live stream Council meetings<br>CAO/Clerk D. Roth to look into local cable options |          |
| 3. Streamline Council Committees to improve accountability. Reduce number of Council Committees to focus on the 4 pillars in the Sustainable Strategic Plan or 6 Service Focus Group areas. Create volunteer sub-committees to function without formal Council or staff involvement. Make the committee appointment process more transparent, establish clear committee mandates and goals, limit the term for all committee members, make conflict of | Next 6 Months        | Organizational Review, CAO/Clerk | <input type="checkbox"/> For Council Review | Part of the Organizational Review  |          |



| Recommendation  | Recommended Timeline | Assigned To:                                | Staff or Council Action   | Implementation Plan               | Comments |
|---|----------------------|---|---|-----------------------------------|----------|
| interest policy clear, and develop a consistent approach to volunteer committee member reimbursement.                       |                      |   |   |                                   |          |
| 4. Committees of Council should have clear mandates, deliverables and performance measures.                                 | Next 6 Months        | Organizational Review, CAO/Clerk            | <input type="checkbox"/> For Council Review                       | Part of the Organizational Review |          |
| <del>5. Identify sub-committees that could function on a volunteer basis without formal Council or staff involvement.</del> | -                    | <del>Organizational Review, CAO/Clerk</del> | <del><input checked="" type="checkbox"/> For Council Review</del> | <del>No action at this time</del> | -        |
| 6. Institute transparent Committee appointment process and standard committee operating procedures.                         | Next 12 Months       | CAO/Clerk                                   | <input type="checkbox"/> For Council Review                       | Part of the Organizational Review |          |
| 7. Introduce term limits and clear conflict of interest guidelines (both pecuniary AND non-pecuniary).                      | Next 12 Months       | CAO/Clerk                                   | <input type="checkbox"/> For Council Review                       | Part of the Organizational Review |          |
| 8. Develop standard policy for equitable volunteer reimbursement and stipends.  | Next 12 Months       | CAO/Clerk                                   | <input type="checkbox"/> For Council Review                       | Staff to create a policy          |          |

## Planning and Asset Management Recommendations

| Recommendation  | Recommended Timeline | Assigned To:                          | Staff or Council Action   | Implementation Plan                            | Comments |
|---|----------------------|---------------------------------------|---|--|----------|
| 1. <u>Brockton's Sustainable Strategic Plan needs to be updated and pared down into a more focussed document with clear and achievable objectives.</u>  | 1 Year Plus          | Sustainability Coordinator, CAO/Clerk | <input type="checkbox"/> To Be Implemented                        | To be reviewed after the Organizational Review |          |
| 2. <del>Consolidate management of all assets, owned and leased buildings etc. under one department, e.g. Chief Building Official (CBO)</del>  | -                    | <del>Organizational Review</del>      | <del><input checked="" type="checkbox"/> For Council Review</del> | <del>No action at this time</del>              | -        |
| 3. Create long term accommodation plan for municipal staff that makes optimum use of owned and leased accommodation, including sharing space with neighbouring municipalities, and County. (It is noted that there is no public demand for building a new administration office.) | 1 Year Plus          | CAO/Clerk                             | <input type="checkbox"/> For Council Review                       | Extend the recommended timeline                |          |
| 4. Conduct regular review of all municipal assets, including vehicles, and consolidate the list of priorities so that the most urgent needs are identified and addressed first.   | Ongoing              | CFO                                   | <input type="checkbox"/> For Council Review                       | Normal, ongoing process                        |          |

## Transportation Services Focus Group

### Services Reviewed

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

### **Saugeen Mobility and Regional Transit (SMART) Recommendations**

| Recommendation   | Recommended Timeline | Assigned To:                  | Staff or Council Action                     | Implementation Plan   | Comments |
|--|----------------------|-------------------------------|---|---|----------|
| 1. Currently Saugeen Mobility and Regional Transit serves residents in nine of the seventeen municipalities in Bruce and Grey Counties. Recommend Saugeen Mobility and Regional Transit Board of Directors approach both Bruce and Grey County Councils to explore possibility of expanding the system to all Bruce and Grey municipalities. | Ongoing              | SMART Board Chair;<br>Council | <input type="checkbox"/> For Council Review | Normal, ongoing process to explore possibility of expanding the system to all Bruce and Grey Municipalities |          |
| 2. Collaborate with other local services to add long-distance trips for appointments outside the region; review maximum mileage for trips to appointments outside the region.  | Ongoing              | SMART Board Chair;<br>Council | <input type="checkbox"/> For Council Review | Normal, ongoing process   |          |
| 3. Municipality assist in promoting Saugeen Mobility and Regional Transit more regularly to offset advertising costs.  | Next 6 Months        | CAO/Clerk                     | <input type="checkbox"/> To Be Implemented  | No Comment from Council   |          |

| Recommendation   | Recommended Timeline | Assigned To:                  | Staff or Council Action                         | Implementation Plan     | Comments                           |
|--|----------------------|-------------------------------|---|-------------------------|------------------------------------|
| 4. Saugeen Mobility and Regional Transit Board of Directors establish minimum cost recovery policy.  | Next 12 Months       | SMART Board Chair;<br>Council | <input type="checkbox"/> For Council Review     | No Comment from Council |                                    |
| <del>5. All paid advertising should be cancelled. This is an unnecessary cost as Saugeen Mobility and Regional Transit has no direct competition and is well promoted by all local health care agencies.</del> |                      | SMART Board Chair;<br>Council | <input checked="" type="checkbox"/> Implemented | Normal, ongoing process | Have already minimized advertising |

#### Saugeen Municipal Airport (SMA) Recommendations

| Recommendation   | Recommended Timeline     | Assigned To: | Staff or Council Action                     | Implementation Plan   | Comments |
|--|--------------------------|--------------|---|---|----------|
| 1. Renegotiate cost sharing formula to be equal between all members of corporation.  | Next 12 Months           | Council      | <input type="checkbox"/> For Council Review | Look at the number of Brockton Residents that use the service   |          |
| 2. Impose five year time period on the Airport Commission to become financially sustainable.                                 | Next 6 Months<br>Ongoing | Council      | <input type="checkbox"/> For Council Review | SMA is working towards a break even budget, but will be a difficult process<br>Track number of flights that are commercial related or for personal pleasure |          |
| 3. If unable to become self-sufficient, sell assets to private operators and divide proceeds as per the municipal agreement. |                          | Council      | <input type="checkbox"/> For Council Review | No action at this time  |          |

### Streets/Roads, Winter Control, Streetlights Recommendations

| Recommendation  | Recommended Timeline | Assigned To:                    | Staff or Council Action  | Implementation Plan   | Comments  |
|---|----------------------|---------------------------------|--|---|---|
| 1. Establish long term Roads and Streets Plan for future maintenance, improvement, and expansion of roads and streets. This will help focus resources, assist in determining the funds that need to be set aside in reserves, help to prioritize projects, and assist future councils and staff in understanding the needs of the municipality in the event of senior staff turnover. | Next 12 Months       | Works Superintendent            | <input type="checkbox"/> For Council Review  | Normal, ongoing process<br>Part of the Organization Review  | Works Super and Director of Operations will present to Council in September |
| <del>2. Review equipment needs and consider disposal of surplus equipment (backhoes etc.)</del>   | <del>Ongoing</del>   | <del>Works Superintendent</del> | <del><input checked="" type="checkbox"/> Already Implemented</del>                                   | <del>Normal, ongoing process</del>  |   |
| 3. Consider bulk purchases with other municipalities for commonly used items and material (i.e. calcium chloride)   | Ongoing              | Works Superintendent            | <input type="checkbox"/> As practical  | To be considered on a case by case basis and staff are encouraged to continue to investigate opportunities for shared purchases |   |
| 4. Establish policies for inter-departmental use and sharing of equipment; too many pick-up trucks throughout the municipality sit unused.  | Next 12 Months       | Department Heads<br>CAO/Clerk   | <input type="checkbox"/> To Be Implemented<br><input type="checkbox"/> For Council Review            | Normal, ongoing process<br>Addressed during the Organization Review   |   |
| 5. Continue with plans to change street lights to LED fixtures and establish reserves to complete conversion.   | Ongoing              | Works Superintendent            | <input checked="" type="checkbox"/> Being Implemented<br><input type="checkbox"/> For Council Review | Normal, ongoing process   |   |
| 6. Explore possible use of solar powered street lights for use in   | Next 6 Months        | Works Superintendent            | <input type="checkbox"/> For Council Review  | Being reviewed by the Work's Department<br>CAO/Clerk D. Roth to send a letter to  |   |

| Recommendation  | Recommended Timeline | Assigned To:         | Staff or Council Action                     | Implementation Plan   | Comments |
|---|----------------------|----------------------|---|---|----------|
| remote areas with no immediate power hook up.   |                      |                      |   | Bruce County requesting a street light be installed at Marl Lakes at County Road 22 |          |
| 7. Offer more frequent snow removal on sidewalks and streets to businesses in Downtown Walkerton at a cost. | Next 6 Months        | Works Superintendent | <input type="checkbox"/> For Council Review | Forward request to BIA  |          |