



OAKVILLE

2022 Budget and Business Plans

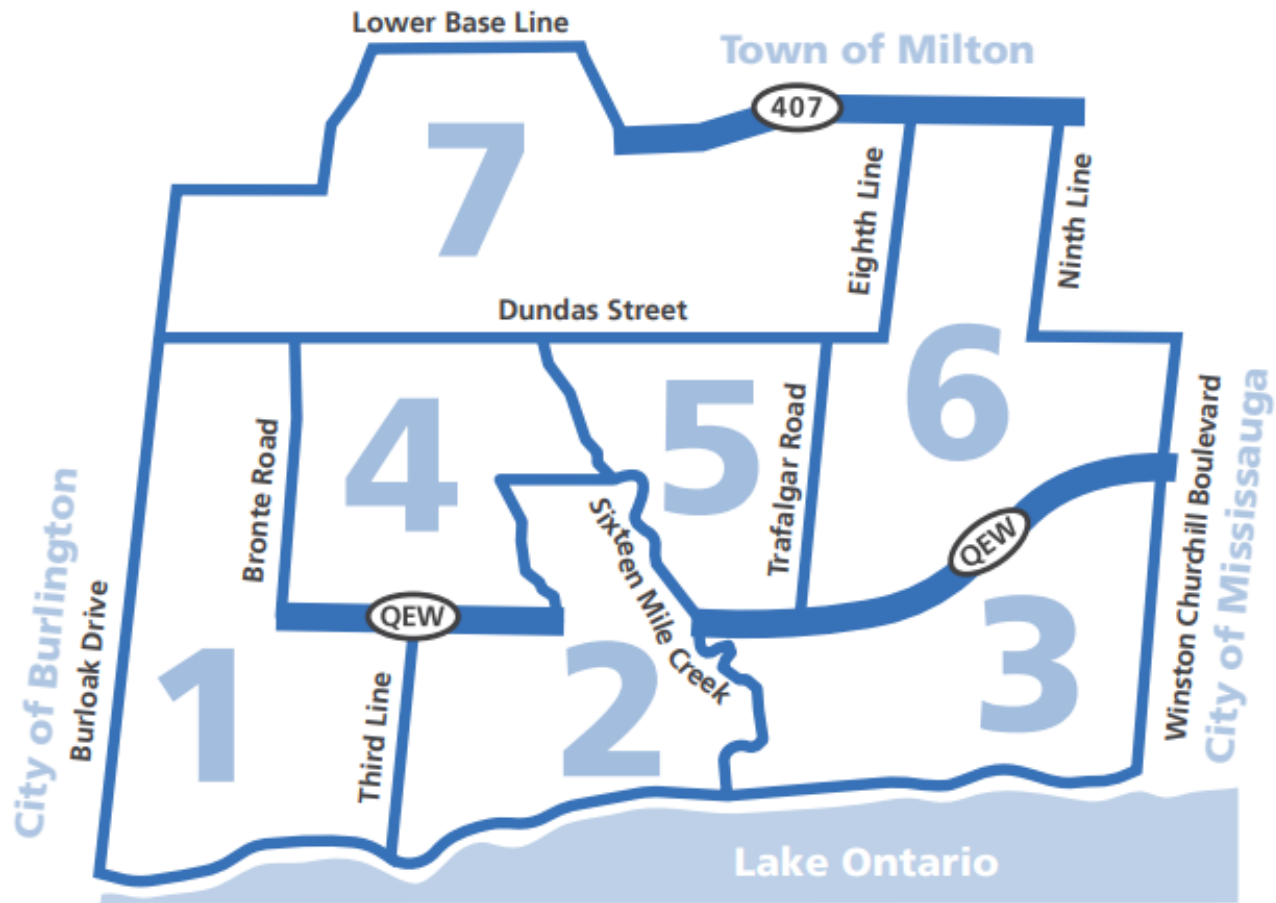
2022 Operating and Capital Budgets

2023 - 2024 Operating Forecast

2022 - 2031 Capital Forecast



Town of Oakville



Vision

To be the most livable town in Canada

Mission

- We create and preserve Canada's most livable community that enhances our natural, cultural, social and economic environments. We achieve this by continuously improving programs and services that are both accessible and environmentally and fiscally sustainable.

Values

Accountability

Dedication

Honesty

Innovation

Respect

Teamwork

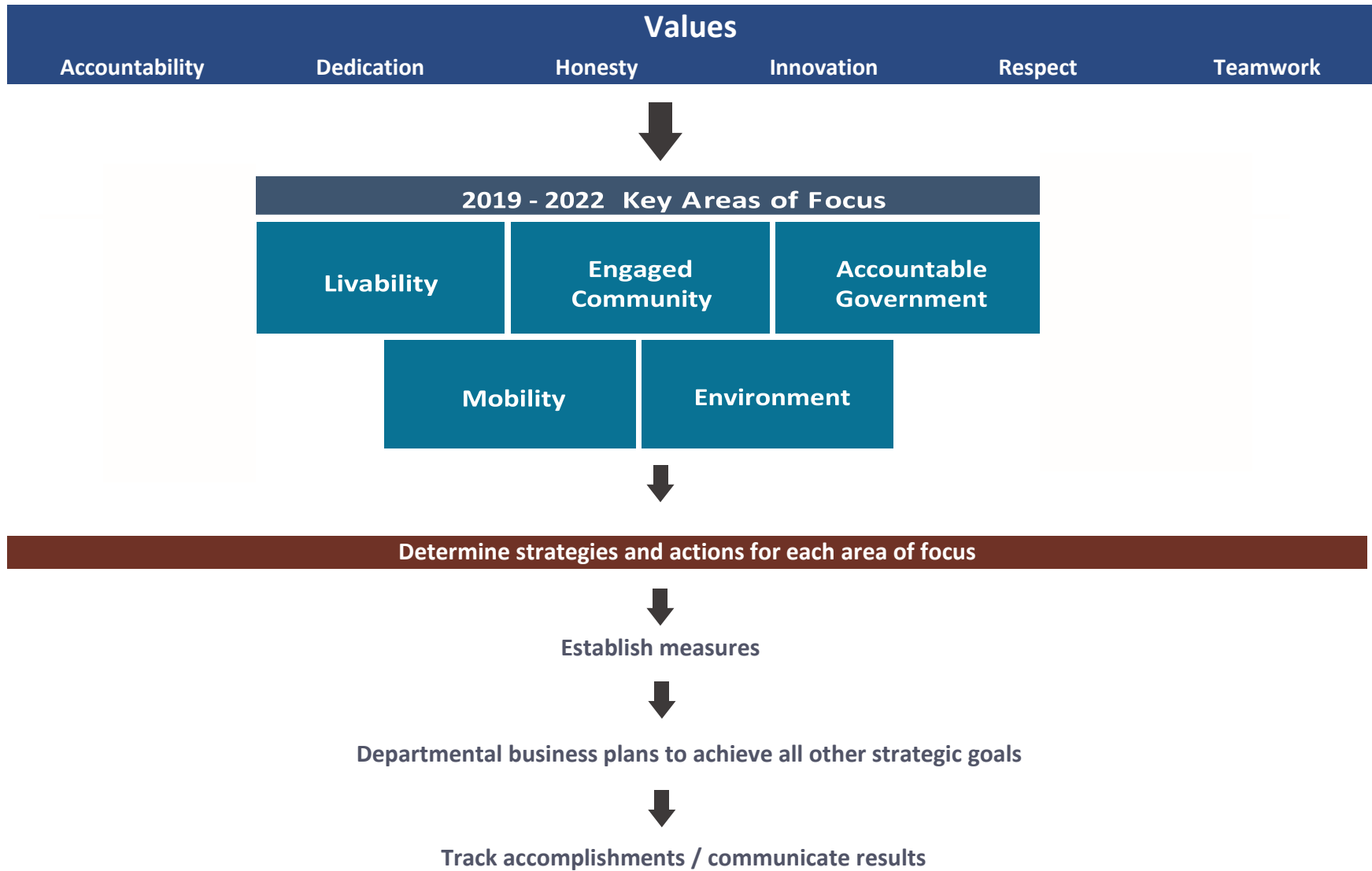
- We are highly valued and widely celebrated due to the innovative and outstanding way we satisfy the needs of our residents, business and employees. As a result, the process is as fulfilling as the outcome.
- We ensure our staff receive the same level of respect, commitment and caring that they are expected to deliver to the community.

Council's 2019-2022 Strategic Plan Refresh

For our mission, vision and values to have significant impact on the organization, they also have to be accompanied by deliberate plans of actions to move us toward our desired future. Council's 2019-2022 Strategic Plan Refresh, which was approved by Council at the May 25, 2021 meeting, outlines the goals, actions and measures that will help us to achieve Council's strategic directions. The focus of this strategic plan is on the strategies, actions and measures to achieve Council's five areas of focus for 2019-2022.

The town's strategic plan is a continual work in progress. Over time, new priorities, new opportunities, new demands and new challenges will emerge, and incorporating annual business plans into the town's strategic planning process ensures us the flexibility to respond quickly and effectively to these changing directions.

Town of Oakville Strategic Plan

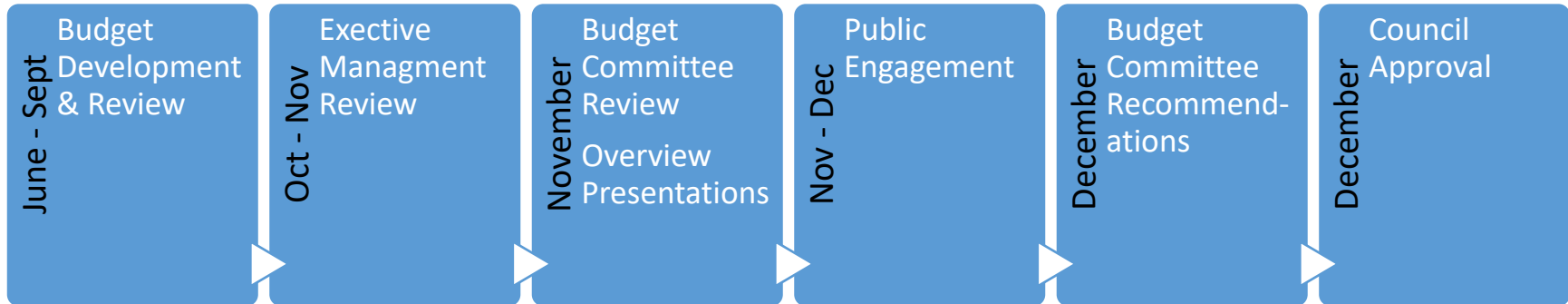


The following is an overview of key objectives that fall within the five focus areas of the 2019-2022 Strategic Plan Refresh.

Council Areas of Focus				
<p>Livability To be the most livable town in Canada.</p>	<p>Engaged Community Foster a community environment that engages residents of all ages, abilities and backgrounds.</p>	<p>Accountable Government Inspire public confidence through open, accountable and efficient delivery of government services.</p>	<p>Environment Protect greenspace and promote environmentally sustainable practices.</p>	<p>Mobility Improve town’s multi-modal transportation network to support effective movement of people and goods.</p>
Council Key Objectives				
<p>Provide a planning framework to maintain the character of the community Protect cultural heritage assets of the community Promote and support actions to maintain a resilient local economy</p>	<p>Engage the community in local government Provide recreational and cultural events and spaces to promote shared community experiences Provide effective licensing and enforcement framework to maintain community safety, protection and enjoyment</p>	<p>Lead in providing open and accountable government Ensure long-term fiscal sustainability of the town while respecting the impact of decisions on taxpayers Support a culture of continuous improvement and innovation to enhance cost-effective delivery of town programs and services</p>	<p>Ensure effective stewardship of the town’s natural environment Create a climate change resilient community Transition to a low carbon future</p>	<p>Plan, build and maintain road and parking infrastructure Promote safe travel on town roads Support opportunities for multi-modal transportation including walking, cycling and Transit services</p>

Annual Business Planning Process

The 2019 - 2022 Strategic Plan Refresh is the essential driver of the town's annual business planning process. Council's strategic goals are incorporated into the annual departmental business plans and budgets. A general timeline of the annual budget process is shown below.



The annual budget process begins with internal staff conducting a line-by-line review to ensure the proposed budget is aligned with service objectives and adjusted where appropriate to ensure budgets are reasonable and reflect average spending levels. In order to promote continuous improvement, all service areas are encouraged to review service delivery processes and find more effective ways to deliver service and potential cost savings.

Following internal staff reviews, the budget is reviewed by the internal Executive Management Team where the budget is evaluated from a corporate perspective to ensure it is within Council's guidelines and continues to build on the five focus areas: Livability, Engaged Community, Accountable Government, Environment and Mobility. For information on how the town develops its budget, visit our website and watch the following video:

<https://www.oakville.ca/townhall/budget-basics.html>

How the Budget is Approved

Following the internal staff review process, the proposed budget is presented to the Budget Committee for their review. Council is provided with an executive summary, the proposed budget book and several staff presentations. The Budget Committee then holds public meetings where members of the public can participate in the budget process. Members of the public can also send questions and comments to budget@oakville.ca. Once public input has been received, the Budget Committee proposes adjustments and makes their recommendations to staff which are then presented to Council for final approval.

Key Budget Dates

The following meetings are scheduled for the review and approval of the 2022 operating and capital budget.

Date	Item
Nov 16, 2021	Budget Document Release and Overview Presentation
Nov 23, 2021	Commissioner Presentations
Nov 30 and Dec 2, 2021	Public Delegations
Dec 14, 2021	Budget Committee Deliberations
Dec 20, 2021	Council Approval

2022 Budget Overview

The approved budget shown below represents a public investment to provide the desired programs, services and infrastructure to residents of Oakville while advancing Council's strategic priorities and values.

\$604.0M Gross Investment in Services

\$327.7M

2022 Operating Budget*

\$276.3M

2022 Capital Budget

*Capital levy of \$40.0 million is excluded as it is used to fund the capital budget.

Net Property Tax Levy \$222.1M

The town of Oakville’s budget is prepared using a performance-based, program-based budgeting (PB2) methodology. PB2 focuses on programs rather than departments and emphasis is on the allocation of resources based on desired outcomes and measurement of actual program results against expected outcomes. Town programs have been organized to support the five key focus areas as shown below. While they may have specific initiatives or projects that support several key focus areas, each program’s primary focus falls within one area.



The 2022 investment in programs and services is summarized in the table below based on the five key focus areas.

(millions)*	LIVABILITY	ENGAGED COMMUNITY	ACCOUNTABLE GOVERNMENT	ENVIRONMENT	MOBILITY
Gross Operating Investment**	\$70.7	\$66.0	\$34.8	\$30.0	\$85.6
Capital Investment	\$5.0	\$74.7	\$20.0	\$65.1	\$111.4
Total Gross Investment**	\$75.7	\$140.7	\$54.9	\$95.1	\$197.0
Net Tax Levy**	\$46.8	\$39.9	\$31.1	\$20.3	\$57.0

*Totals in this and subsequent charts and tables may not add exactly due to rounding.

**Excludes Corporate Revenue and Expenses which includes financial expenses and revenues not related to specific town programs.

2022 Strategic Investments and Initiatives

Both ongoing work and new initiatives advance the town toward its vision. The section that follows identifies some key initiatives in 2022 that support the five key focus areas. Full details are available in the program business plans.



Livability

- \$2.9 million for emergency response vehicles replacement.
- \$0.5 million for Planning reviews and studies.
- \$0.3 million for rehabilitation and replacement of public fencing and noise walls either damaged or beyond their service life.
- Resources to continue implementation of the cultural heritage landscape strategy and heritage property designation strategy.
- Continue to work through the town's official plan review program and associated studies.
- Develop initiatives to assist businesses with economic recovery from COVID-19 pandemic.



Engaged Community

- \$47.2 million for North Park Community Centre and Library (additional budget in future years).
- \$8.6 million for various parking lot, driveway and facility-related maintenance and improvements.
- Complete reviews of various enforcement by-laws including property standards by-law and the division fence by-law.
- Investigate solutions for consolidation of by-laws and improvements to the current by-law system.
- Continue to apply an inclusion lens to all town programs and services by undertaking an assessment and review of HR policies, practices and tools to identify systemic barriers to diversity and inclusion in our processes and propose solutions to eliminate them.



Accountable Government

- \$6.0 million for ITS hardware replacement.
- \$3.5 million for a replacement tax system.
- \$1.8 million for Microsoft Office 365 implementation.
- \$0.7 million for Asset Management decision support software.
- \$0.5 million for enterprise payment program.
- Continued implementation of the Plan-it initiative for an end-to-end online solution for the full suite of development approvals and permitting services.
- Development Charges background study and by-law and a Community Benefits Charge strategy and by-law.



Environment

- \$16.9 million for electric, conventional and specialized, transit vehicles.
- \$16.0 million to develop new neighbourhood parks, parkettes and trails in North Oakville including North Park sports fields.
- \$11.4 million for parks, trails and parks facilities renewal and rehabilitation.
- \$5.6 million for storm water and erosion control infrastructure improvements.
- \$5.2 million to support the health of the tree canopy and natural environment through the EAB program, invasive species audit/control, woodlot preventative maintenance and tree planting.
- Continue to promote environmentally sustainable practices.

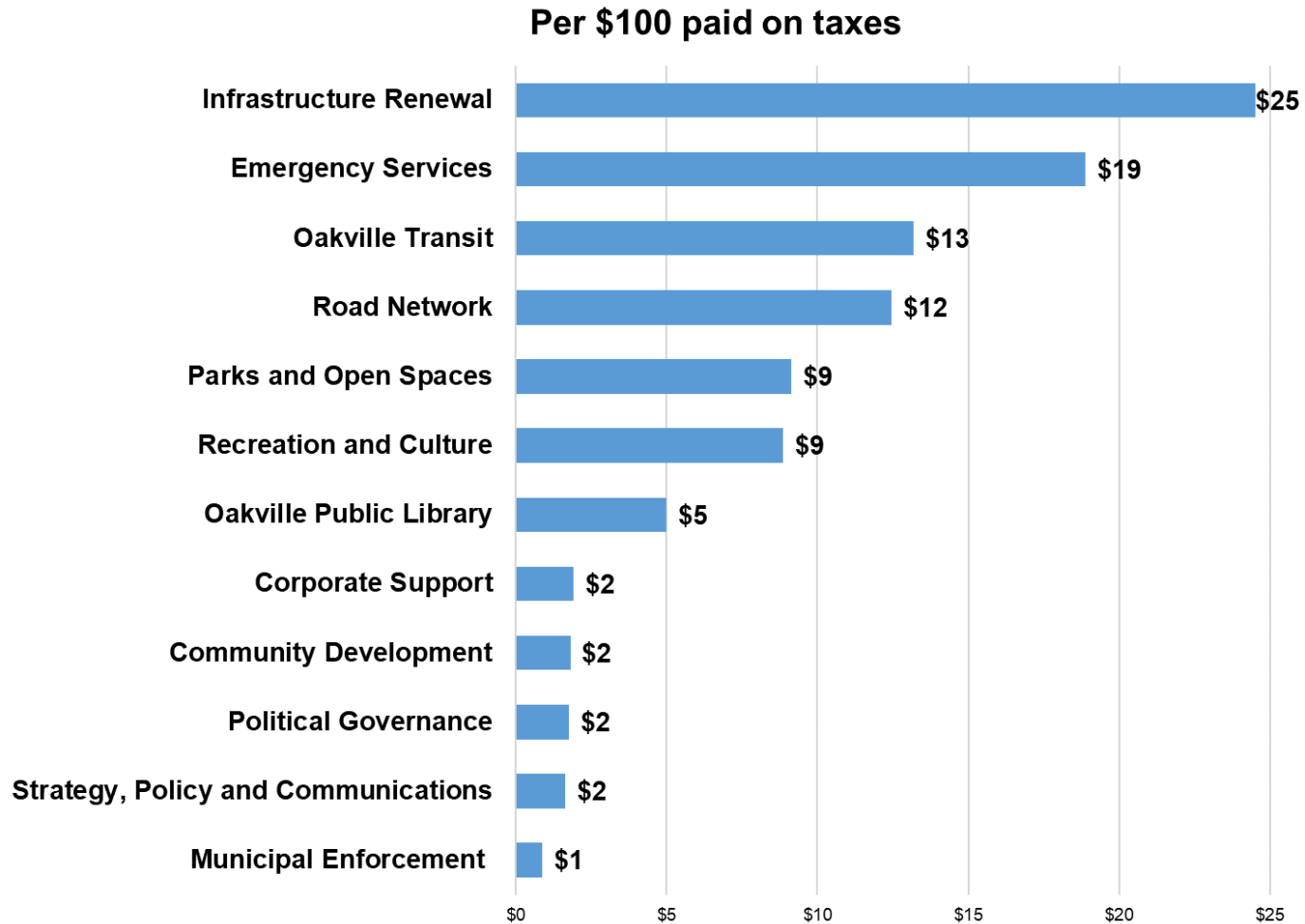


Mobility

- \$22.5 million for Sixth Line – North Park to William Halton Parkway widening and reconstruction with active transportation.
- \$21.7 million for Speers Road – Fourth Line to Dorval Drive widening with active transportation.
- \$9.0 million for the road resurfacing and preservation program.
- \$1.7 million in traffic management and calming infrastructure to promote safe travel and pedestrian safety on town roads.
- \$1.3 million in stand alone active transportation initiatives including cycle lanes, pathways and sidewalks.
- \$0.3 million in additional operating funds to support winter control, road maintenance and street lighting in newly developed communities in North Oakville.

2022 Tax Levy

The total tax levy requirement to support town programs is \$222,136,800. The largest share of the tax dollar is spent on Infrastructure Renewal followed by Emergency Services, Oakville Transit and the Road Network. The table below shows how \$100 dollars paid in taxes supports the various programs and services provided by the town.





OAKVILLE

2022 BUDGET OVERVIEW

OPERATING AND CAPITAL



2022 Tax Levy Increase

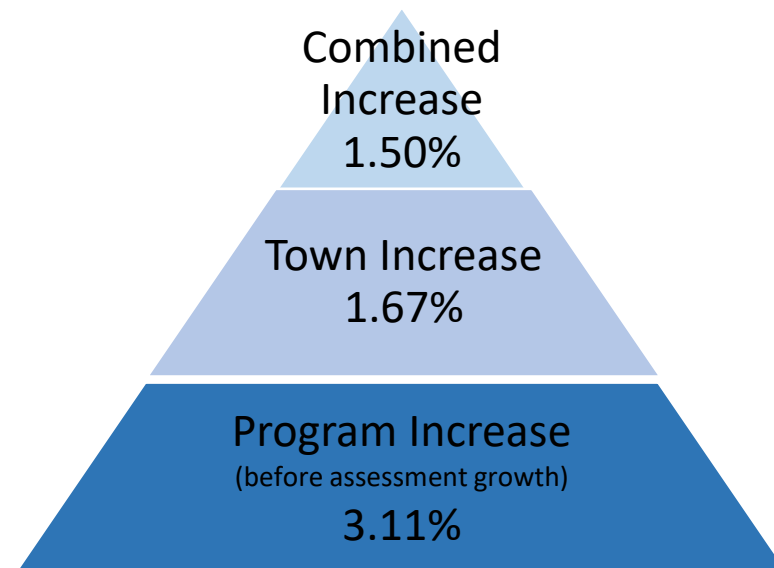
The budget overview presents the approved 2022 operating and capital budget, 2023 and 2024 operating forecast, and the 2022-2031 capital forecast for the Town of Oakville.

Overall, the operating and capital budgets ensure the town's strong financial position is maintained and our residents continue to receive the programs and services they value. The 2022 approved budget outperforms Council's direction to keep an overall property tax increase in line with inflation.

The 2022 program increase is 3.11% for a total approved tax increase to the town's budget of 1.67% after assessment growth. When combined with the increase for the Region and no increase for Education, the overall tax increase is 1.50%.

Over the past several months, detailed work was completed to review previous years' spending, revenue and performance trends and adjust program budgets where necessary. As a result, there are several pressures that are accommodated within the approved budget including personnel increases, rising costs for materials, supplies, and contracted services due to market conditions, as well as costs related to growth for new infrastructure and programs completed as part of the capital budget and for infrastructure assumed by the town as new developments are completed. Budgetary pressures associated with the COVID-19 pandemic are expected to continue into 2022, impacting program revenues for Transit, Parking and Parks sport field rentals.

In order to help mitigate the impact of these budget pressures, as well as future impacts as the town grows and evolves, departments look for efficiencies on an ongoing basis. The 2021 budget included tax stabilization funding for savings to be realized from various service reviews and these savings have now been embedded into the various program budgets.



The following table outlines the various budget drivers. The town budget increase equates to a 0.69% increase on the total property tax bill or \$5.00 per \$100,000 of assessment. When combined with the increase for the Region and no increase in Education, the total approved property tax increase is 1.50% or \$10.80 per \$100,000 of assessment.

Budget Drivers	Overall Share of Tax Bill	2022 Increase on Tax Levy (million)	2022 Increase on Tax Levy	2022 Impact on Total Tax Bill	Increase per \$100,000 of Assessment*
Inflationary Impacts/Revenue Adjustments		\$ 5.07	2.35%	0.98%	\$ 7.06
Capital and Growth Impacts		\$ 2.05	0.95%	0.40%	\$ 2.85
Service Enhancements		\$ 0.30	0.14%	0.06%	\$ 0.42
Capital Levy		\$ 2.15	1.00%	0.42%	\$ 3.00
Total Base Operating Budget		\$ 9.57	4.44%	1.85%	\$ 13.34
Prior Year COVID-19 Impacts Reversed		\$ (3.44)	-1.60%	-0.67%	\$ (4.80)
COVID-19 Impacts		\$ 5.69	2.64%	1.10%	\$ 7.93
Total Operating Budget including COVID-19		\$ 11.82	5.49%	2.28%	\$ 16.47
Assessment Growth		\$ (3.10)	-1.44%	-0.60%	\$ (4.32)
Budget Committee Referrals		\$ 0.57	0.26%	0.11%	\$ 0.79
Government support for COVID-19 impacts		\$ (5.69)	-2.64%	-1.10%	\$ (7.93)
Total Town of Oakville*	41.6%	\$ 3.59	1.67%	0.69%	\$ 5.00
Region of Halton**	37.2%		2.16%	0.80%	\$ 5.80
Education	21.2%		0.00%	0.00%	\$ -
Total*				1.50%	\$ 10.80

*Exclusive of reassessment impacts.

**Approved increase for Region of Halton from the 2022 Budget report.

The following describes the budget drivers from the table above in more detail.

Inflationary Impacts/Revenue Adjustments (\$5.07 million) reflect changes to the existing base that provide for the same level of service as in the previous year. The largest driver is personnel increases for negotiated labour contracts and step progression as well as increases to benefits. The impact from the rising costs of materials and supplies, contracted and other purchased services as well as changes in revenue from user fees and other sources are also included. Also included is a \$500,000 transfer from the Tax Stabilization reserve in recognition of the anticipated savings to be identified through efficiency review work in Facilities and Recreation over the 2022-2024 period.

Capital and Growth Impacts (\$2.05 million) include costs for new infrastructure assumed through subdivisions in North Oakville such as road, sidewalk and street tree maintenance as well as neighborhood parks, parkettes and trails. Also included is a new position for an Energy Manager to support various initiatives to achieve energy efficiencies.

Service Enhancements (\$0.30 million) include a full-time mechanic to service equipment and vehicles for Emergency Services given the increase in work volume for this specialized equipment; a full-time project manager in Information Technology Solutions, primarily funded from capital projects, to manage an increasing number of capital projects; additional part-time hours for Parking screening officers to provide timely reviews of rising ticket appeals; and a full-time Building Services supervisor, fully funded from permit fees, to maintain the improved service delivery to stakeholders.

Capital Levy (\$2.15 million) is a primary source of funding for infrastructure renewal projects and represents a 1% increase on the tax levy. A capital levy policy is considered best practice in municipal financing and helps ensure that funding is available to replace assets based on the town's asset management plan.

2021 COVID-19 Impacts Reversed (\$3.44 million) is the reversal of the net COVID-19 impacts included in the 2021 tax levy. The reversal resets the budget to levels before the COVID-19 pandemic and allows for COVID-19 impacts to be built into the 2022 budget based on new assumptions. This also includes the 1% capital levy increase of \$2.07 million which was waived in 2021 as a mitigation measure in order to help offset COVID-19 impacts.

2022 COVID-19 Impacts (\$5.69 million) consist of \$4.59M attributed to revenue loss and \$1.1M attributed to additional costs related to COVID-19. The revenue loss is primarily in Transit (\$3.89M) due to anticipated lower ridership levels for 2022. Parking revenue and Parks sport field rental revenue are also impacted due to lower activity being anticipated. The additional costs are primarily due to enhanced enforcement services, janitorial and other safety related costs as well as the Winter Recreation Strategy. Temporary HR resources are being added to address COVID-19 recovery and mitigation impacts on advisory services, recruitment and disability management.

Assessment Growth (\$3.10 million) results from additional properties being added to the roll and expansions/additions to existing properties; together these reduce the overall tax increase. An increase in property values does not provide additional revenue to the town as the tax rate is adjusted to ensure the town raises the same tax revenue under the new property values as it did prior to the reassessment.

Budget Committee Referrals (\$0.57 million) approved by Council include 14 speed enforcement cameras, staff resources and communications related costs for the Neighbourhood Traffic Safety Program as well as adjustments to the Heritage Grant program and Bulk Loose Leaf Collection program.

Government Support for COVID-19 impacts (\$5.69 million) is budgeted as an interim measure in order to offset the COVID-19 impacts and reduces the overall tax increase.

2022 Operating Budget by Cost Component (\$367.7 million)

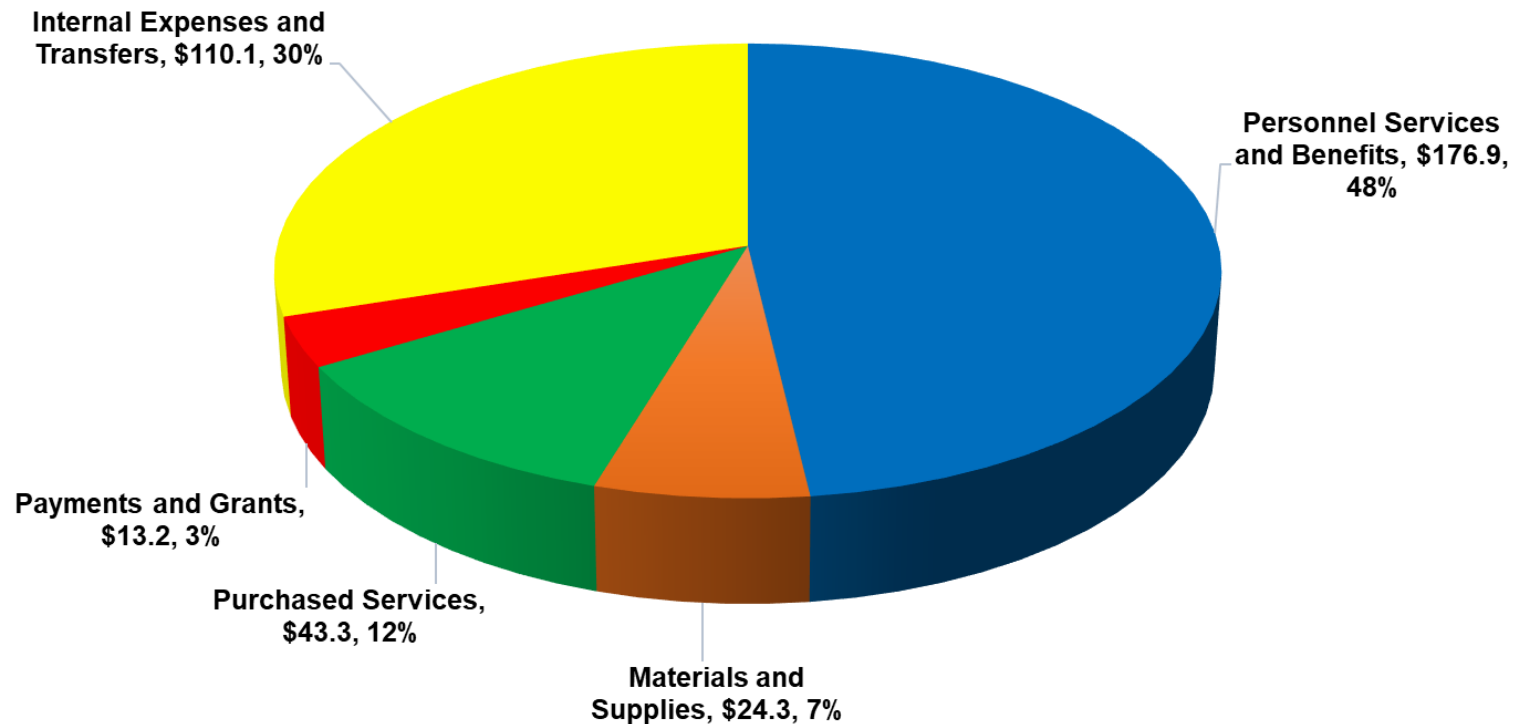
As shown in the chart below, Personnel Services and Benefits account for \$176.9 million or 48% of the operating budget. This includes costs for salaries, wages, and benefits, including increases for negotiated labour contracts and movement through salary grids. New positions from growth in the municipality and new capital infrastructure are also included.

Materials and Supplies account for \$24.3 million or 7% and include expenditures for utilities, fuel, vehicle parts, office supplies, construction and other materials. The expenditure items in this category have risen to reflect market conditions.

Purchased Services account for \$43.3 million or 12% and includes costs for items such as contracted services, communication, software maintenance, professional fees, training and development, and insurance.

Payments and Grants account for \$13.2 million or 3% and include community grants, rebates, financial expenses and debt charges.

Internal Expenses and Transfers account for \$110.1 million or 30% and include the capital levy funding and other provisions for future expenditures such as replacement of equipment, vehicles and various components at town facilities.



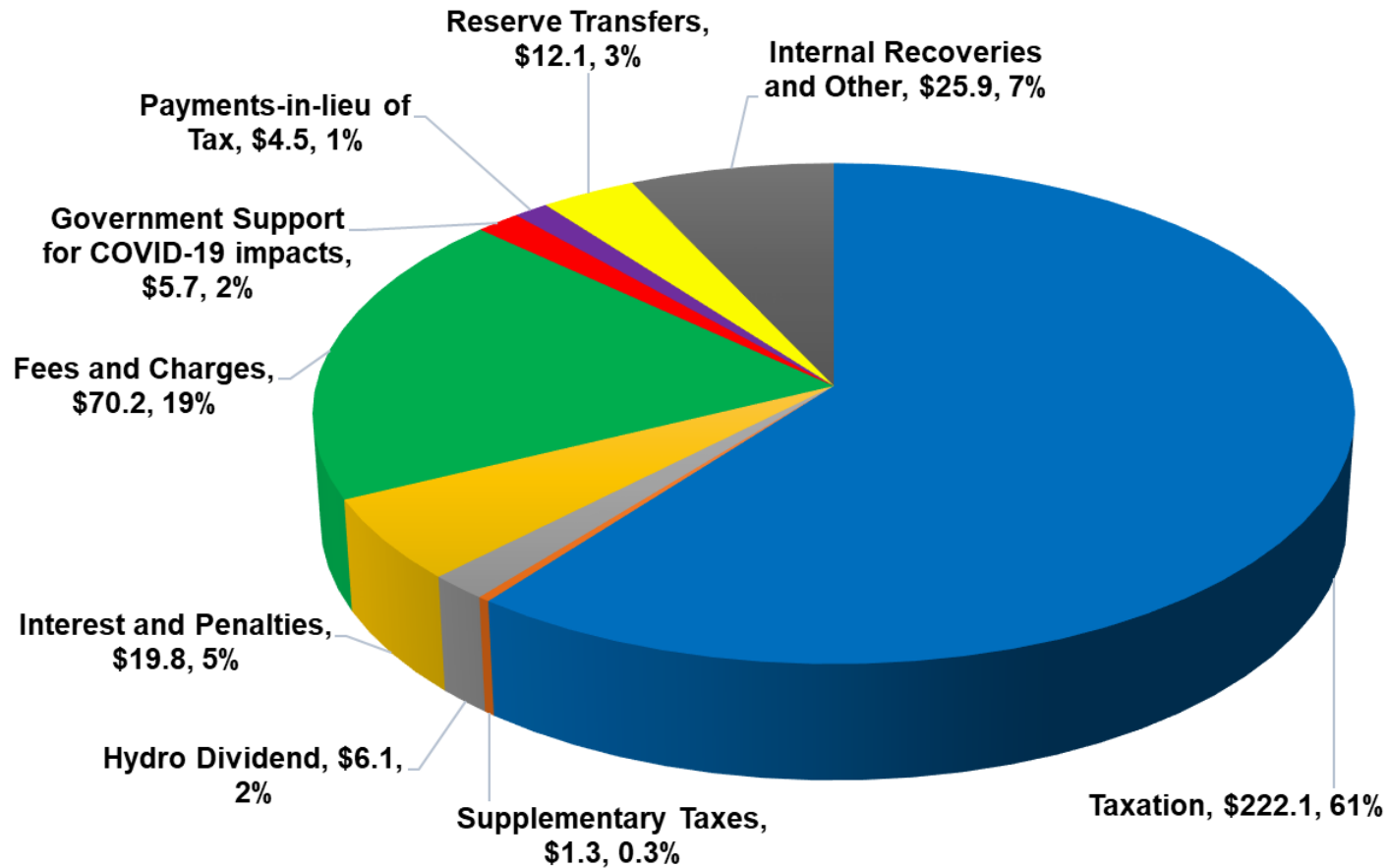
2022 Operating Budget by Funding Source (\$367.7 million)

Taxation revenue is the largest source of funding for the operating budget at \$222.1 million or 61% of total revenue.

Fees and Charges are the next largest source of funding at \$70.2 million or 19%. Fee revenue includes items such as Recreation and Culture user fees, sport field rentals, Transit fares and Parking fees. Included in the fees and charges are inflationary increases for all programs.

Internal Recoveries and Other at \$25.9 million or 7% and Interest and Penalties at \$19.8 million or 5% are the next largest sources.

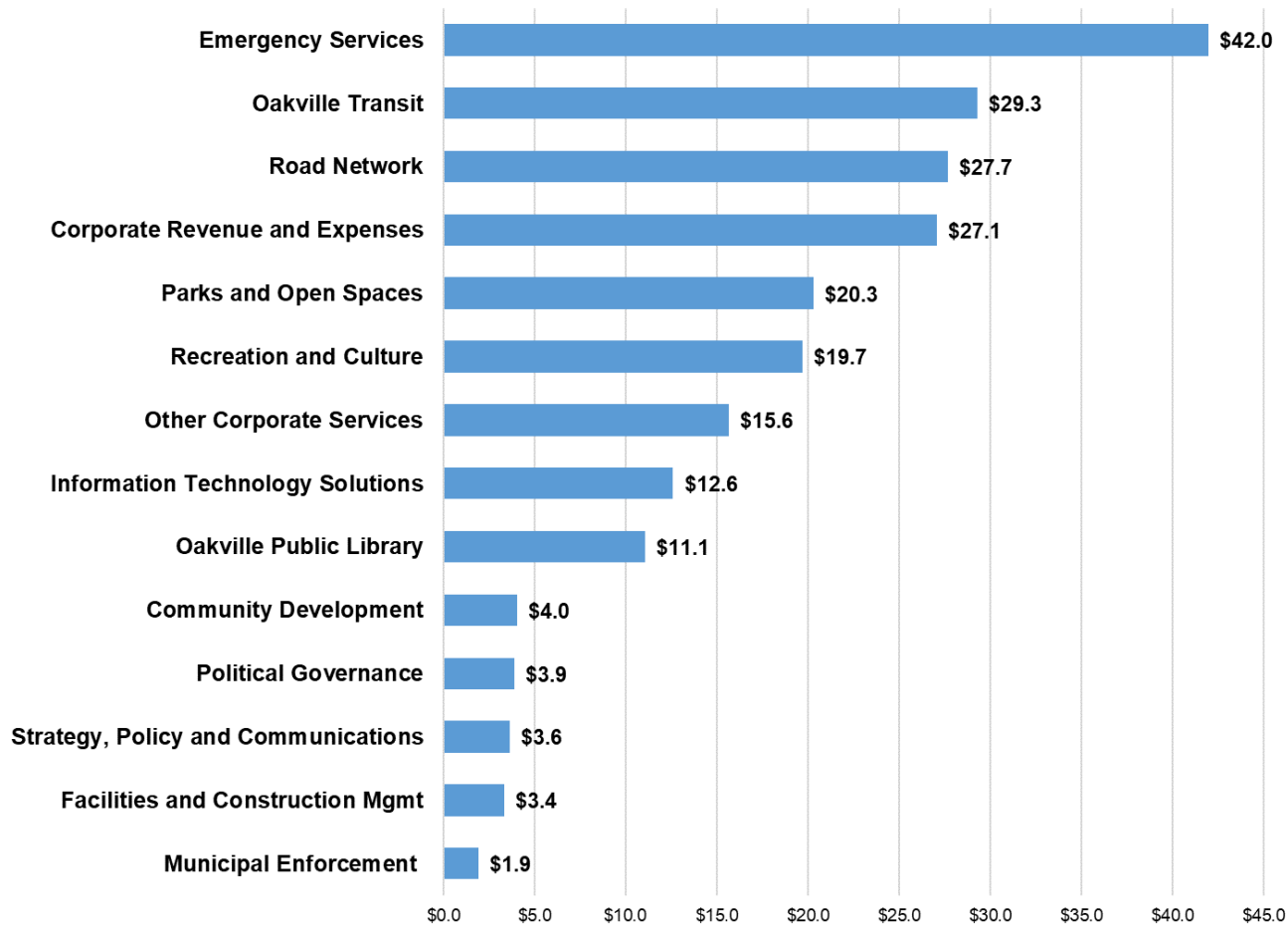
Government Support funding of \$5.7 million is budgeted as an interim measure in order to offset the COVID-19 impacts.



2022 Total Tax Levy by Program (\$222.1 million)

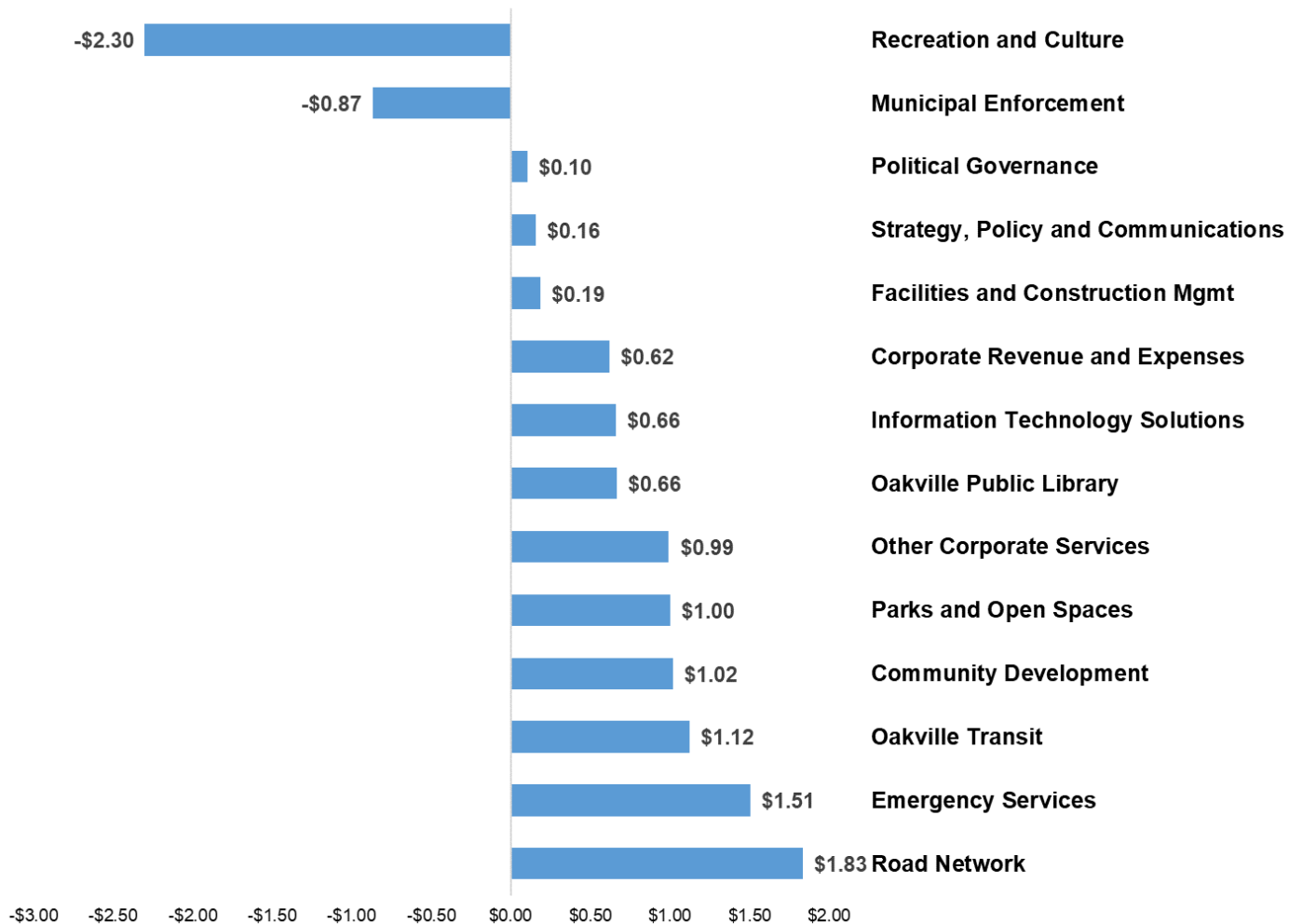
The breakdown of the total tax levy requirement by program is shown below (in millions). The largest programs are Emergency Services, Oakville Transit and Road Network. Corporate Revenue and Expenses consists of financial expenses and revenues not related to specific town programs.

The program business plans and resulting program budgets are based on achieving the priorities in the town's strategic plan and each new initiative in the budget is tied to a strategic objective. Performance measures have been included in each business plan. The business plans also provide information on the purpose of the program, services delivered by the program and the funding required to deliver the program based on Council approved service levels.



2022 Tax Levy Increase by Program (\$6.7 million)

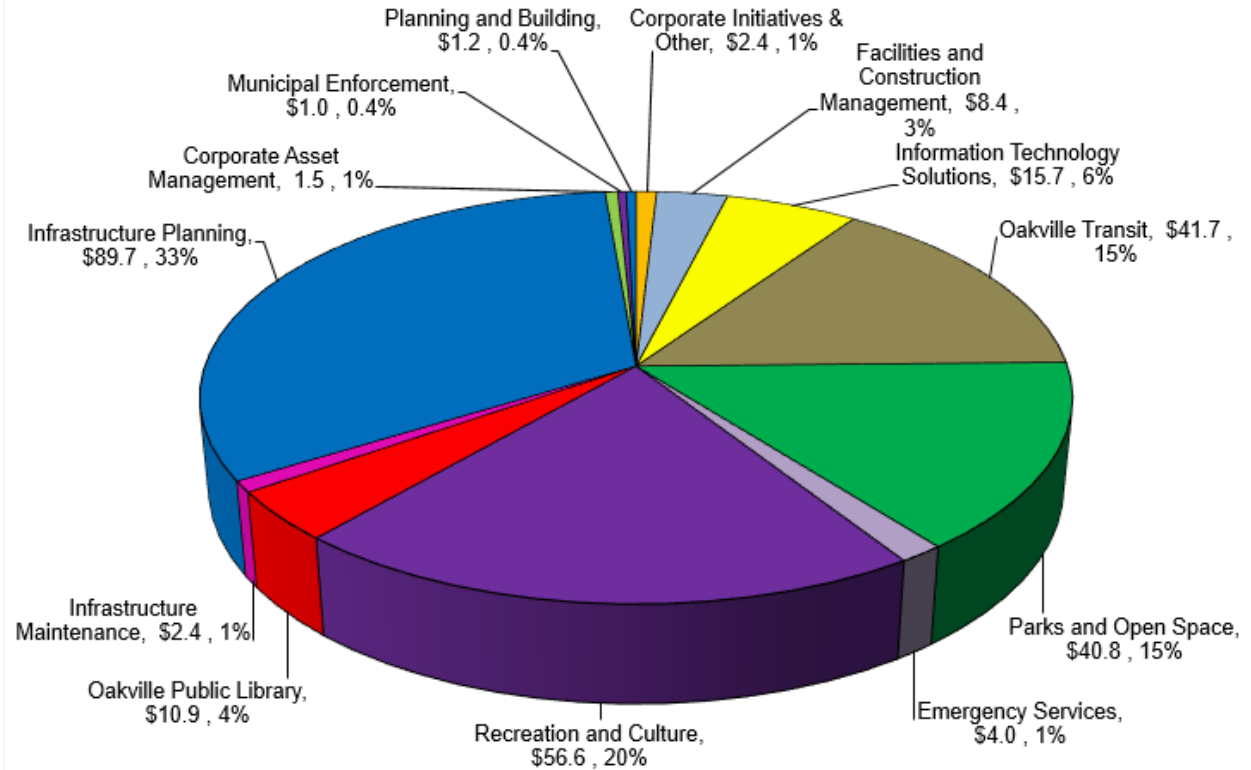
The breakdown of the tax levy increase by program before assessment growth is shown below (in millions). The largest increase is the Road Network primarily due to the Budget Committee referrals approved by Council which include 14 speed enforcement cameras, staff resources and communications related costs for the Neighbourhood Traffic Safety Program. The next largest increases are Emergency Services and Oakville Transit primarily due to contractual increases for salaries. Reductions in Recreation & Culture and Municipal Enforcement are primarily due to additional revenue based on assumptions of a return to pre-COVID-19 levels.



2022 Capital Budget by Program and Category (\$276.3 million)

The total capital budget is allocated across the town’s various programs and services based on state of infrastructure replacement and renewal needs, growth in the community, and desired service enhancements as identified in various master plans.

This chart illustrates the breakdown of the capital budget for each program (in millions). The largest investment is in Infrastructure Planning with \$89.7 million or 33% which represents the town’s roads, bridges, sidewalks, cycle lanes and storm water infrastructure. Major projects include widening and reconstruction for Sixth Line – North Park to William Halton Parkway and for Speers Road – Fourth Line to Dorval Drive.



The second largest investment is Recreation and Culture with \$56.6 million or 20%. This includes the North Park Community Centre and Library.

Oakville Transit with \$41.7 million or 15% is the third largest investment. This includes the purchase of electric buses and infrastructure, funded through the Federal/Provincial Investing in Canada Infrastructure Program (ICIP) grant and the purchase of land in the north-west area of the town for the future construction of a transit terminal.

The 2022 capital budget, built on a framework based on “drivers”, can also be classified in these categories (in millions).

Infrastructure Renewal	Growth	Strategic Priorities	Enterprise Initiatives	TOTAL
\$85.7	\$164.9	\$23.8	\$1.9	\$276.3
31%	60%	9%	1%	100%

2022 Capital Budget by Funding Source (\$276.3 million)

Financing of the 2022 capital budget is provided by several different funding sources as illustrated in the chart (in millions).

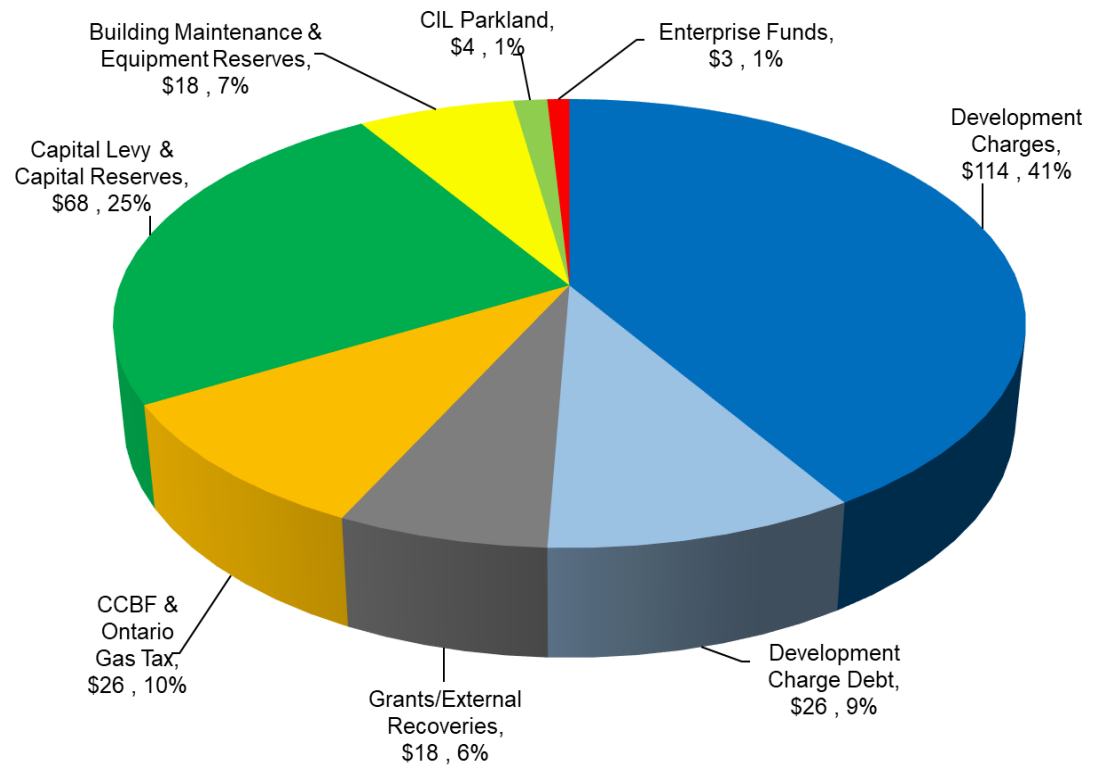
Development charges are the largest source of capital funding at \$114 million, and are the primary source of funding for growth driven capital projects. Debenture financing, for which future debt charges will be funded from development charges, represents \$26 million in financing for the North Park Community Centre and Library.

Capital Levy (\$40 million) and Capital Reserves (\$28 million) provide for \$68 million in funding, and are utilized for infrastructure renewal, strategic priorities, and the town share of growth-related capital projects.

The Canada Community-Building Fund (CCBF), formerly known as Federal Gas Tax, is another significant source of funding for the capital budget at \$25 million. Funding is allocated to larger infrastructure projects based on agreement criteria and include road rehabilitation and widening, bridge rehabilitations and storm water improvements.

External grants and recoveries fund \$18 million of the capital budget. The majority of this funding relates to the Investing in Canada Infrastructure Program (ICIP) – Public Transit stream at \$12 million to support the acquisition of electric buses. Other external sources include cost sharing of infrastructure with Halton Region and contributions from developers.

Additional town funding sources, primarily related to the renewal of existing infrastructure, include Equipment reserves (\$12 million) and the Building Maintenance reserve fund (\$7 million). These funding sources are supported by annual allocations from operating budget to ensure funding is in place to finance future replacements.



Budget Committee Referrals

During the course of 2021, items have been referred to the Budget Committee for consideration. The referrals are listed below for consideration by the Budget Committee.

Item	Meeting Date	Recommendation
Heritage Grant Program 2021	P&D Council 05/10/2021	That the Oakville Heritage Grant Program for 2022 be increased to \$120,000 and this request be forwarded to 2022 Budget Committee for consideration.
Council Strategic Plan Refresh	Council 05/25/2021	That the capital projects identified in Appendix B of this report, be forwarded to the Budget Committee for consideration in the 10-Year Capital Plan as part of the 2022 Budget process.
Advancing Community Infrastructure – Implementation Plan	Council 05/25/2021	That staff explore options to advance the construction of the community centre, new branch library and sports fields/facilities as part of the update to the 10 year capital forecast and report back to the 2022 Budget Committee. That site locations for future Oakville Soccer Club and Oakville Gymnastics Club be identified as part of the final North Park Master Plan.
Gypsy Moth Mitigation Plan	Council 08/09/2021	That staff prepare a 2022 LDD Management Program to be presented to the 2022 Budget Committee for consideration.
Bulk Loose Leaf Collection Program – Proposed Improvements	Council 08/09/2021	That the options to improve/expand the Bulk Loose Leaf Collection Program set out within this report, be referred to the Budget Committee for consideration as part of the 2022 budget process.

Item	Meeting Date	Recommendation
Neighbourhood Traffic Safety Program	Council 10/18/2021	Council directs that the funding requirements for the Neighbourhood Traffic Safety Program set out within this report, be referred to the 2022 Budget Committee for consideration as part of the budget process.
Neighbourhood Traffic Safety Program	Council 10/18/2021	That the addition of ten pedestrian crosswalks be deferred to the 2022 Budget Committee for consideration.
Review and Assessment of Park Enforcement	Council 10/18/2021	That funding for the Park Enforcement Pilot Program set out in this report, be referred to the Budget Committee for consideration as part of the 2022 Budget process.

2023 and 2024 Operating Forecast

The forecast for the operating budgets incorporates inflation to personnel, related expenditure increases and the increased operating costs resulting from capital projects forecasted to be undertaken. In addition, the 2023 budget includes the reversal of COVID-19 impacts from 2022. There are no COVID-19 impacts included in the 2023 and 2024 forecasts with revenues assumed to return to normal levels. In 2023, deferred assessment growth from prior years has been used to help offset capital and growth impacts.

The net overall increase, including the Region and Education, is forecasted to be 2.22% in 2023 and 2.17% in 2024.

Budget Drivers	Overall Share of Tax Bill	2023 Increase on Tax Levy	2023 Impact on Total Tax Bill	2024 Increase on Tax Levy	2024 Impact on Total Tax Bill
Inflationary Impacts/Revenue Adjustments		2.10%	0.88%	1.73%	0.72%
Capital and Growth Impacts		2.73%	1.14%	1.35%	0.56%
Service Enhancements		0.00%	0.00%	0.00%	0.00%
Prior Years Assessment Growth from Reserve		-1.64%	-0.68%	0.00%	0.00%
Capital Levy		1.00%	0.42%	1.00%	0.42%
Total Base Operating Budget		4.20%	1.75%	4.08%	1.70%
Prior Year COVID-19 Impacts Reversed		-2.56%	-1.07%	0.00%	0.00%
COVID-19 Impacts		0.00%	0.00%	0.00%	0.00%
Total Operating Budget including COVID-19		1.64%	0.68%	4.08%	1.70%
Assessment Growth		-1.00%	-0.42%	-1.00%	-0.42%
Budget Committee Referrals		0.00%	0.00%	0.00%	0.00%
Government support for COVID-19 impacts reversed		2.56%	1.07%	0.00%	0.00%
Total Town of Oakville*	41.6%	3.20%	1.33%	3.08%	1.28%
Region of Halton**	37.2%	2.40%	0.89%	2.40%	0.89%
Education	21.2%	0.00%	0.00%	0.00%	0.00%
Total*			2.22%		2.17%

*Exclusive of reassessment impacts.

**Projected increase for Region of Halton.

Asset Management Planning

The Town of Oakville infrastructure systems are the backbone of our community. They support a range of municipal services that enable the quality of life experienced by residents, businesses, and other stakeholders. The Town's Corporate Asset Management Program is designed to enable management of infrastructure assets in a way that connects Council strategies and community objectives to day-to-day infrastructure decisions and capital planning investments.

In 2008, the Town of Oakville made a decision to leverage the PSAB 3150 initiative into developing comprehensive asset management processes and systems. Asset management assists in protecting and enhancing the quality of life in Oakville by leveraging the best possible asset information leading to better decisions about our assets (i.e. pipes, buildings, roads and parks) in a way that maintains the levels of service and manages risk in a cost-effective manner. The current Corporate Asset Management Plan (CAMP) has been developed following the Provincial requirements as outlined in Building Together – Guide for Municipal Asset Management Plans, as well as guidance provided in the International Infrastructure Management Manual and ISO 55000 standards for Asset Management.

Town of Oakville has maintained a complete inventory of all the town's assets in the town's Corporate Information System (CIS) since 2008 which includes key information on all town infrastructure such as age, condition, useful life and replacement costs. This asset data is used on an annual basis to support the capital budget planning decisions and long-term infrastructure requirements. Our CIS inventory currently is integrated with the town's GIS system which will facilitate spatial analysis and provide an ability to confirm physical inventory for audit purposes. This will give the town an ability to coordinate capital spending among asset types. An example of this is road replacement with storm system replacement.

On January 1, 2018 the Province of Ontario enacted Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure which outlines the expectations and minimum requirements for asset management principles and practices for municipalities. On May 25, 2021, Council approved the revised Asset Management Policy and Strategy which sets out goals and objectives to establish a more comprehensive asset management strategy, policy and governance structure to align Council's strategic vision and fully integrate the town's organizational goals into our asset management principles. It is these principles which provide the backbone to the development of the ten year capital forecast.

Forward-Looking and Sustainable: The town will incorporate social, legislative, environmental and financial considerations into decisions, taking into account present and future service commitments, giving due attention to the long-term stewardship of assets.

Sound Asset Information: The town will collect, collate, control, and circulate the right asset information, at the right time.

Robust, Repeatable and Transparent Decision Making: The town will utilize a formal but scalable, consistent, and repeatable approach to manage infrastructure assets, enabling services to be provided in the most efficient and cost-effective manner.

Whole Life Cycle Cost Perspective: The town will consider the combined impact of all aspects of the asset life-cycle – acquiring, operating, maintaining, renewing, and retiring assets. No new assets will be constructed/acquired without considering future operating and maintenance costs. Asset performance will be monitored throughout the asset life cycle and will be used to make recommendations on future asset acquisition

Risk-Based Perspective: The town will direct resources, expenditures, and priorities to achieve the agreed service outcomes and benefits, at acceptable levels of risk and proactively plan for climate related impacts that have the potential to compromise town assets.

People-Focused (Customers and Staff): The town will adopt a service-based approach to managing assets and will only accommodate additional demand for services without detriment to current levels of service.

Staff are currently working to revise the Corporate Asset Management Plan (CAMP) for core assets to meet Ontario Regulation 588/17 deadline of July 1, 2022, followed by non-core assets by July 1, 2024. The CAMP is a strategic document that states how the \$3.6 billion worth of infrastructure assets under the direct ownership and control of the town are to be managed over a period of time. The purpose of this CAMP is to provide a comprehensive document that will guide corporate decision making in regards to the construction (new and existing), operation, maintenance, rehabilitation, replacement, capacity expansion, and disposal of the Town's assets while minimizing risk and costs to the town and its taxpayers and maximizing service delivery.

2022-2031 Capital Forecast

The following financing policies and assumptions represent the sustainability framework outlined in the asset management plan which guides the affordability of the ten year capital forecast.

- Debt re-payment levels remain within the Council approved policy limits;
- Outstanding debt to reserve levels do not exceed the 1:1 ratio required to maintain AAA credit rating;
- The 1% capital levy increase is maintained;
- Timing of growth projects aligns with anticipated residential and non-residential development;
- Capital reserves are maintained at sufficient levels to minimize risk, support future initiatives and provide for unknown contingencies;
- Equipment reserves are maintained at sufficient levels to support on-going life cycle replacements;
- Building replacement reserve contributions are maintained and as new facilities are built contributions are increased and phased in over five years.

The capital forecast is built on a framework based on “drivers” to review and assess capital project needs. All financial tools available to the town need to be managed as a whole with the overall fiscal picture in mind. Therefore, the framework classifies projects into the four categories shown below.

Infrastructure Renewal	Growth	Strategic Priorities	Enterprise Initiatives
Costs to maintain existing infrastructure in a state of good repair. On-going replacement of infrastructure at end of useful life.	Costs to maintain current service levels as the town’s population grows. Needs identified in the Development Charges Study.	Costs for other initiatives identified to achieve Council’s strategic goals or community enhancement identified in master plans.	Costs that support on-going initiatives for the town’s self-funded programs: Cemeteries, Harbours, Building and Parking.

2022-2031 Capital Forecast by Category (\$1.6 billion)

The ten year capital forecast and financing plan continues to implement objectives set out in various master plans and strategic goals while maintaining fiscal sustainability and ensuring the financial policies are adhered to.

This chart illustrates the breakdown of the ten year capital forecast by category (in millions).

The Infrastructure Renewal portion of the capital forecast has been developed using asset specific data in the Corporate Information System (CIS). Annual condition assessments of the various asset categories have been incorporated into the budget process and guide the decision making along with age of the asset and type of use/demand on the asset.

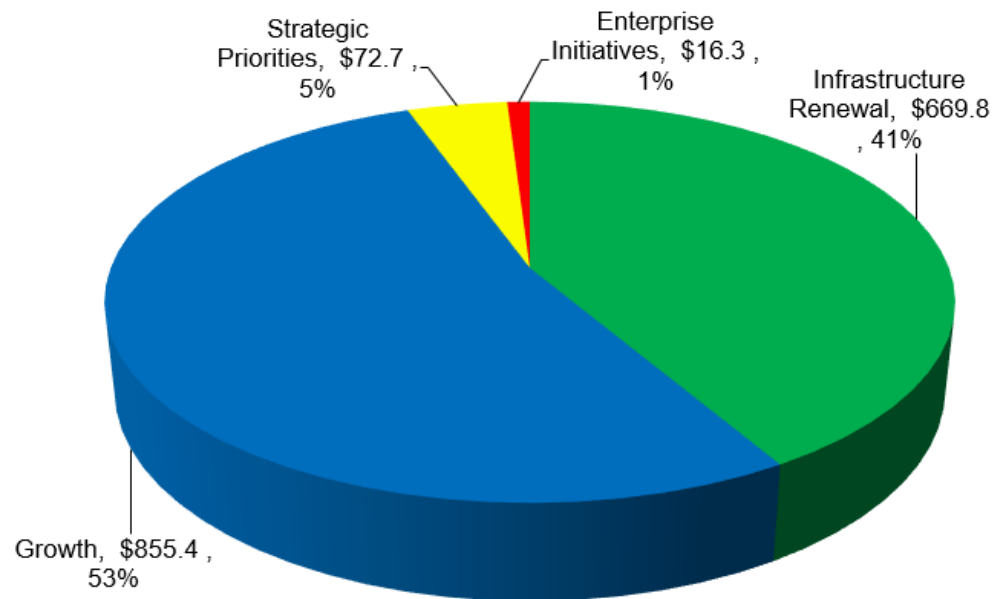
The Growth and Strategic Priorities portions incorporate projects identified through one or more of the town's multi-year master plans that were developed to support the development and future outlook of the town. Major elements include:

- Livable Oakville Official Plan
- 2017 Development Charges Study
- Switching Gears: Transportation Master Plan and 2017 Transportation Master Plan Review
- 2017 Parks, Recreation and Library Facilities Master Plan Review
- 2016 Fire Master Plan
- 2017 Active Transportation Master Plan Update

Enterprise Initiatives represents the portion of the capital program dedicated to the self-funded program areas: Cemeteries, Harbours, Building and Parking. Financing for these projects is provided from user fee revenues.

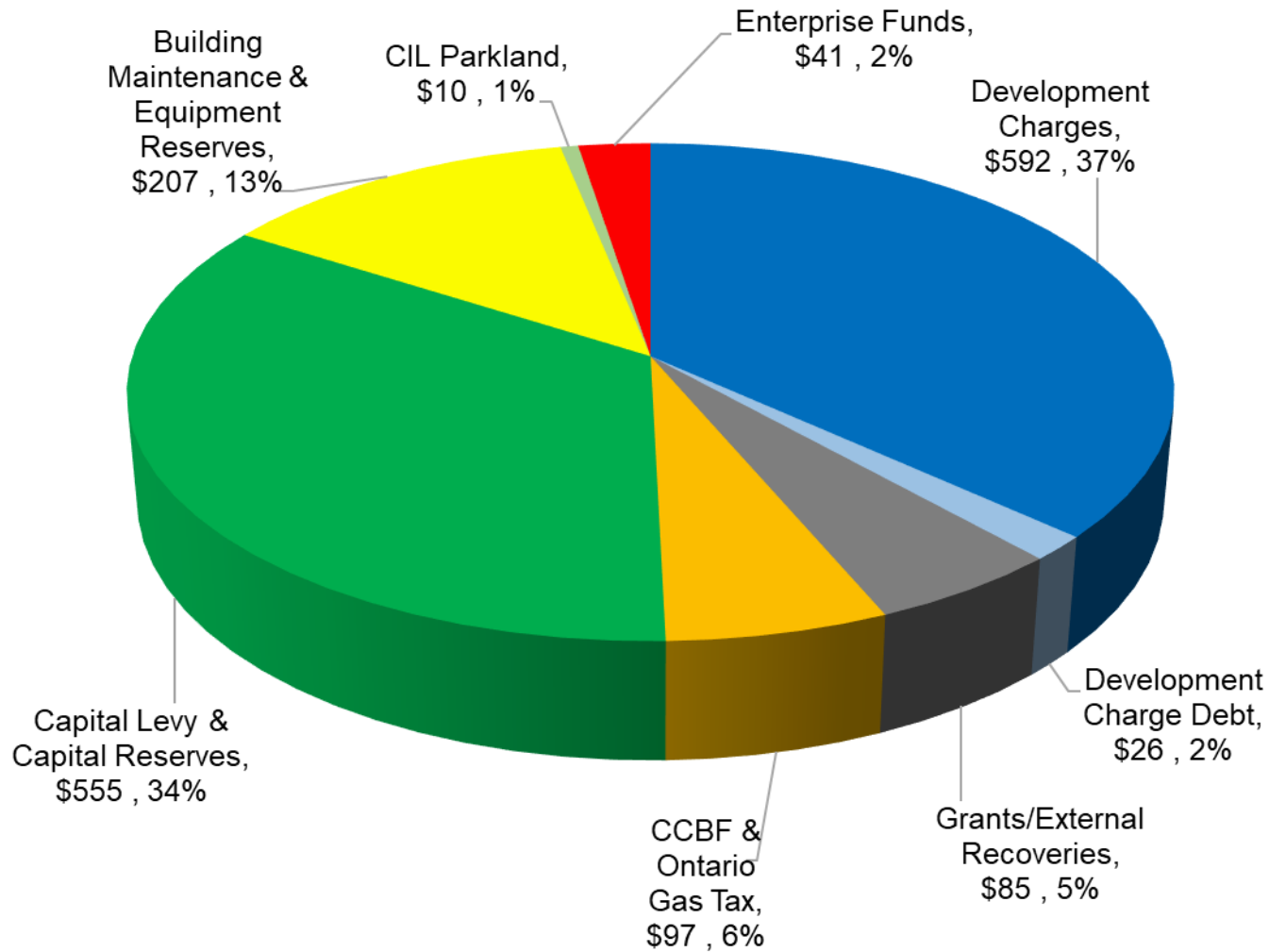
Included in the budget book is the "2022-2031 Capital Construction Maps" section which can be used to help identify key engineering projects.

2022 Budget Overview



2022-2031 Capital Financing (\$1.6 billion)

Financing of the capital plan is comprised of various sources depending on the nature of the project. The following chart illustrates the ten year capital plan by financing source (in millions).



Capital Financing Summary

Financial sustainability is one of Council's strategic goals. A sustainable long-term financial plan ensures that the following objectives are met:

- Flexibility within the long-term horizon
- Financial risk is limited
- Long-term cost of financing is minimized
- Statutory requirements are met
- Credit agency criteria is considered

It is through the long-term financial plan that future reserve and reserve fund requirements are determined, debt repayment levels are managed and future operating budget expenditures are planned for. One of the principals that aid in decision making are the approved financial policies. The Financial Control policy and related Reserve/Reserve Fund procedure, Corporate Debt policy and Annual Budget policy have guided budget recommendations.

Sufficient reserve and reserve fund balances are imperative in the strong fiscal health of the municipality. During the preparation of the capital plan, reserve and reserve fund balances are assessed and projected to be maintained at sufficient levels in order to ensure infrastructure is repaired and replaced when required, provide a contingency for unanticipated expenditures, a funding source for new strategic initiatives, and maintain debt to reserve balance ratios for credit rating.

The following section provides more detail on the financing of the ten-year capital plan, and the financial sustainability of the town's reserves and reserve funds.

Development Charges

Development charges and development charge related debt represent the largest funding source at \$618 million, or 39% of the capital plan. Development charges are collected from residential and non-residential development and redevelopment to provide funding for the land and infrastructure of eligible services to maintain the town's service levels

as growth occurs. Debenture financing of \$26 million for the North Park Community Centre and Library is required to maintain reserve fund levels for recreation (\$20 million) and library (\$6 million) to ensure recreation and library growth needs are met over the forecast period. The debt charges will be funded by future development charge revenues for these services.

The approved capital forecast, along with anticipated development charge revenues, allows for development charge reserve funds to remain at adequate levels throughout the capital plan. A Development Charge background study is underway which will reflect current capital project costs and projected growth, with a by-law to be presented to Council in the summer of 2022. The purpose of the study is to satisfy legislative requirements, and ensure that development charge rates are adequate to support the growth-related capital plan.

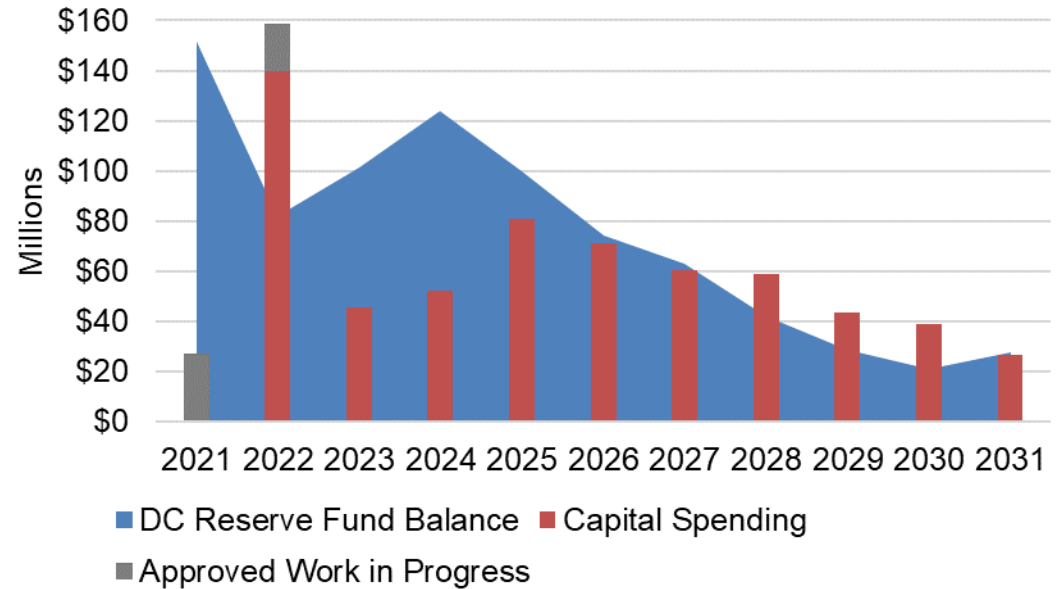
Capital Levy and Capital Reserves

The capital levy and capital reserves provide \$555 million in financing, or 34% of the capital plan. The annual capital levy (\$459 million) is a reliable source of funding for infrastructure renewal, growth, and strategic priority capital projects. In many years, capita levy funding alone is not sufficient to finance all capital projects, and capital reserves are used. Funding from capital reserves represents \$96 million over the forecast period, and is closely monitored in order to ensure that a 1:1 debt to reserve financing ratio or better is maintained. The funding of the capital forecast results in a debt to reserve ratio of 0.44:1 in 2022, which will decline and average 0.31:1 over the forecast period. This is an indicator of the financial sustainability of the town and contributes to a high quality credit rating.

Equipment Reserves and Building Maintenance Reserve Fund

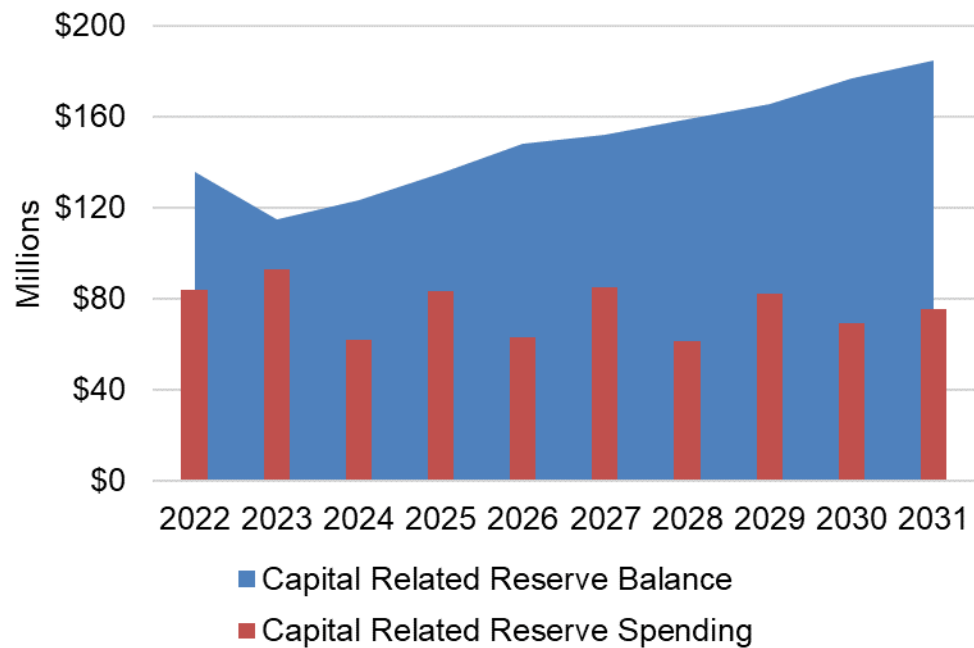
Equipment reserves and the Building Maintenance reserve fund provide another integral source of funding for infrastructure renewal projects, funding \$207 million of the capital plan. They are the primary source of funding for all town

DC Reserve Funds



vehicle and equipment replacements (\$132 million) and building repairs and maintenance (\$75 million). These funding sources are supported by annual contributions from the operating budget to ensure that funding is in place in order to maintain assets in a state of good repair. As new assets are constructed or purchased, contributions for the future maintenance and replacement are added to the operating budget. Staff review these contributions annually to ensure that any significant changes to the costs and timing of capital needs are considered in the required funding for these sources.

The overall balance in capital reserves, equipment reserves and the building maintenance reserve fund remain healthy throughout the forecast period. GFOA recommends that capital related reserves be the equivalent of one year’s worth of the average ten-year requirements. The chart to the right shows the capital spending from these sources including capital levy spending, and the ending balance available by year. In future years, the combined balance is expected to increase. As the Asset Management Plan and related service levels are further defined, capital related reserves are in a healthy position in order to ensure there is funding available to maintain service levels through asset renewal, as well as provide for strategic priority funding.



Canada Community-Building Fund

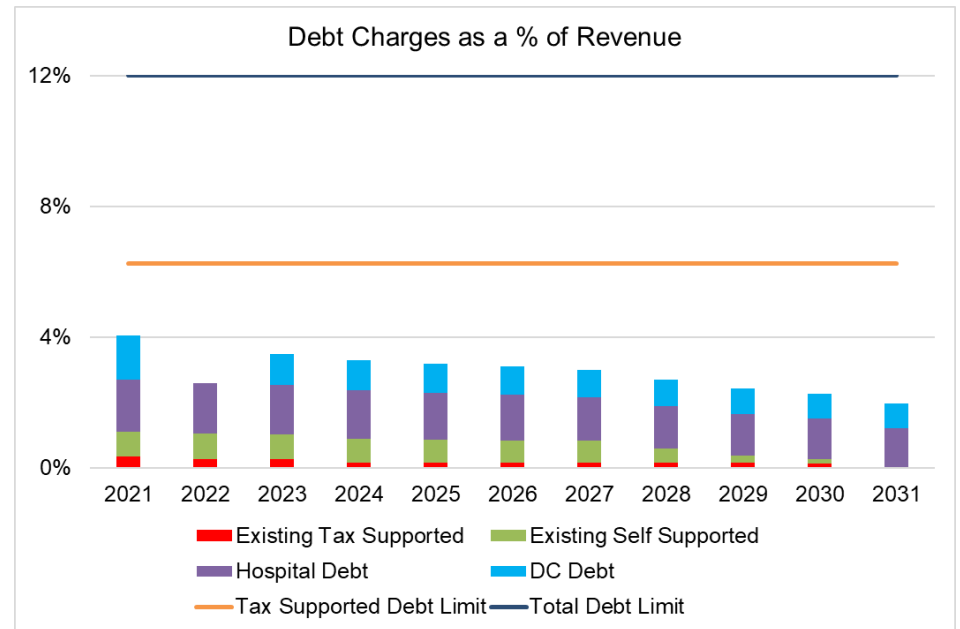
Funding from the federal government through the Canada Community-Building Fund (CCBF), formerly known as Federal Gas Tax, supports a variety of capital projects. The town has an annual allocation that provides predictable funding on a per capita basis for projects that meet set criteria. Over the forecast, \$87 million in CCBF funding has been allocated to both infrastructure renewal and growth related capital projects. In 2022, a higher balance is available for capital projects as a result of an additional one time payment received in 2021, along with deferred capital spending as a result of the pandemic. In total, \$25 million has been allocated in the 2022 budget for growth related and strategic roads projects (Sixth Line, Speers Rd., Khalsa Gate), road rehabilitation projects (road resurfacing, Bridge Rd., bridge rehabilitation projects

(Bridge Rd., Royal Windsor Dr., St. Jude’s cemetery), stormwater and erosion control projects (Munn’s Creek erosion control, Westminster Dr. storm sewer).

Debt Financing

Debt financing complements the funding of capital works and is used for specific initiatives in order to maintain overall financial sustainability. A municipality has the ability to issue new debentures provided that the financial charges related to outstanding debt will be within its annual debt repayment limit as prescribed by the Ministry of Municipal Affairs and Housing. The ministry sets this limit at 25% of own source revenues, which are primarily property taxes and user fees. The town has adopted the Corporate Debt Policy with further limits on debt capacity as follows:

- 6.25% of own source revenues for tax supported debt
- 12% of own source revenues total corporate debt
- 25% of a five year average of forecasted development charge revenues for development charge supported debt



As illustrated in the chart, existing and proposed debt charges are well within approved guidelines. In 2021, total debt charges of \$11.8 million will be incurred, which is 4.1% of own source revenues. Existing tax supported debt is primarily related to the recently issued debt for the Downtown Lakeshore reconstruction, which will end in 2030. Self supported debt relates to debt issued on behalf of enterprise programs, along with debt issued for the LED Streetlight project which is offset by hydro savings, and will end in 2031. Sinking fund payments for the Hospital account for \$4.6 million of the total debt charges and will be complete in 2045.

Financing of the 2022 capital budget includes \$26 million in development charge supported debt for the North Park Community Centre and Library. Issuance will be based on the timing of construction and in coordination with Halton Region. Anticipated debt charges would amount to 5% of the five year average of development charge revenue, which is well within the town’s policy of 25%. Debt charges are not expected to begin until 2023 and will be funded by recreation and library development charge revenue. The final payment for the existing Sixteen Mile Sports Complex debt was made in 2021.

Operating Impacts from Capital Projects

The chart below shows the ten year operating requirements (in millions) and a summary of the main drivers by year.

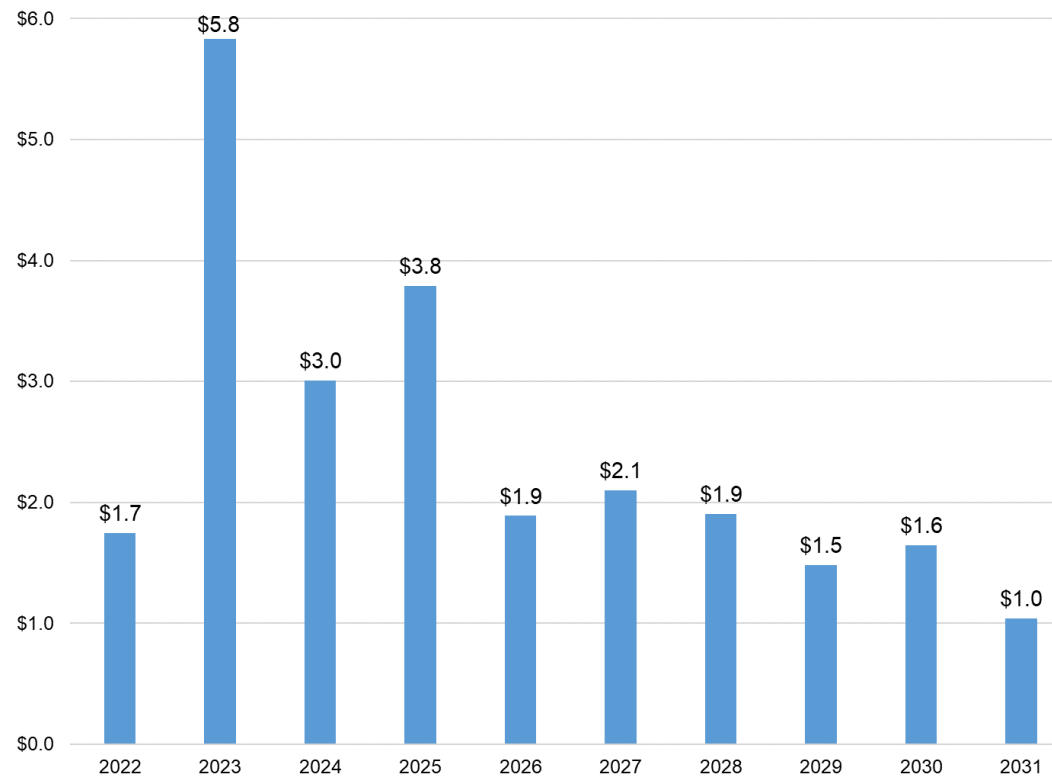
2022: maintenance for ITS related software requirements, contributions to building maintenance reserve for Trafalgar Park CC and Oakville Trafalgar CC, and costs for new infrastructure assumed through subdivisions in North Oakville such as road, sidewalk and street tree maintenance as well as neighborhood parks, parkettes and trails.

2023: costs for expanded Transit fleet, software maintenance for MS Office 365, and maintenance for North Park fields.

2024: costs, including staffing, to operate North Park CC and Library and costs for expanded Transit fleet.

2025: annualized costs, including staffing, to operate North Park CC and Library and costs for expanded Transit fleet.

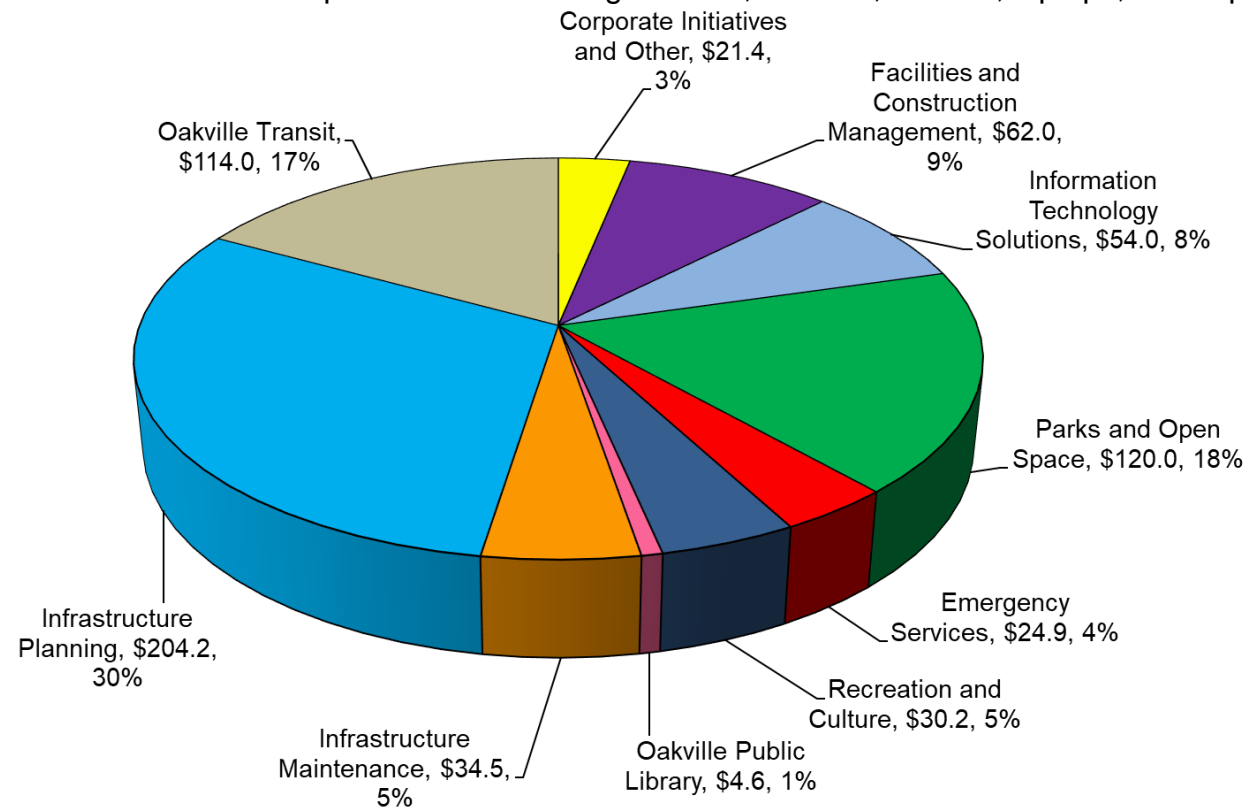
2026-2031: costs for expanded Transit fleet and costs for new infrastructure assumed through new subdivisions.



2022-2031 Infrastructure Renewal Forecast (\$669.8 million)

Infrastructure renewal projects consist of investments necessary to ensure that the existing infrastructure remains in a state of good repair so that service delivery to residents is not impacted. The chart below shows the breakdown by program (in millions). Significant projects include:

- \$105.2 million for Transit electric bus and vehicle replacements and refurbishments
- \$96.5 million for road resurfacing and preservation
- \$87.3 million for various facilities, parking lots and driveways maintenance and improvements
- \$70.6 million for parks, trails and parks facilities renewal and rehabilitation
- \$63.6 million for road, bridge and sidewalk rehabilitation
- \$42.1 million for storm water and erosion control infrastructure improvements
- \$35.2 million for various hardware replacements including network, telecom, servers, laptops, desktops

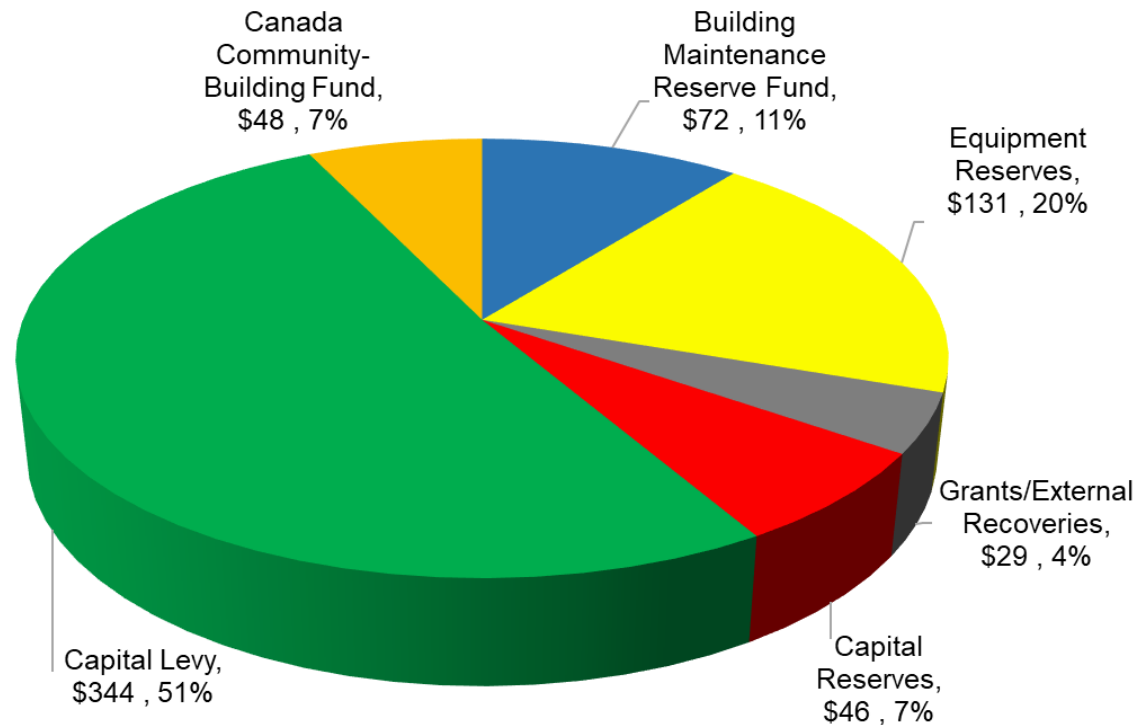


2022-2031 Infrastructure Renewal Financing (\$669.8 million)

The chart below shows the financing sources that have been used for the Infrastructure Renewal program (in millions). Initiated by Council in 1996, the capital levy provides a significant funding source for the capital program, allowing for ongoing state of good repairs and replacements. Equipment reserves and the building maintenance reserve fund are the main sources of funding for all fleet and equipment replacements as well as facility repairs and replacements.

The Investing in Canada Infrastructure Program (ICIP) – Public Transit stream, which is a joint federal and provincial program, will provide \$29 million in funding over the next five years towards the replacement of transit buses at the end of their useful life with electric buses.

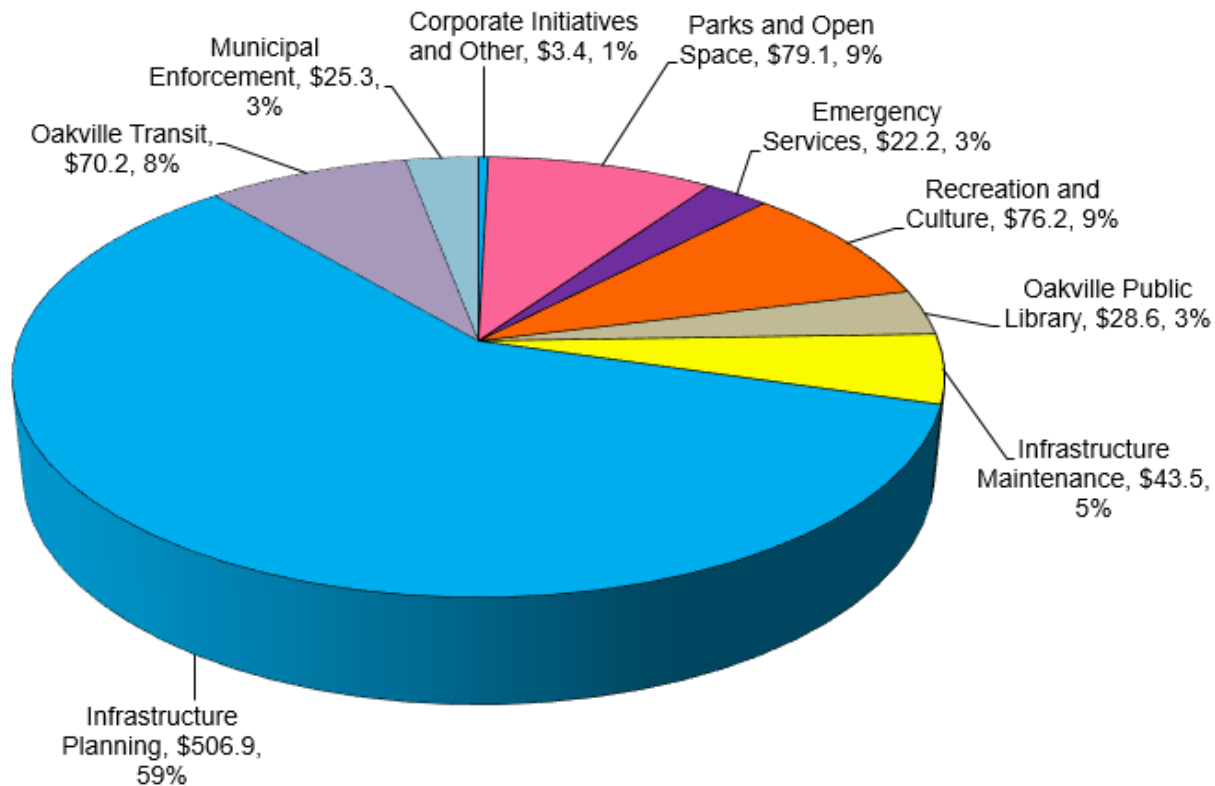
Another federal program, the Canada Community-Building Fund (CCBF), formerly known as Federal Gas Tax, supports a variety of capital projects and is used to finance road and bridge rehabilitations, as well as storm sewer and erosion control.



2022-2031 Growth Forecast (\$855.4 million)

Growth projects consist of new infrastructure that is put in place to maintain current levels of service for residents as the town's population grows. Funding for new growth infrastructure is primarily funded through development charges. The chart below shows the breakdown by program (in millions). Significant projects include:

- \$92.7 million in new stand alone active transportation initiatives including cycle lanes, pathways and sidewalks
- \$69.5 million for North Park Community Centre, Library and sports fields
- \$60.3 million for Kerr Street widening and grade separation
- \$58.2 million for QEW Royal Windsor Drive Interchange and active transportation
- \$47.3 million for new neighbourhood parks, parkettes and trails
- \$41.4 million in additional electric, conventional and specialized Transit buses

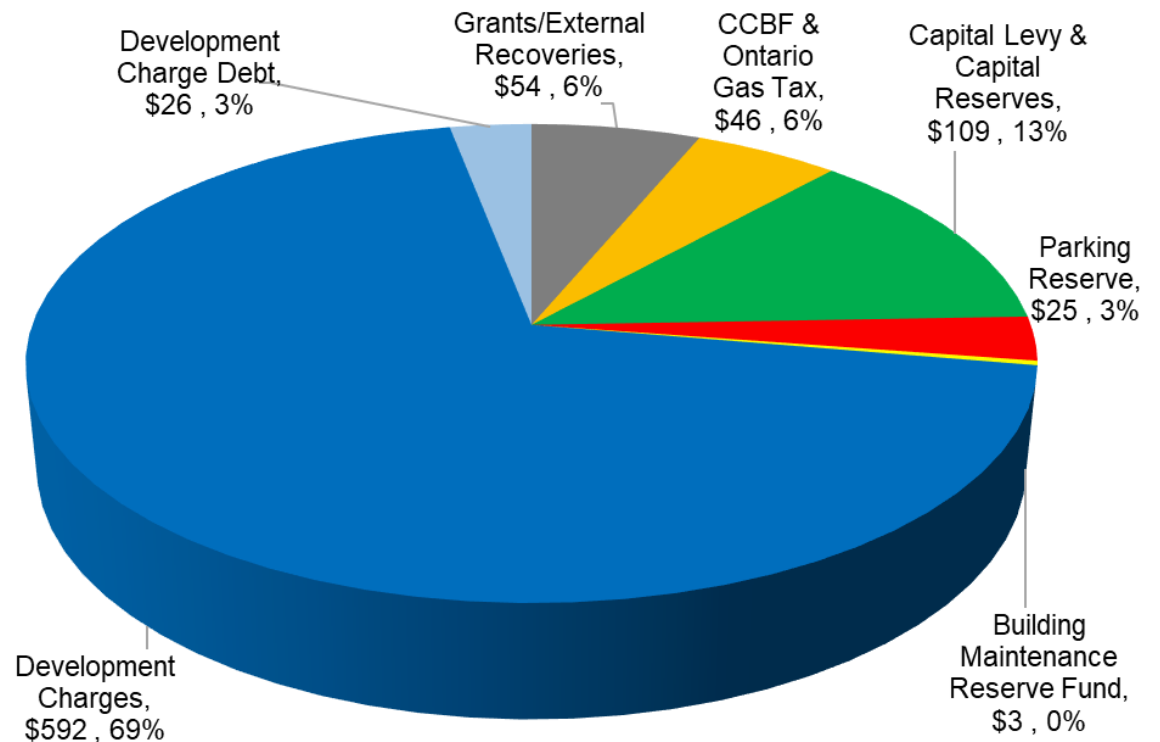


2022-2031 Growth Financing (\$855.4 million)

The chart below shows the financing sources that have been used for the Growth program (in millions). Development charges and development charge supported debt fund 72% of the growth related capital plan. Development charges do not fund the full costs as some projects have a benefit to existing residents, such as a road widening that includes the rehabilitation of existing lanes. The town was also previously responsible for a 10% mandatory share of growth projects for soft services such as parks, recreation and libraries. As a result of legislative changes that removed this requirement, the Development Charges By-law was amended in 2021 in order to fund projects for these services fully from development charges where possible.

The parking reserve has been used to finance growth related parking projects, as a result of legislative changes that removed municipal parking as an eligible service under the *Development Charges Act, 1997*. Section 37 of the *Planning Act* was also amended, and municipalities may now institute a new Community Benefits Charge (CBC). A CBC Strategy is required prior to a by-law being passed, and the strategy is underway and may become a funding source in the future for growth related costs that are not eligible under development charges.

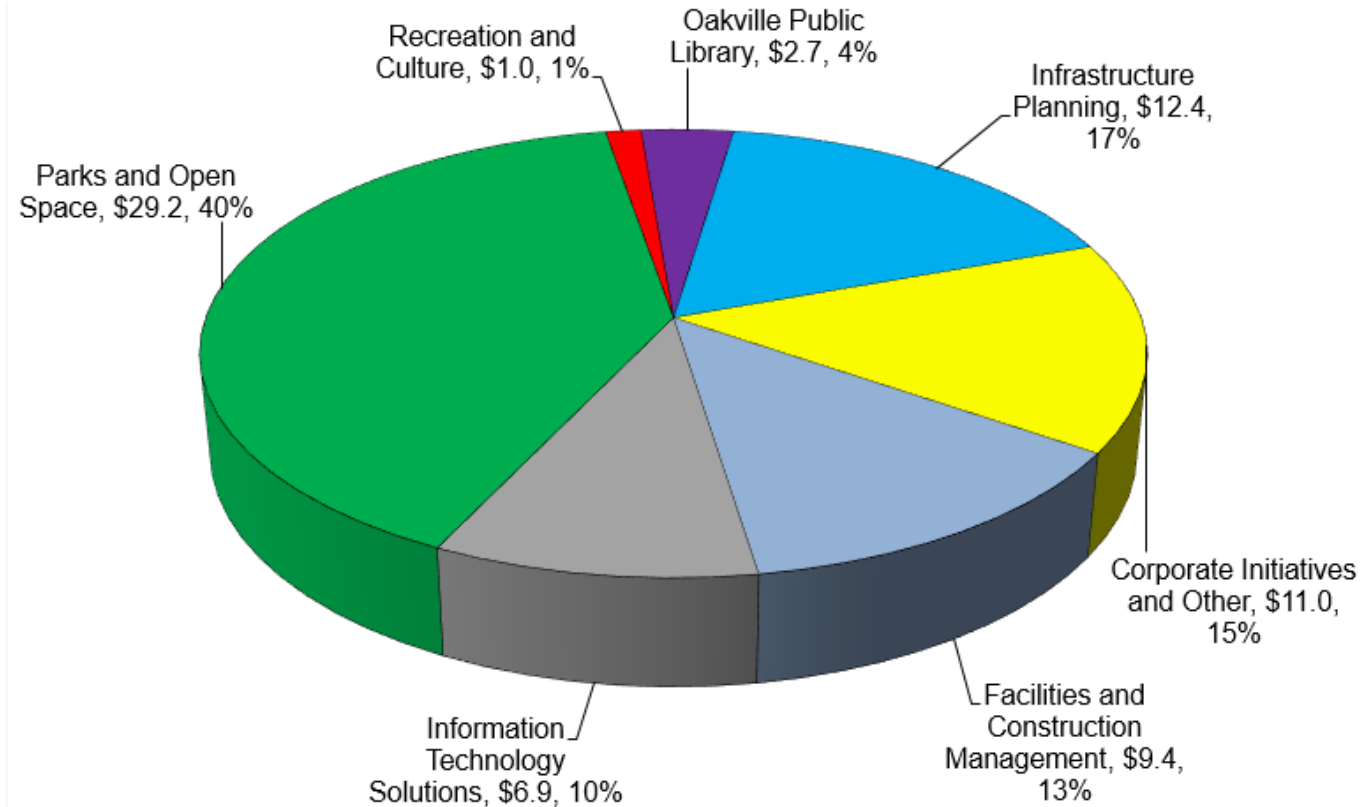
Grants and external recoveries represent funding for growth related electric buses through the ICIP-Transit stream grant program, as well as cost sharing for major road related projects with other entities.



2022-2031 Strategic Priorities Forecast (\$72.7 million)

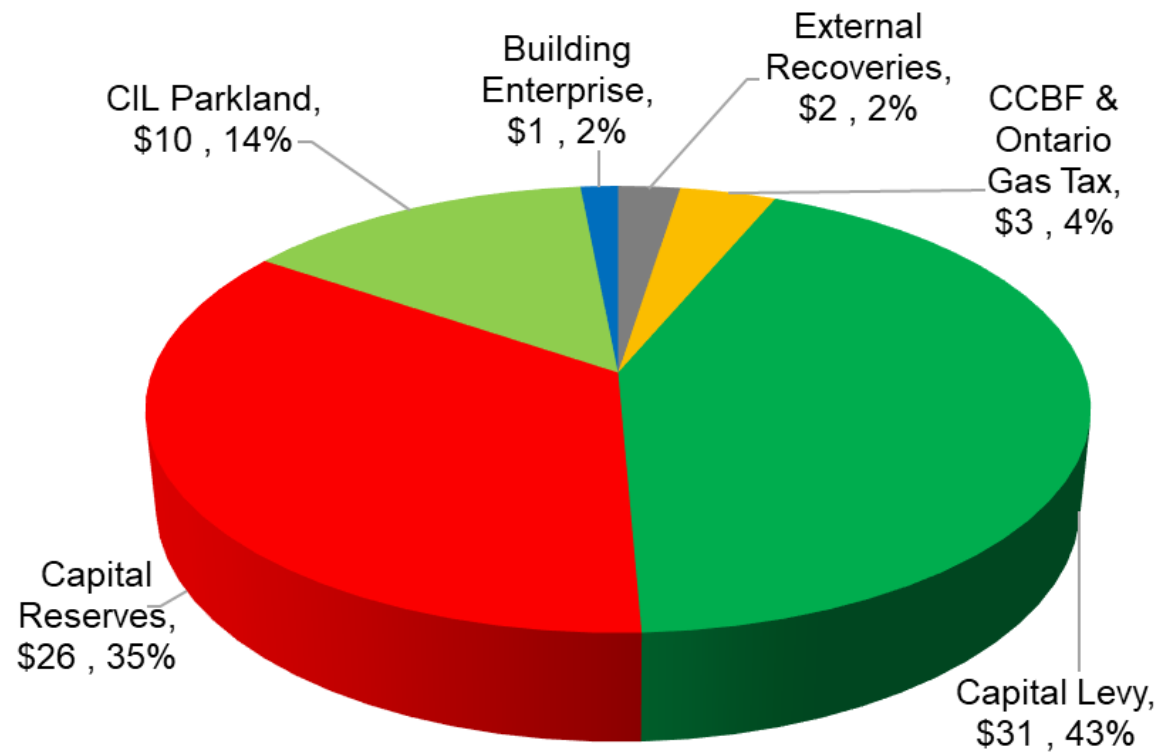
Projects in this category have been initiated by staff in order to achieve the goals set out in Council's strategic plan or have been identified as community enhancements in master plans. The chart below shows the breakdown by program (in millions). Significant projects include:

- \$16.4 million for EAB Management and woodland regeneration program
- \$8.3 million for Khalsa Gate urbanization
- \$4.4 million for town website rebuild
- \$3.7 million for traffic calming initiatives
- \$3.7 million for accessibility improvements at town facilities
- \$1.0 million for the Downtown Cultural Hub refresh in 2023



2022-2031 Strategic Priorities Financing (\$72.7 million)

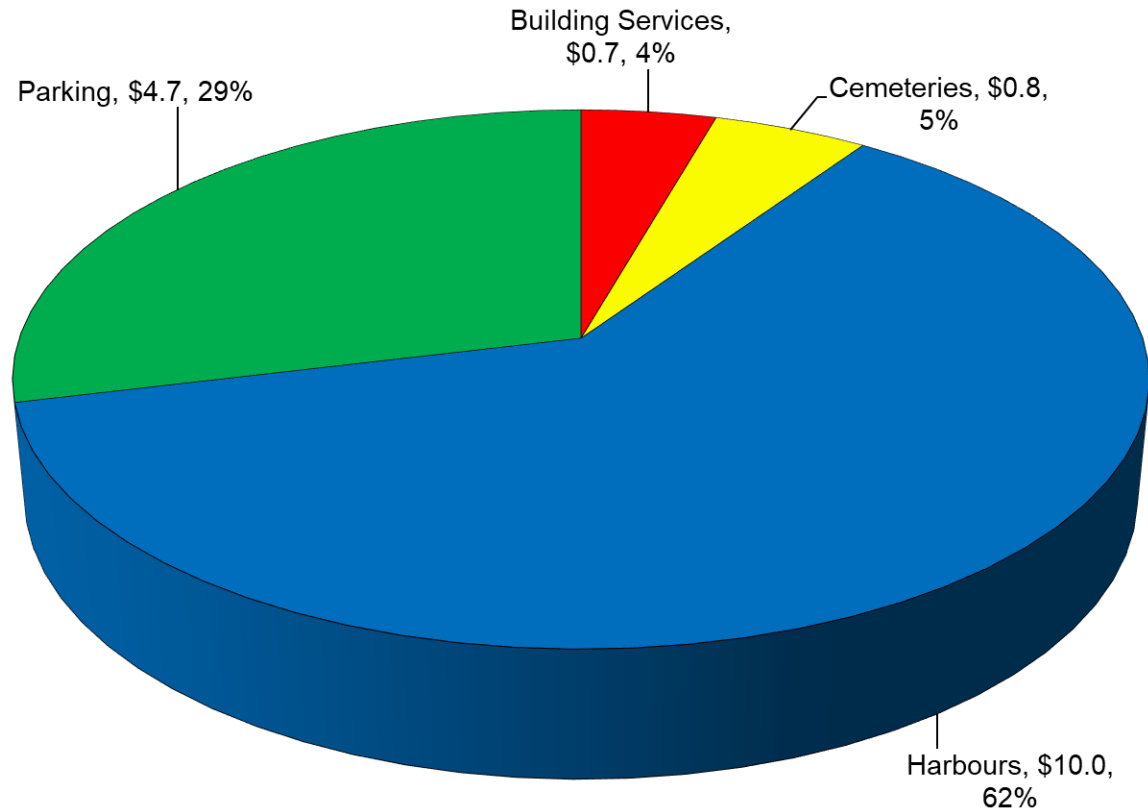
The chart below shows the financing sources that have been used for the Strategic Priorities program (in millions). The majority of the funding for strategic priorities is provided from the capital levy and capital reserves. Cash-in-lieu of parkland has been used to fund specific park improvements in accordance with the *Planning Act*, such as the Wallace Park redevelopment project. External recoveries include developer contributions towards the Khalsa Gate urbanization and streetscape projects.



2022-2031 Enterprise Initiatives Forecast (\$16.3 million)

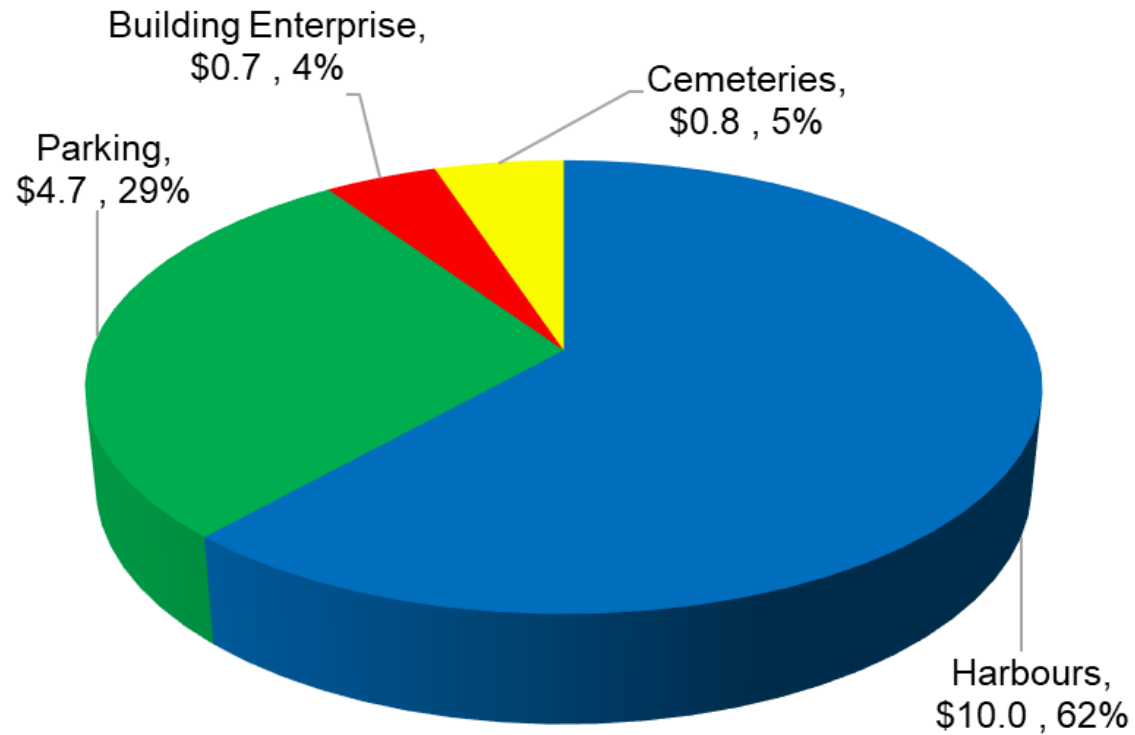
Projects in this category support ongoing initiatives in the town's self-funded programs: Cemeteries, Harbours, Building and Parking. The chart below shows the breakdown by program (in millions). Significant projects include:

- \$3.5 million for Harbours dock renewal
- \$3.0 million for Bronte and Oakville Harbour dredging
- \$2.2 million for Parking vehicles and equipment replacement
- \$1.8 million for Harbours equipment replacement
- \$1.0 million for parking lots maintenance and repair



2022-2031 Enterprise Initiatives Financing (\$16.3 million)

Funding for the enterprise initiatives capital budget is provided by respective program specific reserves and reserve funds that are supported by revenues generated by Cemetery, Parking, Harbours and Building Services. The chart below shows the funding from each program (in millions).



The full list of capital projects in the ten year capital forecast and respective budgets can be found in the 2022-2031 Capital Detail Sheets document.

Provincial PSAB Reporting Requirement

The Town of Oakville is required under Ontario Regulation 284/09 to report on amortization, post-employment benefits and solid waste landfill closures and post-closure expenses that are excluded from the annual budget. The town does not have a landfill within our level of authority therefore only includes the impact of amortization and post-employment liabilities.

The 2022 approved budget excludes amortization expenses which are currently estimated at \$50.0 million. Amortization expenses are not budgeted as municipalities use traditional transfers to reserve and reserve funds and annual capital levy funding to repair, maintain and replace existing assets. Funds are held in reserve and reserve funds and balances are reviewed annually in order to ensure that funding levels are adequate for future asset replacements.

The 2022 approved budget includes \$66.3 million in budgeted transfers directly to capital and reserves or reserve funds for the refurbishment and replacement of the town's capital assets. Based on analysis completed during the preparation of the 2022 capital budget and financing strategy, the annual budgeted transfer provides adequate funding for the major repairs and replacement of existing tangible capital assets. Infrastructure renewal needs have been identified based on life cycle information and prudent repair and maintenance standards. Currently, all identified infrastructure renewal needs in 2022 have been funded. It should also be noted that as part of the town's current budgeting practice, it is policy that as new assets are constructed or purchased for growth, additional transfers to reserves are built into the operating budget in the year the asset comes into service to ensure funding exists for the replacement of those assets. Included in the \$66.3 million noted above is \$0.58 million in increased transfers to reserves and reserve funds as a result of new capital assets.

The town has been required under PSAB to report post-employment liabilities within the financial statements for many years. Post-employment liabilities include both Workers Safety & Insurance Board (WSIB) and post-employment employee benefit liabilities. Actuarial reviews were conducted during 2019 which provided an updated estimate of the liability for financial reporting. The town's current estimated liability reported in its financial statements is \$36.9 million (\$32.6 million for post-employment benefits and \$4.3 million for WSIB). The town has budgeted to contribute a total of \$673,300 (\$377,600 for employee benefits and \$295,700 for WSIB) to its Post-Employment Reserve fund which has a forecasted balance of \$23.9 million at the end of 2021. Thus, the town has an estimated unfunded post-employment liability of \$13 million. There is no requirement to have full funding in place for the post-employment benefits but full funding is required for the WSIB, which the town has. The current year annual cost of employee benefit post-employment benefits is expensed as paid throughout the year and is budgeted at \$740,900.



OAKVILLE

2022 BUDGET DETAILS

OPERATING AND CAPITAL



2022 Gross Operating Budget by Program

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth	2022 Base Budget	2022 Service Level Change	2022 COVID Impacts	2022 Approved Budget	\$ Change from 2021	% Change from 2021
Gross Expenditures by Program									
Political Governance	3,803,200	718,800	0	4,522,000	0	0	4,522,000	718,800	18.9%
Administrative Executive Management	2,466,100	37,900	0	2,504,000	0	0	2,504,000	37,900	1.5%
Economic Development	1,261,100	530,100	0	1,791,200	0	0	1,791,200	530,100	42.0%
Strategy, Policy and Communications	3,659,400	162,000	0	3,821,400	0	0	3,821,400	162,000	4.4%
Corporate Asset Management	1,772,600	70,800	0	1,843,400	0	0	1,843,400	70,800	4.0%
Financial Services	6,356,900	217,000	0	6,573,900	0	0	6,573,900	217,000	3.4%
Human Resources	2,959,700	275,700	0	3,235,400	0	350,000	3,585,400	625,700	21.1%
Regulatory Services	780,800	11,500	0	792,300	0	0	792,300	11,500	1.5%
Information Technology Solutions	12,309,600	357,800	474,400	13,141,800	141,600	0	13,283,400	973,800	7.9%
Legal Services	2,358,700	60,600	0	2,419,300	15,700	0	2,435,000	76,300	3.2%
Facilities & Construction Management	4,493,000	90,600	141,600	4,725,200	0	125,100	4,850,300	357,300	8.0%
Emergency Services	40,992,900	1,366,500	114,600	42,474,000	66,100	0	42,540,100	1,547,200	3.8%
Recreation and Culture	36,104,700	4,505,600	400,100	41,010,400	0	411,200	41,421,600	5,316,900	14.7%
Oakville Public Library	11,094,000	537,300	6,400	11,637,700	0	121,600	11,759,300	665,300	6.0%
Parks & Open Space	23,551,600	686,500	588,200	24,826,300	0	458,400	25,284,700	1,733,100	7.4%
Cemeteries	1,309,800	-280,100	0	1,029,700	0	0	1,029,700	-280,100	-21.4%
Harbours	3,666,100	-30,700	0	3,635,400	0	2,600	3,638,000	-28,100	-0.8%
Infrastructure Maintenance	36,718,800	748,100	412,300	37,879,200	112,400	80,500	38,072,100	1,353,300	3.7%
Infrastructure Planning & Improvements	4,073,100	135,800	0	4,208,900	895,000	0	5,103,900	1,030,800	25.3%
Municipal Enforcement	3,650,000	-774,500	44,700	2,920,200	0	480,000	3,400,200	-249,800	-6.8%
Parking	5,857,400	-750,100	18,000	5,125,300	0	480,000	5,605,300	-252,100	-4.3%
Oakville Transit	34,734,300	2,941,800	72,700	37,748,800	0	-926,300	36,822,500	2,088,200	6.0%
Strategic Business Services	1,274,900	34,300	0	1,309,200	0	0	1,309,200	34,300	2.7%
Building Services	9,733,000	2,542,600	41,800	12,317,400	133,800	0	12,451,200	2,718,200	27.9%
Planning Services	7,719,000	-82,500	0	7,636,500	30,000	0	7,666,500	-52,500	-0.7%
Development Services	4,726,600	204,100	0	4,930,700	0	0	4,930,700	204,100	4.3%
Corporate Revenue & Expenses	81,060,200	-390,900	0	80,669,300	0	0	80,669,300	-390,900	-0.5%
Total Gross Expenditures by Program	348,487,500	13,926,600	2,314,800	364,728,900	1,394,600	1,583,100	367,706,600	19,219,100	5.5%

2022 Net Levy by Program

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth	2022 Base Budget	2022 Service Level Change	2022 COVID Impacts	2022 Approved Budget	\$ Change from 2021	% Change from 2021
Tax Levy by Program									
Political Governance	3,792,400	104,000	0	3,896,400	0	0	3,896,400	104,000	2.7%
Administrative Executive Management	1,815,800	188,200	0	2,004,000	0	0	2,004,000	188,200	10.4%
Economic Development	761,100	30,100	0	791,200	0	0	791,200	30,100	4.0%
Strategy, Policy and Communications	3,484,400	155,800	0	3,640,200	0	0	3,640,200	155,800	4.5%
Corporate Asset Management	1,574,000	65,800	0	1,639,800	0	0	1,639,800	65,800	4.2%
Financial Services	4,837,700	178,300	0	5,016,000	0	0	5,016,000	178,300	3.7%
Human Resources	2,957,700	132,400	0	3,090,100	0	350,000	3,440,100	482,400	16.3%
Regulatory Services	399,200	-27,000	0	372,200	0	0	372,200	-27,000	-6.8%
Information Technology Solutions	11,942,600	143,300	474,400	12,560,300	42,500	0	12,602,800	660,200	5.5%
Legal Services	2,305,400	59,500	0	2,364,900	15,700	0	2,380,600	75,200	3.3%
Facilities & Construction Management	3,173,600	51,600	3,600	3,228,800	0	129,900	3,358,700	185,100	5.8%
Emergency Services	40,449,900	1,325,300	114,600	41,889,800	66,100	0	41,955,900	1,506,000	3.7%
Recreation and Culture	21,977,700	-3,059,800	327,900	19,245,800	0	431,600	19,677,400	-2,300,300	-10.5%
Oakville Public Library	10,405,400	528,900	6,400	10,940,700	0	129,600	11,070,300	664,900	6.4%
Parks & Open Space	19,136,700	-398,000	587,700	19,326,400	0	806,500	20,132,900	996,200	5.2%
Cemeteries	167,300	3,500	0	170,800	0	0	170,800	3,500	2.1%
Harbours	0	-2,600	0	-2,600	0	2,600	0	0	0.0%
Infrastructure Maintenance	23,461,300	365,400	356,500	24,183,200	46,300	80,500	24,310,000	848,700	3.6%
Infrastructure Planning & Improvements	2,367,300	89,600	0	2,456,900	895,000	0	3,351,900	984,600	41.6%
Municipal Enforcement	2,329,500	-913,800	44,700	1,460,400	0	480,000	1,940,400	-389,100	-16.7%
Parking	477,600	-815,700	18,000	-320,100	0	320,100	0	-477,600	-100.0%
Oakville Transit	28,166,300	-1,914,300	72,700	26,324,700	0	2,963,600	29,288,300	1,122,000	4.0%
Strategic Business Services	346,200	-13,400	0	332,800	0	0	332,800	-13,400	-3.9%
Building Services	294,300	-224,800	41,800	111,300	133,800	0	245,100	-49,200	-16.7%
Planning Services	2,083,500	882,600	0	2,966,100	30,000	0	2,996,100	912,600	43.8%
Development Services	285,800	167,700	0	453,500	0	0	453,500	167,700	58.7%
Corporate Revenue & Expenses*	26,450,000	6,676,200	-2,400	33,123,800	-360,000	-5,694,400	27,069,400	619,400	2.3%
Total Tax Levy by Program	215,442,700	3,778,800	2,045,900	221,267,400	869,400	0	222,136,800	6,694,100	3.1%
Assessment Growth									-1.4%
Tax Levy Requirement (town share only)									1.7%

*Includes Government Support of \$5.69 million budgeted as an interim measure in order to offset COVID-19 impacts in 2022.

2023-2024 Gross Operating Forecast by Program

	2022 Approved Budget	2023 Forecast	2022-2023 Change (%)	2024 Forecast	2023-2024 Change (%)
Gross Expenditures by Program					
Political Governance	4,522,000	3,999,700	-11.6%	4,082,300	2.1%
Administrative Executive Management	2,504,000	2,562,000	2.3%	2,621,300	2.3%
Economic Development	1,791,200	1,807,300	0.9%	1,823,900	0.9%
Strategy, Policy and Communications	3,821,400	3,907,200	2.2%	3,994,800	2.2%
Corporate Asset Management	1,843,400	1,882,400	2.1%	1,922,300	2.1%
Financial Services	6,573,900	6,715,600	2.2%	6,860,500	2.2%
Human Resources	3,585,400	3,308,000	-7.7%	3,235,400	-2.2%
Regulatory Services	792,300	807,800	2.0%	823,600	2.0%
Information Technology Solutions	13,283,400	14,887,700	12.1%	15,191,300	2.0%
Legal Services	2,435,000	2,490,700	2.3%	2,547,700	2.3%
Facilities & Construction Management	4,850,300	4,814,900	-0.7%	4,910,500	2.0%
Emergency Services	42,540,100	43,980,900	3.4%	45,159,200	2.7%
Recreation and Culture	41,421,600	42,090,800	1.6%	44,477,300	5.7%
Oakville Public Library	11,759,300	11,882,300	1.0%	12,559,300	5.7%
Parks & Open Space	25,284,700	26,140,300	3.4%	27,365,700	4.7%
Cemeteries	1,029,700	1,054,700	2.4%	1,112,100	5.4%
Harbours	3,638,000	3,709,000	2.0%	3,781,300	1.9%
Infrastructure Maintenance	38,072,100	39,219,700	3.0%	40,512,300	3.3%
Infrastructure Planning & Improvements	5,103,900	5,488,600	7.5%	5,444,900	-0.8%
Municipal Enforcement	3,400,200	2,928,900	-13.9%	3,016,300	3.0%
Parking	5,605,300	5,244,900	-6.4%	5,371,000	2.4%
Oakville Transit	36,822,500	41,560,600	12.9%	43,066,800	3.6%
Strategic Business Services	1,309,200	1,337,800	2.2%	1,366,900	2.2%
Building Services	12,451,200	12,907,900	3.7%	12,649,100	-2.0%
Planning Services	7,666,500	7,821,300	2.0%	7,978,900	2.0%
Development Services	4,930,700	4,918,000	-0.3%	5,017,100	2.0%
Corporate Revenue & Expenses	80,669,300	79,292,900	-1.7%	81,605,400	2.9%
Total Gross Expenditures by Program	367,706,600	376,761,900	2.5%	388,497,200	3.1%

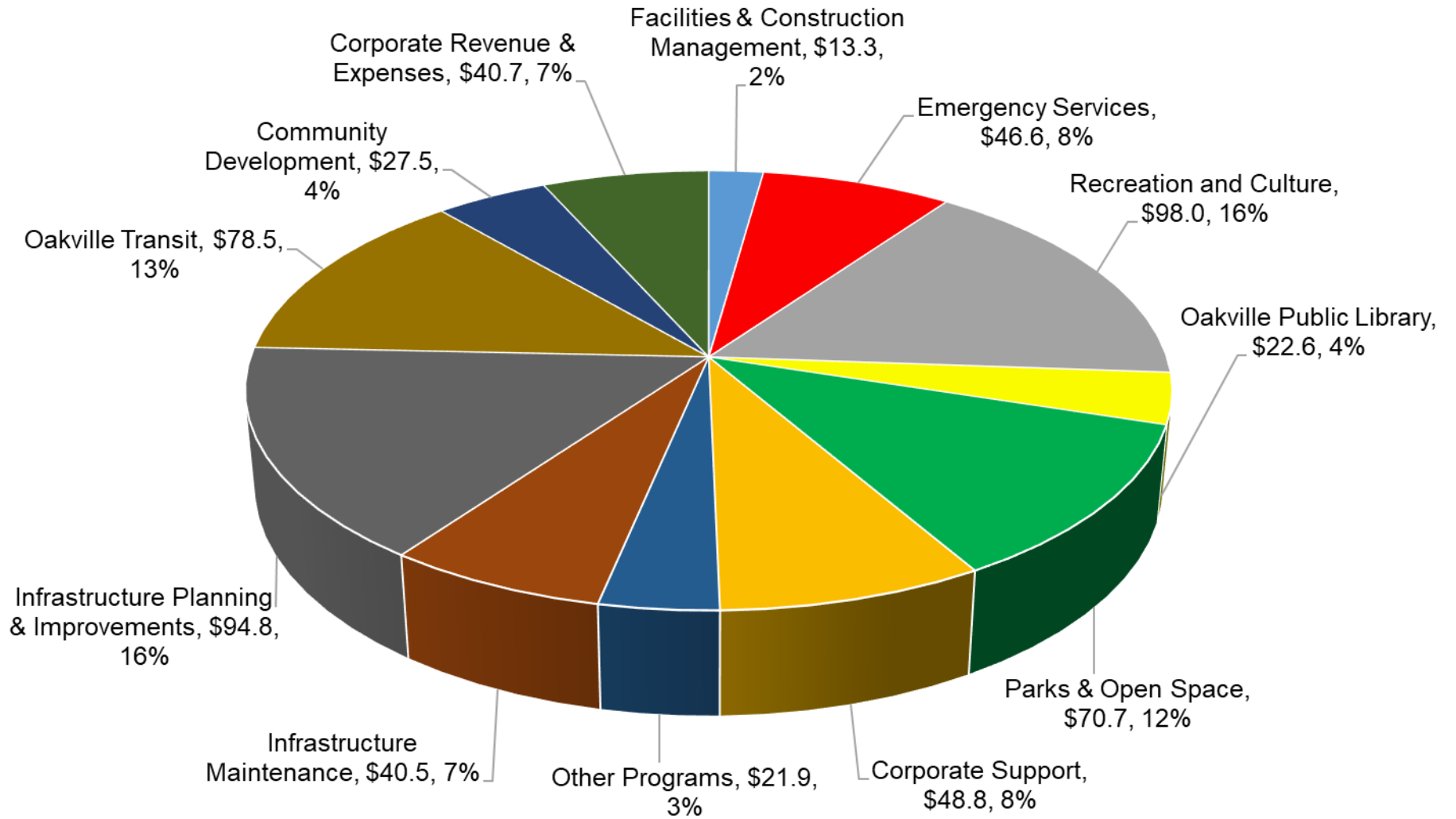
2023-2024 Net Levy Forecast by Program

	2022 Approved Budget	2023 Forecast	2022-2023 Change (%)	2024 Forecast	2023-2024 Change (%)
Tax Levy by Program					
Political Governance	3,896,400	3,996,200	2.6%	4,078,800	2.1%
Administrative Executive Management	2,004,000	2,062,000	2.9%	2,121,300	2.9%
Economic Development	791,200	807,300	2.0%	823,900	2.1%
Strategy, Policy and Communications	3,640,200	3,722,400	2.3%	3,809,900	2.4%
Corporate Asset Management	1,639,800	1,674,600	2.1%	1,710,200	2.1%
Financial Services	5,016,000	5,130,700	2.3%	5,248,100	2.3%
Human Resources	3,440,100	3,159,800	-8.1%	3,231,100	2.3%
Regulatory Services	372,200	379,400	1.9%	386,500	1.9%
Information Technology Solutions	12,602,800	14,207,100	12.7%	14,510,700	2.1%
Legal Services	2,380,600	2,435,700	2.3%	2,492,700	2.3%
Facilities & Construction Management	3,358,700	3,360,400	0.1%	3,497,700	4.1%
Emergency Services	41,955,900	43,388,900	3.4%	44,559,200	2.7%
Recreation and Culture	19,677,400	19,900,100	1.1%	21,102,200	6.0%
Oakville Public Library	11,070,300	11,179,700	1.0%	11,849,300	6.0%
Parks & Open Space	20,132,900	20,602,300	2.3%	21,751,100	5.6%
Cemeteries	170,800	174,300	2.0%	177,800	2.0%
Harbours	0	0	0.0%	0	0.0%
Infrastructure Maintenance	24,310,000	25,041,300	3.0%	25,853,400	3.2%
Infrastructure Planning & Improvements	3,351,900	3,701,600	10.4%	3,622,300	-2.1%
Municipal Enforcement	1,940,400	1,440,000	-25.8%	1,497,900	4.0%
Parking	0	0	0.0%	0	0.0%
Oakville Transit	29,288,300	29,950,600	2.3%	31,267,900	4.4%
Strategic Business Services	332,800	343,400	3.2%	354,100	3.1%
Building Services	245,100	249,800	1.9%	254,600	1.9%
Planning Services	2,996,100	3,061,900	2.2%	3,128,500	2.2%
Development Services	453,500	352,600	-22.2%	361,600	2.6%
Corporate Revenue & Expenses	27,069,400	31,142,100	15.0%	33,209,300	6.6%
Total Tax Levy by Program	222,136,800	231,464,200	4.2%	240,900,100	4.1%
Assessment Growth			-1.0%		-1.0%
Tax Levy Requirement (town share only)			3.2%		3.1%

2022 Capital Budget by Program and Financing

	Total Project Budget	Development Charges	Development Charge Debt	CCBF / Gas Tax Funding	Program Specific Reserve Funds	Funding and Other Revenues	Total External Financing	Total Town Reserves	Building Maintenance Reserve Fund	Capital Levy	Total Corporate Financing	Total Proposed Financing
CORPORATE INITIATIVES												
Strategy, Policy and Communications	1,822,500							1,570,500		252,000	1,822,500	1,822,500
Total CORPORATE INITIATIVES	1,822,500							1,570,500		252,000	1,822,500	1,822,500
CORPORATE SERVICES												
Human Resources	95,600							95,600			95,600	95,600
Clerks	100,500							100,500			100,500	100,500
Finance	412,000	201,000					201,000	181,000		30,000	211,000	412,000
Information Technology Solutions	15,700,800							8,306,900		7,393,900	15,700,800	15,700,800
Total CORPORATE SERVICES	16,308,900	201,000					201,000	8,684,000		7,423,900	16,107,900	16,308,900
COMMUNITY SERVICES												
Facilities and Construction Management	8,419,000							691,000	4,562,000	3,166,000	8,419,000	8,419,000
Parks and Open Space	35,695,300	16,088,000			3,941,700		20,029,700	4,691,400		10,974,200	15,665,600	35,695,300
Cemeteries	116,000				116,000		116,000					116,000
Harbours	4,943,500				1,296,500		1,296,500	914,100		2,732,900	3,647,000	4,943,500
Emergency Services	4,024,600	25,000					25,000	3,617,600	181,000	201,000	3,999,600	4,024,600
Recreation and Culture	56,547,000	25,912,000	26,000,000		108,000		52,020,000	3,046,800	1,219,200	261,000	4,527,000	56,547,000
Oakville Public Library	10,866,600	8,200,100					8,200,100	2,557,500	28,000	81,000	2,666,500	10,866,600
Oakville Galleries	17,000									17,000	17,000	17,000
Total COMMUNITY SERVICES	120,629,000	50,225,100	26,000,000		5,462,200		81,687,300	15,518,400	5,990,200	17,433,100	38,941,700	120,629,000
COMMUNITY DEVELOPMENT												
Municipal Enforcement	985,000				647,200		647,200	337,800			337,800	985,000
Building Services	687,000							687,000			687,000	687,000
Planning Services	500,000	475,000					475,000			25,000	25,000	500,000
Total COMMUNITY DEVELOPMENT	2,172,000	475,000			647,200		1,122,200	1,024,800		25,000	1,049,800	2,172,000
COMMUNITY INFRASTRUCTURE												
Infrastructure Maintenance	2,428,200	329,800					329,800	1,077,400	57,000	964,000	2,098,400	2,428,200
Infrastructure Planning	89,734,200	40,831,700		24,985,200		5,727,600	71,544,500	6,202,100		11,987,600	18,189,700	89,734,200
Oakville Transit	41,672,500	21,864,800		1,475,800		11,934,400	35,275,000	4,708,000	446,000	1,243,500	6,397,500	41,672,500
Corporate Asset Management	1,494,200							816,900		677,300	1,494,200	1,494,200
Total COMMUNITY INFRASTRUCTURE	135,329,100	63,026,300		26,461,000		17,662,000	107,149,300	12,804,400	503,000	14,872,400	28,179,800	135,329,100
TOTAL	276,261,500	113,927,400	26,000,000	26,461,000	6,109,400	17,662,000	190,159,800	39,602,100	6,493,200	40,006,400	86,101,700	276,261,500

2022 Combined Operating and Capital Budget by Program (\$604.0 million)





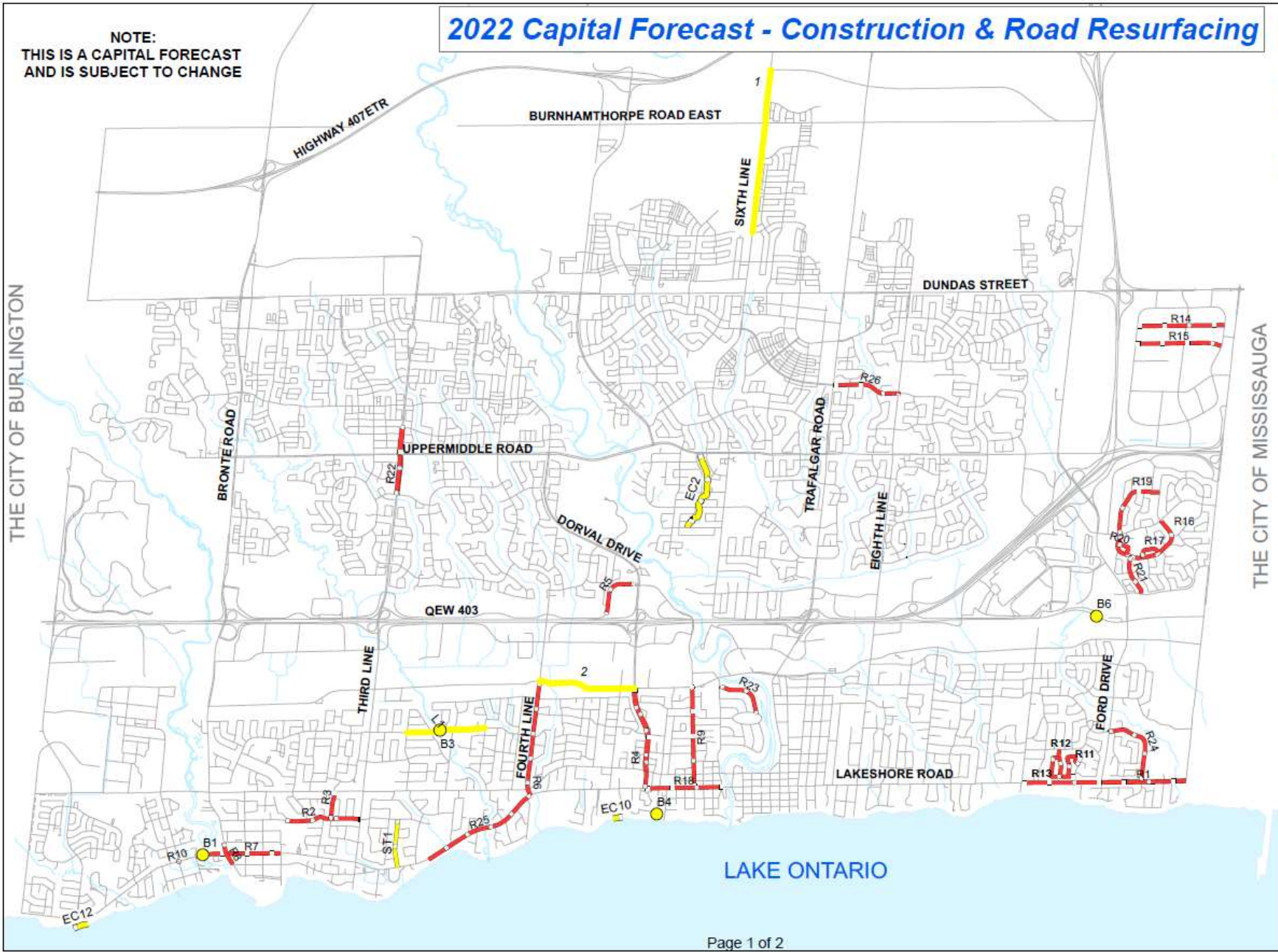
OAKVILLE

2022-2031 CAPITAL CONSTRUCTION MAPS



2022 Capital Forecast - Construction & Road Resurfacing

NOTE:
THIS IS A CAPITAL FORECAST
AND IS SUBJECT TO CHANGE



- Bridge & Major Culvert Projects**
- 2022
- Road & AT Projects**
- 2022
- Road Resurfacing
- Storm Sewer & Erosion Control Projects**
- 2022
- Road Segments

NOTES - NUMBERING
 L = Local Road
 AT = MUP & Sidewalks
 B = Bridge Rehabilitation
 EC = Erosion Control
 ST = Storm Sewer
 R = Road Resurfacing



1 cm = 440 m

Infrastructure & Asset Management Planning
 1225 Trafalgar Road
 Oakville, Ontario
 L6H 0H3
 Tel. 905-845-6601
 www.oakville.ca

Date: November 4, 2021



NOTE:
THIS IS A CAPITAL FORECAST
AND IS SUBJECT TO CHANGE

2022 - 2031 Capital Forecast - Construction

NOTES - NUMBERING
L = Local Road
AT = MUP & Sidewalks
B = Bridge Rehabilitation
EC = Erosion Control
ST = Storm Sewer

Bridge & Major Culvert Projects

- 2022
- 2023
- 2025
- 2026

Road & AT Projects

- 2022
- 2023
- 2024
- 2025
- 2026
- 2027
- 2028
- 2029
- 2030
- 2031

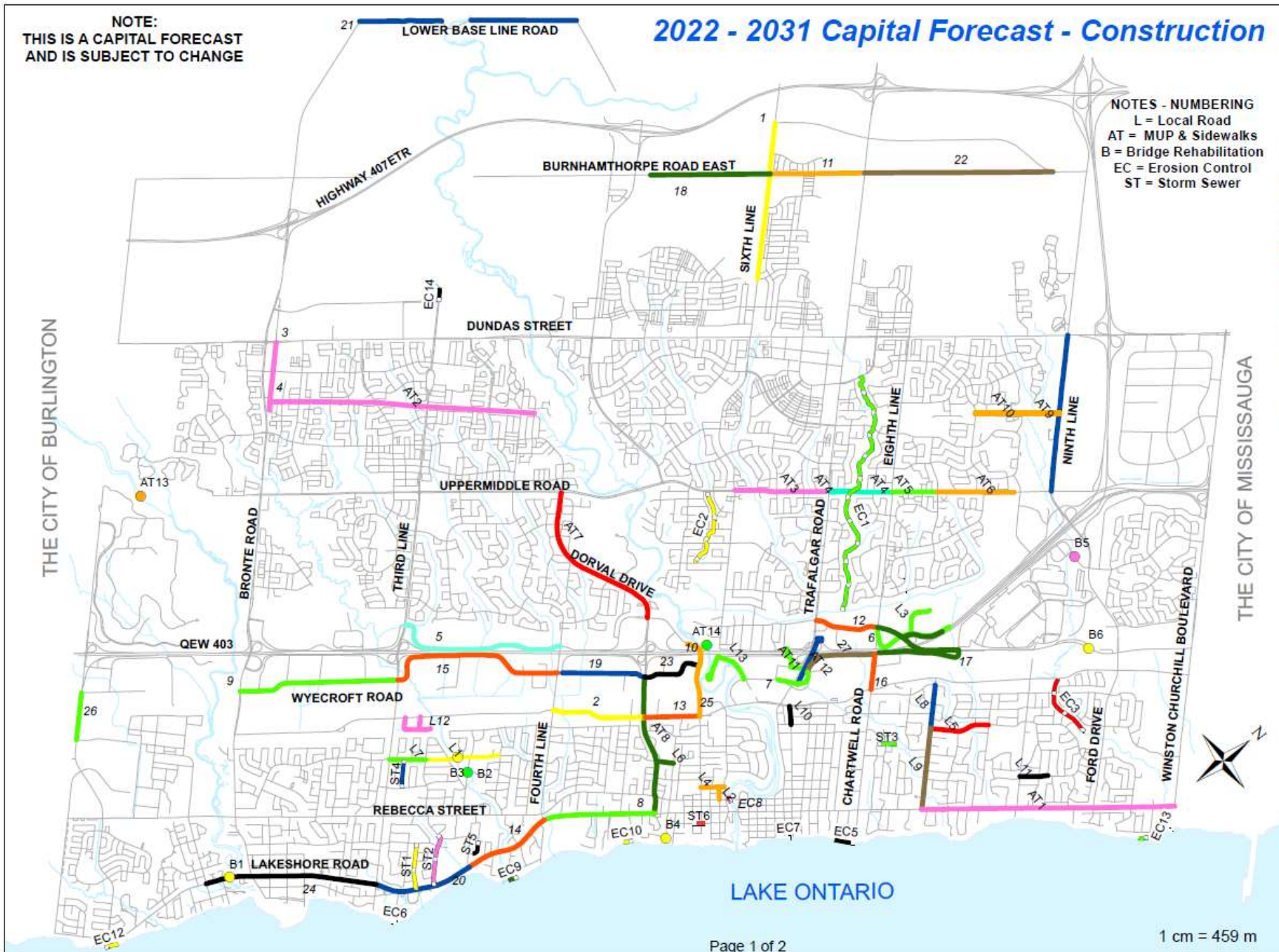
Storm Sewer & Erosion Control Projects

- 2022
- 2023
- 2024
- 2025
- 2027
- 2028
- 2029
- 2031

— Road Segments

Infrastructure & Asset
Management Planning
1225 Trafalgar Road
Oakville, Ontario
L6H 0H3
Tel. 905-845-6601
www.oakville.ca

Date: November 4, 2021



1 cm = 459 m

TOWN OF OAKVILLE 2022 - 2031 CAPITAL FORECAST - CONSTRUCTION

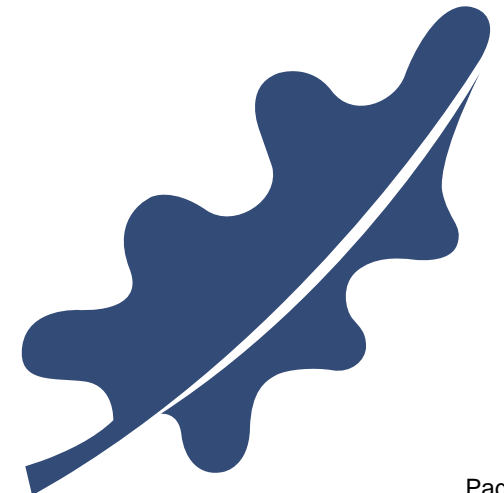
Map ID	Account Number	Major Road Capital Projects	Construction Start	Map ID	Account Number	Sidewalk and Multi-Use Pathways Capital Projects	Construction Start
1	53311006	Sixth Line Urbanization and Widening w/AT - North Park to William Halton Parkway	2022	AT1	53342101	Lakeshore Rd Multi-use Pathway - Morrison Rd to Winston Churchill Blvd	2023
2	53311713	Speers Rd Widening & AT - Fourth Line to Dorval Drive	2022	AT2	53342106	Crosstown Trail - Khalsa Gate to Ridge Landing	2023
3	53312005	Khalsa Gate Urbanization and Streetscape w/AT - Dundas St to Pine Glen Rd	2023	AT3	53342202	Upper Middle Rd MUP Rehabilitation - Trafalgar Rd to Sixth Line	2023
4	53312008	Khalsa Gate Urbanization and Streetscape w/AT - Pine Glen Rd to South Limit	2023	AT4	53342301	Upper Middle Rd MUP Rehabilitation - Eighth Line to Trafalgar Rd	2024
5	53311914	North Service Rd Widening w/AT - Third Line to Fourth Line	2024	AT5	53342401	Upper Middle Rd MUP Rehabilitation - Grosvenor St to Eighth Line	2025
6	53311502	North Service Rd Urbanization and Widening w/AT - Eighth Line to 1 km East of Invicta Dr	2025	AT6	53342501	Upper Middle Rd MUP Rehabilitation - Joshua's Creek Dr to Grosvenor St	2026
7	53311603	Cross Avenue Realignment - Argus Rd to South Service Rd	2025	AT7	53342601	Dorval Dr MUP Rehabilitation - Upper Middle Rd to North Service Rd	2027
8	53312304	Lakeshore Rd Improvements w/AT - Fourth Line to Dorval Dr	2025	AT8	53342701	Dorval Dr MUP Rehabilitation - South of Wycroft Rd to Lakeshore Rd	2028
9	53312112	Wycroft Rd Widening w/AT - Bronte Road to Third Line	2025	AT9	53342801	Ninth Line MUP Rehabilitation - South of Dundas St to Upper Middle Rd	2029
10	53311706	Kerr St Widening w/AT - Wycroft Rd to N of QEW	2026	AT10	53342302	Crosstown Trail link between North Ridge Trail and Ninth Line	2026
11	53312305	Burnhamthorpe Rd Urbanization w/AT - Sixth Line to Trafalgar Rd	2026	AT11	53342203	Midtown QEW AT West Crossing	2027
12	53311508	Iroquois Shore Rd Widening w/AT - Trafalgar Rd to Eighth Line	2027	AT12	53342602	Midtown QEW AT East Crossing	2029
13	53311912	Speers Rd Widening & AT - East of Dorval Dr to Kerr St	2027	AT13	53342002	Bronte Creek Pedestrian Crossing	2026
14	53312002	Lakeshore Rd Improvements w/AT - Sandwell Dr to Fourth Line	2027	AT14	53342402	QEW/Sixteen Mile Creek Pedestrian Crossing	2025
15	53312104	South Service Road (Wycroft) Widening w/AT - Third Line to Fourth Line	2027	Map ID	Account Number	Bridge & Major Culvert Projects	Construction Start
16	53312107	Chartwell Road - South Service Rd to Cornwall Rd	2027	B1	53362201	Bridge and Culvert Rehabilitation - Lakeshore Road Bridge at Bronte Creek	2022
17	53312209	QEW Royal Windsor Drive Interchange w/AT	2028	B2	53361103	Warminster Dr Bridge at 14 Mile Creek	2025
18	53312007	Burnhamthorpe Rd Urbanization w/AT - 800m E of Neyagawa Blvd to Sixth Line	2028	B3	53362103	Bridge Rd Bridge Rehabilitation and Widening w/AT at Fourteen Mile Creek	2022
19	53311606	Wycroft Rd Urbanization and Widening w/AT - Fourth Line to Dorval Dr	2029	B4	53362104	St Jude's Cemetery Culvert Replacement	2022
20	53312602	Lakeshore Rd Improvements w/AT - Third Line to Sandwell Dr	2029	B5	53362102	South Service Rd Bridge Rehabilitation at Joshua's Creek	2023
21	53312303	Lower Base Line Reconstruction (excluding valley section)	2029	B6	53361902	Royal Windsor Drive @ Metrolinx Bridge Rehabilitation	2022
22	53312404	Burnhamthorpe Rd Urbanization w/AT - Trafalgar Rd to 600 m W of Ninth Line	2030	Map ID	Account Number	Storm Sewer Capital Projects	Construction Start
23	53312006	Wycroft Rd Urbanization and Widening w/AT - Dorval Dr to Kerr St	2031	ST1	53382102	Westminster Drive Storm Sewer - Hixon St to Lakeshore Road	2022
24	53312105	Lakeshore Rd Improvements w/AT - Mississaga St to Third Line	2031	ST2	53382103	Woodhaven Park Dr Storm Sewer - Savoy Cr to Lake Ontario	2023
25	53310703	Kerr St Widening and Grade Separation (Speers Rd to NSR-N of QEW)	2026	ST3	53382302	Coral Terrace/Birchview Avenue Storm Sewer	2025
26	53311705	Burloak Dr Grade Separation w/AT - Harvester Rd to PW D	2025	ST4	53382701	Tansley Dr/Seabourne Dr Storm Sewer	2029
27	53342702	New Cross Avenue - SSR to Chartwell Road	2030	ST5	53382901	Tweedsdale Cr/Lakeshore Rd Storm Sewer	2031
Map ID	Account Number	Local Road Capital Projects	Construction Start	ST6	53382501	Brant St/Kerr St Storm Sewer	2027
L1	53321601	Bridge Rd Urbanization - Sherin Dr to Lee's Ln	2022	Map ID	Account Number	Erosion Control Capital Projects	Construction Start
L2	53322003	Chisholm St - Rebecca St to Bond St	2026	EC1	53372103	Morrison Creek East - Reaches 39 to 45 - Creek Erosion	2025
L3	53322004	Invicta Dr Urbanization - North Service Rd to North Limit	2025	EC2	53371810	Munn's Creek, Reaches 33 to 35 - Creek Erosion - Phase 2 Construction	2022
L4	53322101	Bond St Urbanization - Kerr St to Queen Mary Dr	2026	EC3	53372401	Joshua's Creek Rehabilitation - Reaches 67 to 68	2027
L5	53322102	Devon Rd Urbanization - Morrison Rd to Wedgewood Dr	2027	EC4	53372402	Carrington (1 of 9) Shoreline Rehabilitation	2025
L6	53322202	Mary St Urbanization - Margaret Dr to Maurice Dr	2028	EC5	53373001	Esplanade Shoreline Rehabilitation	2031
L7	53322203	Bridge Rd Urbanization - Third Line to Sherin Dr	2025	EC6	53372802	Belvedere Shoreline Rehabilitation	2029
L8	53322301	Morrison Rd Urbanization - Cynthia Ln to Devon Rd	2029	EC7	53372207	Dingle Shoreline Rehabilitation	2023
L9	53322402	Morrison Rd Urbanization - Devon Rd to Lakeshore Rd	2030	EC8	53372302	Rebecca St Slope Rehabilitation @ Sixteen Mile Creek	2023
L10	53322501	Reynolds St Urbanization - Cornwall Rd to Spruce St	2031	EC9	53372601	Lisonally Shoreline Rehabilitation	2028
L11	53322502	Elmhurst Ave Urbanization - Maple Grove Dr to Eastcourt Rd	2031	EC10	53372204	Shorewood Promenade Rehabilitation	2022
L12	53322204	York St and Wallace Rd Reconstruction and Urbanization	2025	EC11	53372301	Sixteen Mile Creek Outfalls South of QEW - Rehabilitation	2023
L13	53322206	Lyons Lane Reconstruction	2025	EC12	53372206	Shell Park Shoreline Rehabilitation	2022
				EC13	53372001	Arkendo Shoreline Rehabilitation	2024
				EC14	53373101	Glenorchy Diversion Channel Works	2031

**Projects with active transportation component (sidewalk, multi-use pathway and/or on-road bike lanes)*



2022 BUDGET - LIVABILITY

OPERATING AND CAPITAL

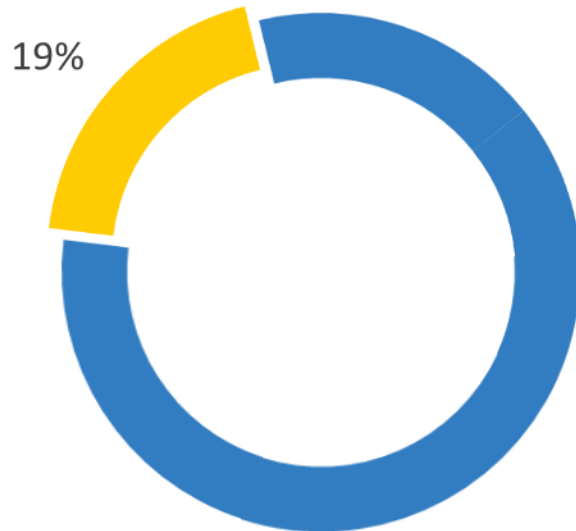


Livability

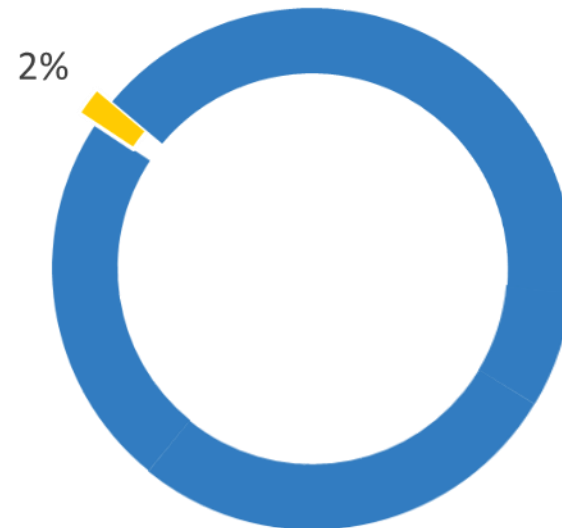
To be the most livable town in Canada.

- Provide a planning framework to maintain the character of the community
- Protect cultural heritage assets of the community
- Promote and support actions to maintain a resilient local economy

Total Operating Expenses \$70.7 Million



Total Capital Expenses \$5.0 Million



Operating Budget Summary

	2021 Restated Budget	2022 Requested Budget	\$ Change from 2021	% Change from 2021
<u>Gross Expenditures</u>				
Livability				
Economic Development	1,261,100	1,791,200	530,100	42.0%
Emergency Services	40,992,900	42,540,100	1,547,200	3.8%
Building Services	9,733,000	12,451,200	2,718,200	27.9%
Planning Services	7,719,000	7,666,500	-52,500	-0.7%
Development Services	4,726,600	4,930,700	204,100	4.3%
Strategic Business Services	1,274,900	1,309,200	34,300	2.7%
Total Gross Expenditures	\$65,707,500	\$70,688,900	\$4,981,400	7.6%
<u>Net Tax Levy</u>				
Livability				
Economic Development	761,100	791,200	30,100	4.0%
Emergency Services	40,449,900	41,955,900	1,506,000	3.7%
Building Services	294,300	245,100	-49,200	-16.7%
Planning Services	2,083,500	2,996,100	912,600	43.8%
Development Services	285,800	453,500	167,700	58.7%
Strategic Business Services	346,200	332,800	-13,400	-3.9%
Total Net Tax Levy	\$44,220,800	\$46,774,600	\$2,553,800	5.8%

Livability

Program: Economic Development

Program Based Budget

2022 - 2024

Vision

- Oakville is the community where companies want to be.

Mission

- To support the growth of existing businesses and attract new ones so that Oakville's business environment is strong, diversified and prosperous.

Program Services

Economic Development is a department of the Town of Oakville. It supports the growth of existing businesses and attracts new ones so that Oakville's business environment is strong, diversified and prosperous. Oakville Tourism Partnership Inc. (Visit Oakville) is an external not-for-profit organization that was financially supported by the Town prior to 2020. With the introduction of the Municipal Accommodation Tax (MAT), Visit Oakville gained a new source of revenue and transitioned to a self-supported role in 2020. The MAT revenue collected from hotels is split equally between Visit Oakville to fund its operations, and the Town of Oakville, where a dedicated reserve has been established for tourism related initiatives and/or infrastructure.



2022 Program Key Initiatives



Livability

- Implement the 5-year Economic Development Strategy approved by Council in 2019 including lead servicing, corporate calling, marketing, research, auto mayors' initiatives, and liaison for commercial filming.
- Implement initiatives to assist businesses with economic recovery from the COVID-19 pandemic including the Digital Main Street Program.
- Develop a non-residential vacant land and servicing inventory.
- Pilot a business stream process for non-residential building permits.

Key Performance Indicators

1. Percentage of gross operating budget

2017	2018	2019	2020	2021
0.4%	0.3%	0.6%	0.5%	0.4%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

2. Percentage of total FTEs

2017	2018	2019	2020	2021
0.3%	0.3%	0.2%	0.2%	0.2%
Why Important: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTE's.				
How Calculated: Total program FTEs including part-time / Total town FTEs including part-time.				

3. Industrial occupancy rate

2017	2018	2019	2020	2021
97.4% Q4	99.0% Q4	96.6% Q4	97.6% Q4	99.0% Q2
Why Important: Provides information about industrial activity and the availability of existing space for new investment.				
How Calculated: Source: CBRE Limited Industrial Market reports which provide vacancy rates.				

4. Office occupancy rate

2017	2018	2019	2020	2021
77.8% Q4	80.8% Q4	83.5% Q4	80.8% Q4	80.5% Q2
Why Important: Provides information about commercial activity and the availability of existing space for new investment.				
How Calculated: Source: CBRE Limited Oakville Office Market reports which provide office vacancy rates (direct and sublet).				

5. Square feet of industrial development

2017	2018	2019	2020	2021
263,322	80,619	346,127	185,054	120,830 (Sept 30, 2021)
Why Important: Measure of the industrial development activity in Oakville for economic development analysis and review of initiatives.				
How Calculated: Town of Oakville Building Permit data – new construction and additions (excludes alterations).				

6. Square feet of commercial development

2017	2018	2019	2020	2021
303,961	484,340	210,361	504,810	128,022 (Sept 30, 2021)
Why Important: Measure of the commercial development activity in Oakville for economic development analysis and review of initiatives.				
How Calculated: Town of Oakville Building Permit data – new construction and additions (excludes alterations).				

7. Number of businesses per 100,000 population (ISO37120 Supporting Indicator 5.6)

2017	2018	2019	2020	2021
4,332	4,255	4,236	4,207	4221 (June 2021)
Why Important: (ISO 37120 supporting indicator of economic health) – licensed businesses				
How Calculated: Source: Canadian Business Patterns, Statistics Canada. Statistics Canada has advised that June 2021 business establishment counts cannot be used to measure the impact of the COVID-19 pandemic. These figures may not yet fully reflect the impact of the pandemic, as the resumption or permanent closure of businesses may not yet be fully processed and confirmed.				

Staffing Overview

Program: Economic Development	2021 Approved FTE	2022 Adjustments and Reallocations	2022 Service Level Change	2022 Growth and Capital	2022 Total FTE	Net Change 2022 vs 2021
Economic Development	5.0	(1.0)			4.0	(1.0)
Tourism	0.0				0.0	0.0
Total Economic Development	5.0	(1.0)	0.0	0.0	4.0	(1.0)

The total staff complement for Economic Development is 4.0 FTEs. The Manager position was eliminated as part of the corporate re-organization. There are no FTEs associated with Tourism.

2022 Operating Budget Overview by Service

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
Economic Development											
Economic Development	759,500	31,700		791,200	31,700	4.2%			791,200	31,700	4.2%
Tourism	1,600	-1,600			-1,600	-100.0%				-1,600	-100.0%
Total Economic Development	761,100	30,100		791,200	30,100	4.0%			791,200	30,100	4.0%

Overall, the Economic Development program has a net budget of \$791,200 which is an increase of \$30,100 or 4.0%. The Economic Development program includes initiatives for investment attraction as well as business retention and expansion, primarily related to commercial and industrial development. This includes marketing, lead servicing, research, business development in targeted industry sectors, and customer service. Salary and benefits are the main driver of the Economic Development budget. Tourism services are delivered by an arms-length organization which is funded from the Municipal Accommodation Tax (MAT).

Economic Development budget increased 4.2% which is primarily for personnel costs including inflation and adjustments to salaries and benefits.

Tourism budget was reduced by \$1,600 as the payment of the Tourism-Oriented Directional Signing (TODS) signage is now being paid for by Visit Oakville.

2022 Operating Budget Overview by Component

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
EXPENSES											
PERSONNEL SERVICES & BENEFITS	614,300	29,300		643,600	29,300	4.8%			643,600	29,300	4.8%
MATERIALS & SUPPLIES	7,200			7,200					7,200		
PURCHASED SERVICES	104,700	800		105,500	800	0.8%			105,500	800	0.8%
PAYMENTS & GRANTS	267,500	237,500		505,000	237,500	88.8%			505,000	237,500	88.8%
INTERNAL EXPENSES & TRANSFERS	267,400	262,500		529,900	262,500	98.2%			529,900	262,500	98.2%
Total EXPENSES	1,261,100	530,100		1,791,200	530,100	42.0%			1,791,200	530,100	42.0%
REVENUES											
EXTERNAL REVENUES	-500,000	-500,000		-1,000,000	-500,000	-100.0%			-1,000,000	-500,000	-100.0%
Total REVENUES	-500,000	-500,000		-1,000,000	-500,000	-100.0%			-1,000,000	-500,000	-100.0%
Total Economic Development	761,100	30,100		791,200	30,100	4.0%			791,200	30,100	4.0%

In 2022, the Economic Development program's total expenditures are \$1,791,200, and \$1 million in revenues for Tourism, resulting in a net budget of \$791,200. The net change from the prior year is \$30,100 or 4.0%. The main drivers are the following:

Personnel Services and Benefits make up 36% of the total expenditures and is the main driver of the budget. Personnel costs have increased by \$29,300 and include contractual and inflationary increases for personnel.

Purchased Services make up 6% of total expenditures and mainly consist of consultant fees and promotion expenses to provide economic development services to the town. Purchased Services have increased by \$800 due to minor reallocations and adjustments to various budgeted expenses.

Payments and Grants make up 28% of total expenditures, which includes the Municipal Accommodation Tax flow-through for tourism. The budget change includes \$237,500 in COVID-19 reversal from 2021.

Internal Expenses and Transfer to Reserves make up 30% of total expenditures and includes distribution of MAT revenue, 50% to Visit Oakville and 50% to reserves. The budget changes includes \$262,500 in COVID-19 reversal from 2021.

External Revenues consist of the Municipal Accommodation Tax. Revenue budgets have been adjusted back to normal for 2022, as hotel bookings are anticipated to return to normal levels.

2023 - 2024 Operating Budget Forecast

	2022 Requested Budget	2023 Requested Forecast	2022-2023 Change (%)	2024 Requested Forecast	2023-2024 Change (%)
Gross Expenditures by Service					
Economic Development					
Economic Development	791,200	807,300	2.0%	823,900	2.1%
Tourism	1,000,000	1,000,000	0.0%	1,000,000	0.0%
Total Gross Expenditures by Service	1,791,200	1,807,300	0.9%	1,823,900	0.9%
Tax Levy by Service					
Economic Development					
Economic Development	791,200	807,300	2.0%	823,900	2.1%
Tourism	0	0	0.0%	0	0.0%
Total Tax Levy by Service	791,200	807,300	2.0%	823,900	2.1%
Gross Expenditures by Type					
Personnel Services & Benefits	643,600	656,900	2.1%	670,700	2.1%
Materials & Supplies	7,200	7,300	1.4%	7,400	1.4%
Purchased Services	105,500	107,600	2.0%	109,700	2.0%
Payments & Grants	505,000	505,600	0.1%	506,200	0.1%
Internal Expenses & Transfers	529,900	529,900	0.0%	529,900	0.0%
Total Expenditures	1,791,200	1,807,300	0.9%	1,823,900	0.9%
Revenues by Type					
External Revenue	1,000,000	1,000,000	0.0%	1,000,000	0.0%
Total Revenues	1,000,000	1,000,000	0.0%	1,000,000	0.0%
Tax Levy	791,200	807,300	2.0%	823,900	2.1%

- The 2023 net budget is projected to increase by 2.0% or \$16,100 and reflects inflationary increases to the cost of delivering services.
- The 2024 net budget is projected to increase by 2.1% or \$16,600 and reflects inflationary increases to the cost of delivering services.

Program: Emergency Services

Program Based Budget

2022 - 2024

Vision

- To minimize or eliminate injuries, loss of life and property from natural, technological or human caused events.

Mission

- To protect people, property and the environment from emergency incidents through education, enforcement and reliable emergency response by highly trained professionals.

Program Services

The Oakville Fire Department provides services through the following programs:



Emergency Services

2022 Program Key Initiatives



Livability

- Continuous improvements for service & initiatives to respond and support legislative and industry standards requirements



Engaged Community

- Explore opportunities for engagement with the community and internal corporate partners for Fire Prevention and Public Education enhancements
- Service & Initiatives with Community partners & External stakeholders for Public Education and Fire & Life safety enhancements
- Continuous advancement of technical rescue level of service
- Focus on innovative solutions for safety messaging and engagement through virtual & social media programming



Accountable Government

- Complete new Master Fire Plan
- Focus on the Centre for Public Safety Excellence Accreditation process
- Bringing all Fire facilities into the corporate facility management process for efficiencies and effectiveness

Key Performance Indicators

1. Percentage of gross operating budget

2017	2018	2019	2020	2021
15.2%	15.1%	14.9%	15.5%	15.9%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

2. Percentage of total FTEs

2017	2018	2019	2020	2021
14.1%	13.9%	13.8%	14.9%	14.6%
Why Important: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
How Calculated: Total program FTEs including part-time / Total town FTEs including part-time				

3. Percentage of responses crew travel time is 240 seconds or less

2017	2018	2019	2020	2021
62%	60.49%	60.35%	60.84%	61.15% (July 31, 2021)
Why Important: The average time fire crews leave the station until they arrive on location.				
How Calculated: Information is provided through the Computer Aided Dispatch system from Burlington Dispatch				

4. Number of fire related injuries per 100,000 population

2017	2018	2019	2020	2021
3.3	5.2	3.3	2.3	3.7 (July 31, 2021)
Why Important: Reflects characteristics such as density, code enforcement, smoke detector use, fire prevention and education.				
How Calculated: Total number of injuries x 100,000 / official population				

5. Number of firefighters per 100,000 population (ISO 37120 core indicator 10.1)

2017	2018	2019	2020	2021
105	101	97	105	104
Why Important: National Fire Protection Association (NFPA) states median staffing rate in Canada is roughly 100 firefighters per 100,000 population.				
How Calculated: Total number of firefighters x 100,000 / official population				

Staffing Overview

Program: Emergency Services	2021 Approved FTE	2022 Adjustments and Reallocations	2022 Budget Efficiencies	2022 Growth and Capital	2022 Total FTE	Net Change 2022 vs 2021
Administration	7.0				7.0	0.0
Training	6.0	0.3			6.3	0.0
Fire Prevention	13.0				13.0	0.0
Suppression	224.0				224.0	0.0
Total Emergency Services	250.0	0.3	0.0	0.0	250.3	0.0

The total 2022 staff complement for Emergency Services is 250 FTE's, an increase of 0.3 FTE from 2021 which is a reallocation of a part-time student from Parks and Open Spaces.

2022 Operating Budget Overview by Service

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
Emergency Services											
Administration	1,459,000	43,800		1,502,800	43,800	3.0%			1,502,800	43,800	3.0%
Communications	1,057,900	-2,600		1,055,300	-2,600	-0.2%			1,055,300	-2,600	-0.2%
Suppression	35,102,900	850,500	114,600	36,068,000	965,100	2.7%	66,100		36,134,100	1,031,200	2.9%
Training	1,178,700	2,200		1,180,900	2,200	0.2%			1,180,900	2,200	0.2%
Fire Prevention	1,624,400	432,400		2,056,800	432,400	26.6%			2,056,800	432,400	26.6%
Emergency Planning TOWARF	27,000	-1,000		26,000	-1,000	-3.7%			26,000	-1,000	-3.7%
Total Emergency Services	40,449,900	1,325,300	114,600	41,889,800	1,439,900	3.6%	66,100		41,955,900	1,506,000	3.7%

The 2022 Emergency Services program increased by \$1,506,000 or 3.7% resulting in a net budget of \$41,955,900.

Administration has increased by \$43,800 primarily due to inflationary and contractual increases to salaries and benefits. In addition, there is an increase to the insurance premium.

Communications has decreased by \$2,600 primarily due to reduced cost for telephone lines to reflect historical trends.

Emergency Services

Suppression has increased \$1,031,200 largely due to inflationary and contractual increases to salaries and benefits. In addition, \$114,600 in capital impacts primarily for the continued phased-in transfer to the Building Maintenance reserve fund for Station 8 and Station 3. Reversal of the 2021 COVID impacts have been included which increases false alarm and traffic revenue and decreases a one-time cost for deep cleaning of fire stations. Finally, a service level change of \$66,100 has been included for an Emergency Vehicle Technician which will provide needed coverage and reduce outsourcing during peak periods.

Training has increased by \$2,200. While inflationary and contractual increase have been included for salaries and benefits, revenue has increased due to COVID reversals from 2021 relating to facility rentals resulting in an overall minor increase to Training services.

Fire Prevention increased by \$432,400. During 2021, as part of a corporate wide COVID mitigation strategy, 3 positions identified in the Fire Master Plan were gapped for a total savings of \$412,300. These positions have now been funded and are anticipated to be filled in 2022. Inflationary and contractual increases to salaries and benefits have been included.

Emergency Planning decreased by \$1,000 for minor adjustments to materials and supplies to reflect historical trends.

TOWARF has no net change. Through a grant from the Town of Oakville, TOWARF, as a volunteer based Auxiliary Unit of the Canadian Coast Guard, provides marine patrol and search and rescue services along the town's waterfront and to approximately 10 miles from shore. The grant is funded through the collection of harbor fees for a net zero impact.

2022 Operating Budget Overview by Component

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
EXPENSES											
PERSONNEL SERVICES & BENEFITS	36,298,500	1,347,800		37,646,300	1,347,800	3.7%			37,646,300	1,347,800	3.7%
MATERIALS & SUPPLIES	741,500	37,000	500	779,000	37,500	5.1%			779,000	37,500	5.1%
CAPITAL OUT OF OPERATIONS	7,000	4,000		11,000	4,000	57.1%			11,000	4,000	57.1%
PURCHASED SERVICES	1,828,500	1,900	15,200	1,845,600	17,100	0.9%			1,845,600	17,100	0.9%
PAYMENTS & GRANTS	50,500	200		50,700	200	0.4%			50,700	200	0.4%
INTERNAL EXPENSES & TRANSFERS	2,066,900	-24,400	98,900	2,141,400	74,500	3.6%	66,100		2,207,500	140,600	6.8%
Total EXPENSES	40,992,900	1,366,500	114,600	42,474,000	1,481,100	3.6%	66,100		42,540,100	1,547,200	3.8%
REVENUES											
EXTERNAL REVENUES	-510,500	-41,200		-551,700	-41,200	-8.1%			-551,700	-41,200	-8.1%
INTERNAL RECOVERY & FUND TRSFS	-32,500			-32,500					-32,500		
Total REVENUES	-543,000	-41,200		-584,200	-41,200	-7.6%			-584,200	-41,200	-7.6%
Total Emergency Services	40,449,900	1,325,300	114,600	41,889,800	1,439,900	3.6%	66,100		41,955,900	1,506,000	3.7%

The Emergency Services program's total gross expenditures are \$42,540,100 and total revenues are \$584,200, resulting in a net budget of \$41,955,900. In 2022, the net budget has increased by \$1,506,000 or 3.7%. The main drivers for the budget are noted in the details below:

Emergency Services

Personnel Services & Benefits are the largest cost component at \$37.6 million and represent 89% of the total gross expenditures. In 2022, personnel costs have increased by \$1,347,800, primarily due to contractual increases to salaries and recognition pay. Significant rate increases to long term health premiums has caused a larger than normal benefit increase. Adjustments have been made where retirements have been replaced with new hires. As part of a corporate wide COVID mitigation strategy, 3 positions identified in the Fire Master Plan were gapped during 2021. These positions have been funded for 2022. Finally, a part-time Parks & Open Space student has been reallocated to Emergency Services for the outside maintenance of the Fire Prevention and Training campus.

Materials & Supplies have increased by \$37,500 primarily due to the reversal of a one-time reduction in special event supplies as Fire Prevention week was virtual during 2021 due to COVID restrictions. In addition, hazmat and rescue supplies have been increased to reflect historical trends and fuel increased due to a higher cost per litre.

Purchased Services total \$1.8 million and, in 2022, have increased by \$17,100 primarily due to the annualization of repairs and maintenance cost for Station 8. In addition, contracted ground maintenance was reduced to offset funding for a part-time student. Both safety supplies and land lines expenditures have been adjusted to reflect historical trends. Finally, the 2021 one-time cost for janitorial services to provide a deep clean of fire stations has been reversed.

Internal Expenses & Transfers have increased by \$140,600 and include transfers to the Fire Vehicle and Equipment reserve for future replacements as assets reach the end of their useful life. In 2022, the budgeted transfer was increased \$93,200 due to a transfer to the Building Maintenance reserve fund for Station 8 and Station 3 which continues to be phased in over the next several years. In addition \$5,000 was added to the equipment reserve for Station 8. Finally, an increase to internal labour is the impact for an Emergency Vehicle Technician to assist in the maintenance and repair of vehicles and equipment. To help mitigate this cost, there is a \$30,200 reduction in labour for non-emergency vehicles.

External Revenues have increased by \$41,200 largely due to the reversal of temporary reductions included in 2021 for reduced traffic and inspection revenue streams as a COVID impact. This was partially offset by reducing revenues for Ministry of Transportation and in-town accidents revenue streams to reflect current trends.

2023 - 2024 Operating Budget Forecast

	2022	2023	2022-2023	2024	2023-2024
Emergency Services	Requested Budget	Requested Forecast	Change (%)	Requested Forecast	Change (%)
Gross Expenditures by Service					
Emergency Services					
Administration	1,502,800	1,538,200	2.4%	1,576,800	2.5%
Communications	1,055,300	1,076,400	2.0%	1,097,900	2.0%
Suppression	36,614,300	37,923,800	3.6%	38,825,100	2.4%
Training	1,191,100	1,216,800	2.2%	1,242,900	2.1%
Fire Prevention	2,118,100	2,166,000	2.3%	2,355,600	8.8%
Emergency Planning	26,000	26,500	1.9%	27,000	1.9%
TOWARF	32,500	33,200	2.2%	33,900	2.1%
Total Gross Expenditures by Service	42,540,100	43,980,900	3.4%	45,159,200	2.7%
Tax Levy by Service					
Emergency Services					
Administration	1,502,800	1,538,200	2.4%	1,576,800	2.5%
Communications	1,055,300	1,076,400	2.0%	1,097,900	2.0%
Suppression	36,134,100	37,437,200	3.6%	38,331,900	2.4%
Training	1,180,900	1,206,400	2.2%	1,232,300	2.1%
Fire Prevention	2,056,800	2,103,500	2.3%	2,291,900	9.0%
Emergency Planning	26,000	26,500	1.9%	27,000	1.9%
TOWARF	0	700	0.0%	1,400	100.0%
Total Tax Levy by Service	41,955,900	43,388,900	3.4%	44,559,200	2.7%
Gross Expenditures by Type					
Personnel Services & Benefits	37,646,300	38,905,200	3.3%	39,940,100	2.7%
Materials & Supplies	779,000	794,900	2.0%	810,600	2.0%
Capital out of Operations	11,000	11,200	1.8%	16,400	46.4%
Purchased Services	1,845,600	1,882,500	2.0%	1,921,100	2.1%
Payments & Grants	50,700	51,400	1.4%	52,100	1.4%
Internal Expenses & Transfers	2,207,500	2,335,700	5.8%	2,418,900	3.6%
Total Expenditures	42,540,100	43,980,900	3.4%	45,159,200	2.7%
Revenues by Type					
External Revenue	551,700	559,500	1.4%	567,500	1.4%
Internal Recoveries & Fund Trsfs	32,500	32,500	0.0%	32,500	0.0%
Total Revenues	584,200	592,000	1.3%	600,000	1.4%
Tax Levy	41,955,900	43,388,900	3.4%	44,559,200	2.7%

Emergency Services

2023 – 2024 Budget Forecast Highlights

- The 2023 net budget is projected to increase by 3.4% or \$1,433,000 and reflects inflationary increases to the cost of delivering services. Furthermore, continued phase-in of the transfer to the Building Maintenance reserve fund has been incorporated for Station 3 and Station 8 as well as transfers to equipment reserves for Fire Prevention vehicles. Finally, operating impacts have been included for portable radio equipment.
- The 2024 net budget is projected to increase by 2.7% or \$ 1,170,300 and reflects inflationary increases to the cost of delivering services. This also includes operating impacts for the continued phase-in of the Station 8 transfer to Building Maintenance Reserves and portable radio equipment. Finally, the 2017 Council approved Fire Master Plan included a Fire Prevention Officer for 2024.

2022 Recommended Capital Budget

The 2022 capital budget for Emergency Services will provide funds to ensure that the Fire station infrastructure, vehicles and equipment are maintained to a state of good repair. Highlights of the 2022 capital budget include the purchase of rescue trucks which have reached the end of their useful life. Additionally, included is the purchase of rescue air bags and portable radio equipment which have also reached the end of their useful life.

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2022	2022
43302103	Fire Master Plan	Growth	25,000	
43302202	Fire Training Facility	Infrastructure Renewal	181,000	
43302203	Emergency Response Vehicles & Equipment	Infrastructure Renewal	2,870,000	
43302204	Fire Services Vehicles and Equipment	Infrastructure Renewal	64,200	
43302205	Fire Services Fitness Equipment & Furniture	Infrastructure Renewal	6,000	
43302206	Protective Clothing Replacement	Infrastructure Renewal	176,000	
43302207	Fire Dispatch Centre Equipment Replacement	Infrastructure Renewal	50,000	
43302208	Portable Radio Equipment	Infrastructure Renewal	276,400	
43302209	Specialized Equipment Replacement	Infrastructure Renewal	351,000	
43302210	Specialized Equipment - New	Infrastructure Renewal	25,000	
TOTAL			4,024,600	

Program: Building Services

Program Based Budget

2022 - 2024

Vision

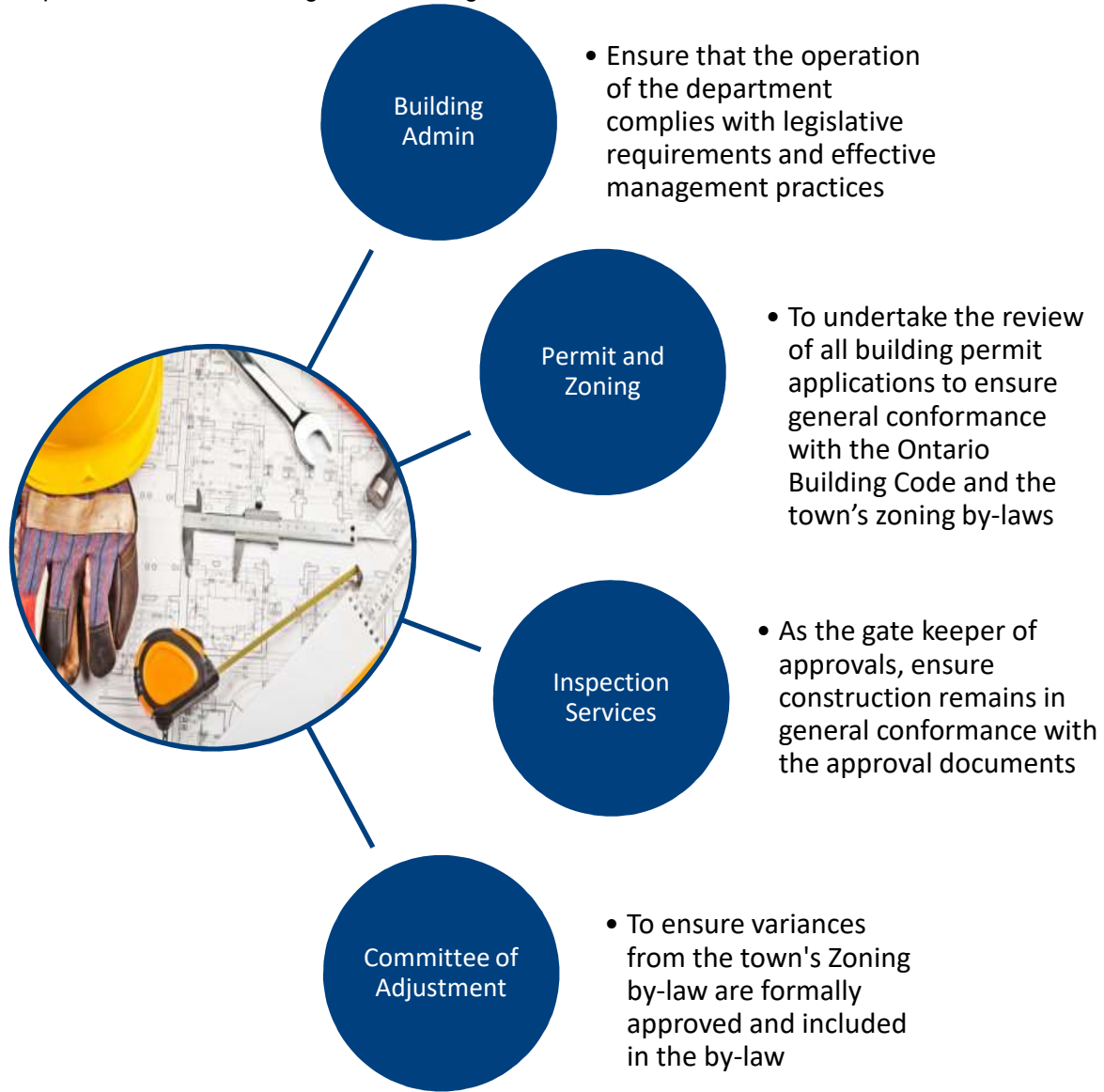
- To provide a centre of expertise for the community and the development industry regarding the requirements of the Ontario Building code, the town's zoning by-laws and Committee of Adjustment.

Mission

- To inform and assist our customers to ensure safe and orderly development and provide efficient delivery of building and zoning review approvals, inspections, minor variance and consent applications and other related services.

Program Services

The Building Services Department provides activities through the following services:



2022 Program Key Initiatives



Livability

- Monitor and respond to legislative changes
- Provide an inclusive and transparent service



Accountable Government

- Participate in creation of an online citizen portal where applicants can submit, make payments, check status of permit applications and schedule building inspections
- Introduce mobile inspection technology
- Modernize the intake process and review process for building permits to support customer first philosophy



Environment

- Implement town vehicles for Building inspectors using hybrid technology to support the environment
- Invest in solar powered charging stations for vehicles

Key Performance Indicators

1. Percentage of gross operating budget

2017	2018	2019	2020	2021
2.3%	2.4%	2.5%	2.5%	2.4%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

2. Percentage of total FTEs

2017	2018	2019	2020	2021
3.0%	3.0%	2.9%	2.8%	2.8%
Why Important: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
How Calculated: Total program FTEs including part-time / Total town FTEs including part-time.				

3. Cost recovery ratio

2017	2018	2019	2020	2021
100%	100%	100%	100%	100%
Why Important: Building Code Act allows for 100% cost recovery and council has directed full cost recovery for Committee of Adjustment.				
How Calculated: (Total Revenue + Transfer from Reserves) / (Gross Revenues – Committee of Adjustments Tax Supported).				

4. Percentage of inspections completed within mandated timeframes

2017	2018	2019	2020	2021
99%	99%	99%	99%	99% (July 31, 2021)
Why Important: Provincially mandated timeframes regulate time taken to complete inspections.				
How Calculated: Results gathered from the Amanda system.				

5. Median days to complete issuance of permits/refusal letters within mandated timeframes

# Days	2017	2018	2019	2020	2021
10 days	18	14	10	21	20 (July 31, 2021)
15 days	30	12	23	1	0 (July 31, 2021)
20 days	29	32	15	18	30 (July 31, 2021)
30 days	46	12	14.5	0	25 (July 31, 2021)
Why Important: Provincially mandated timeframes regulate time taken to process building permit applications.					
How Calculated: Results gathered from the Amanda system.					

6. Median days to provide Committee of Adjustment notices within mandated timeframes

2017	2018	2019	2020	2021
14 days	14 days	14 days	14 days	14 days (July 31, 2021)
Why Important: The Planning Act stipulates providing notice of applications a minimum of 10 days prior to a Committee of Adjustment meeting.				
How Calculated: Results gathered from the Amanda system.				

Staffing Overview

Programs: Building Services	2021 Approved FTE	2022 Adjustments Reallocations	2022 Service Level Change	2022 Growth and Capital	2022 Total FTE	Net Change 2022 vs 2021
Services/Activities:						
Building Administration	1.0				1.0	0.0
Inspection Services	21.0				21.0	0.0
Permit & Zoning	23.2		1.0		24.2	1.0
Committee of Adjustment	2.3				2.3	0.0
Total Building Services	47.5	0.0	1.0	0.0	48.5	1.0

Overall, the total 2022 staff complement for Building Services is 48.5 FTEs, an increase of 1.0 FTE. A contracted Supervisor of Service Delivery has been converted to a permanent FTE to continue to assist with connecting stakeholders with Building Services.

2022 Operating Budget Overview by Service

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
Building Services											
Building Administration	510,400	-53,800		456,600	-53,800	-10.5%			456,600	-53,800	-10.5%
Inspection Services	-255,200	-14,900	41,800	-228,300	26,900	10.5%			-228,300	26,900	10.5%
Permit & Zoning	-255,200	-106,900		-362,100	-106,900	-41.9%	133,800		-228,300	26,900	10.5%
Committee of Adjustment	294,300	-49,200		245,100	-49,200	-16.7%			245,100	-49,200	-16.7%
Total Building Services	294,300	-224,800	41,800	111,300	-183,000	-62.2%	133,800		245,100	-49,200	-16.7%

With the exception of Committee of Adjustment, the Building Services program is a 100% cost recovered program, meaning that total gross expenditures of \$11,355,800 have been fully offset by revenues and any surplus or shortfall is transferred to the Building Enterprise reserve fund resulting in a net budget of zero for those services. For 2022, Building is projecting a surplus revenue transfer to reserve of \$3.2 million.

Building Administration has decreased \$53,800 due to adjustments to wages and benefits to bring budgets in line with actual costs. Contractual and inflationary adjustments have also been included.

Inspection Services has increased \$26,900. Revenue has increased \$1.61 million primarily as a result of a significant number of applications received in prior years which will be processed in 2022 and fees earned. The revenue surplus has been transferred to the Building Enterprise reserve. Inflationary and contractual wages and benefits have been included as well as increased operating costs for electric vehicles to be used by inspection staff.

Building Services

Permit & Zoning has increased \$26,900. Permit rates have increased 2.0% and volumes have been projected based on a seven year average resulting in \$1.5 million revenue increase. The revenue increase is comparable to neighbouring municipalities where permits have increased significantly as the building industry continues to thrive. Inflationary and contractual increases for wages and benefits have been included.

Committee of Adjustment service allows residents, builders, businesses and developers the opportunity to obtain minor variances from zoning regulations and/or the severance of lands. In 2022, the total net budget for Committee of Adjustment is \$245,100, which has decreased by \$49,200 or 16.7% mainly driven by total increased revenues of \$78,900 which has been partially offset with inflationary and contractual increases to wages and benefits.

2022 Operating Budget Overview by Component

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
EXPENSES											
PERSONNEL SERVICES & BENEFITS	5,974,000	-28,500		5,945,500	-28,500	-0.5%	133,800		6,079,300	105,300	1.8%
MATERIALS & SUPPLIES	40,900	5,800		46,700	5,800	14.2%			46,700	5,800	14.2%
PURCHASED SERVICES	111,800	5,300	1,100	118,200	6,400	5.7%			118,200	6,400	5.7%
PAYMENTS & GRANTS	6,900			6,900					6,900		
INTERNAL EXPENSES & TRANSFERS	3,599,400	2,560,000	40,700	6,200,100	2,600,700	72.3%			6,200,100	2,600,700	72.3%
Total EXPENSES	9,733,000	2,542,600	41,800	12,317,400	2,584,400	26.6%	133,800		12,451,200	2,718,200	27.9%
REVENUES											
EXTERNAL REVENUES	-8,669,400	-3,200,400		-11,869,800	-3,200,400	-36.9%			-11,869,800	-3,200,400	-36.9%
INTERNAL RECOVERY & FUND TRSFS	-769,300	433,000		-336,300	433,000	56.3%			-336,300	433,000	56.3%
Total REVENUES	-9,438,700	-2,767,400		-12,206,100	-2,767,400	-29.3%			-12,206,100	-2,767,400	-29.3%
Total Building Services	294,300	-224,800	41,800	111,300	-183,000	-62.2%	133,800		245,100	-49,200	-16.7%

In 2022, total direct operating expenditures for Building Services and Committee of adjustment is \$12,451,200 and total revenues is \$12,206,100 which results in a net revenue transfer to the Building Enterprise reserve of \$3.2 million for an overall net budget of \$245,100. Overall, the Building Services portion of the budget is net zero by recovering 100% of costs of services with the net budget of \$245,100 related to Committee of Adjustments. The main drivers of the budget are as follows:

Personnel Services & Benefits represents the largest portion of the gross expenditures with \$6.1 million. In 2022, personnel costs have increased by \$105,300 due to inflationary, contractual wage and benefit increases partially offset by adjustments to bring budgets in line with actual costs. Due to the Regional Allocation Program, the need for a Supervisor of Service Delivery was identified resulting in 1.0 FTE being added and shown as a service level change in the table above. Lastly, a one-time reduction of \$7,100 for Committee of Adjustment part-time funding that was removed as a 2021 COVID-19 mitigation strategy has been reinstated.

Purchased Services has increased by \$6,400 primarily due to a larger than average increase to the town's insurance premium.

Building Services

Internal Expenses & Transfers is the second largest component with \$6.2 million, which have increased by \$2.6 million or 72.3%. Due to increased permit volumes, a \$3.2 million surplus is transferred to the Building Enterprise reserve. Furthermore, \$3.0 million is included to reflect other department's direct and indirect costs attributed to the delivery of Building Services.

External Revenues represents 98% of the total revenue for the Building Services program. In 2022, external revenues are projected to increase by \$3,200,400 mainly due to a higher level of both residential and ICI permits. This increase includes a COA revenue increase of \$78,900 or 12.4% driven by higher volume.

Internal Recovery & Fund Transfers has decreased \$433,000. This reduction is mainly due to the reversal of temporary funding from the Building Enterprise reserve for short-term staffing.

2023 - 2024 Operating Budget Forecast

	2022 Requested Budget	2023 Requested Forecast	2022-2023 Change (%)	2024 Requested Forecast	2023-2024 Change (%)
Gross Expenditures by Service					
Building Services					
Building Administration	527,300	538,500	2.1%	550,000	2.1%
Inspection Services	5,278,800	5,705,700	8.1%	5,416,600	-5.1%
Permit & Zoning	5,683,500	5,683,100	-0.0%	5,682,500	-0.0%
Committee of Adjustment	961,600	980,600	2.0%	1,000,000	2.0%
Total Gross Expenditures by Service	12,451,200	12,907,900	3.7%	12,649,100	-2.0%
Tax Levy by Service					
Building Services					
Building Administration	456,600	467,500	2.4%	478,700	2.4%
Inspection Services	-228,300	-233,800	-2.4%	-239,300	-2.4%
Permit & Zoning	-228,300	-233,700	-2.4%	-239,400	-2.4%
Committee of Adjustment	245,100	249,800	1.9%	254,600	1.9%
Total Tax Levy by Service	245,100	249,800	1.9%	254,600	1.9%
Gross Expenditures by Type					
Personnel Services & Benefits	6,079,300	6,070,300	-0.1%	6,194,400	2.0%
Materials & Supplies	46,700	47,600	1.9%	48,500	1.9%
Purchased Services	118,200	120,500	1.9%	122,800	1.9%
Payments & Grants	6,900	7,000	1.4%	7,100	1.4%
Internal Expenses & Transfers	6,200,100	6,662,500	7.5%	6,276,300	-5.8%
Total Expenditures	12,451,200	12,907,900	3.7%	12,649,100	-2.0%
Revenues by Type					
External Revenue	11,869,800	12,318,900	3.8%	12,052,300	-2.2%
Internal Recoveries & Fund Trsfs	336,300	339,200	0.9%	342,200	0.9%
Total Revenues	12,206,100	12,658,100	3.7%	12,394,500	-2.1%
Tax Levy	245,100	249,800	1.9%	254,600	1.9%

Building Services

2023 - 2024 Budget Forecast Highlights

- The 2023 net budget is projected to increase by 1.9% or \$4,700. Increased revenue will be offset by inflationary increases to the cost of delivering services as well as transfers to the reserve fund.
- The 2024 net budget is projected to increase by 1.9% or \$4,800 reflects inflationary increases to the cost of delivering services and reduced deferred revenue from prior years. The transfer to the Building Enterprise reserve will be slightly reduced as periods of high activity are expected to stabilize.

2022 Recommended Capital Budget

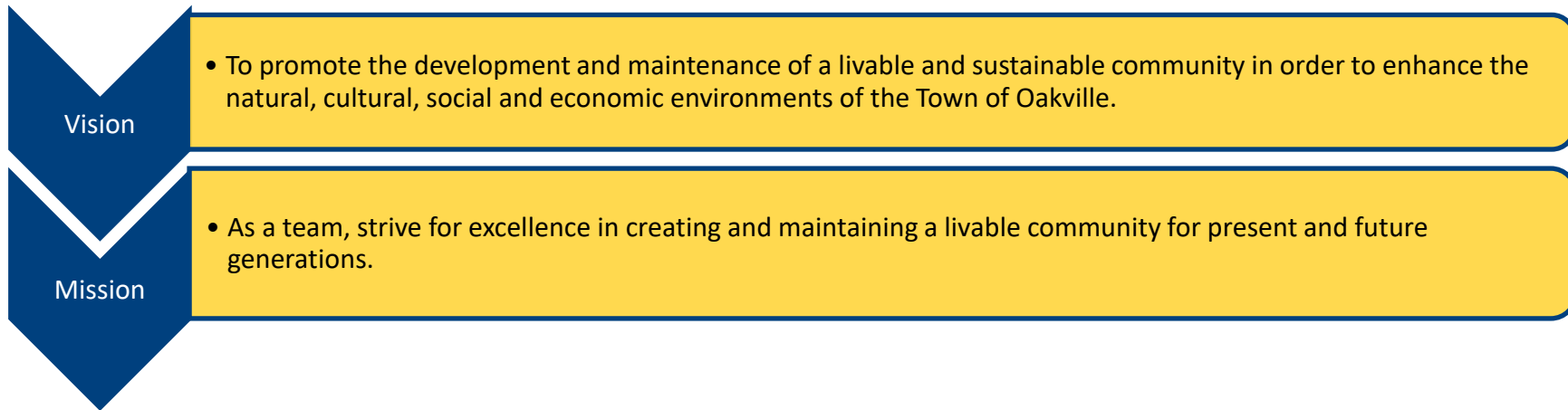
The capital budget will provide funds to continue the implementation of an end-to-end online solution that will enhance service delivery for the full suite of development approvals and permitting services. Also, included is funding for scanning of historical documents to be stored in a consistent and retrievable format.

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2022	2022
62102001	Plan-It E-services	Strategic Priorities	285,000	51,400
62102201	Document Scanning	Strategic Priorities	402,000	
TOTAL			687,000	51,400

Program: Planning Services

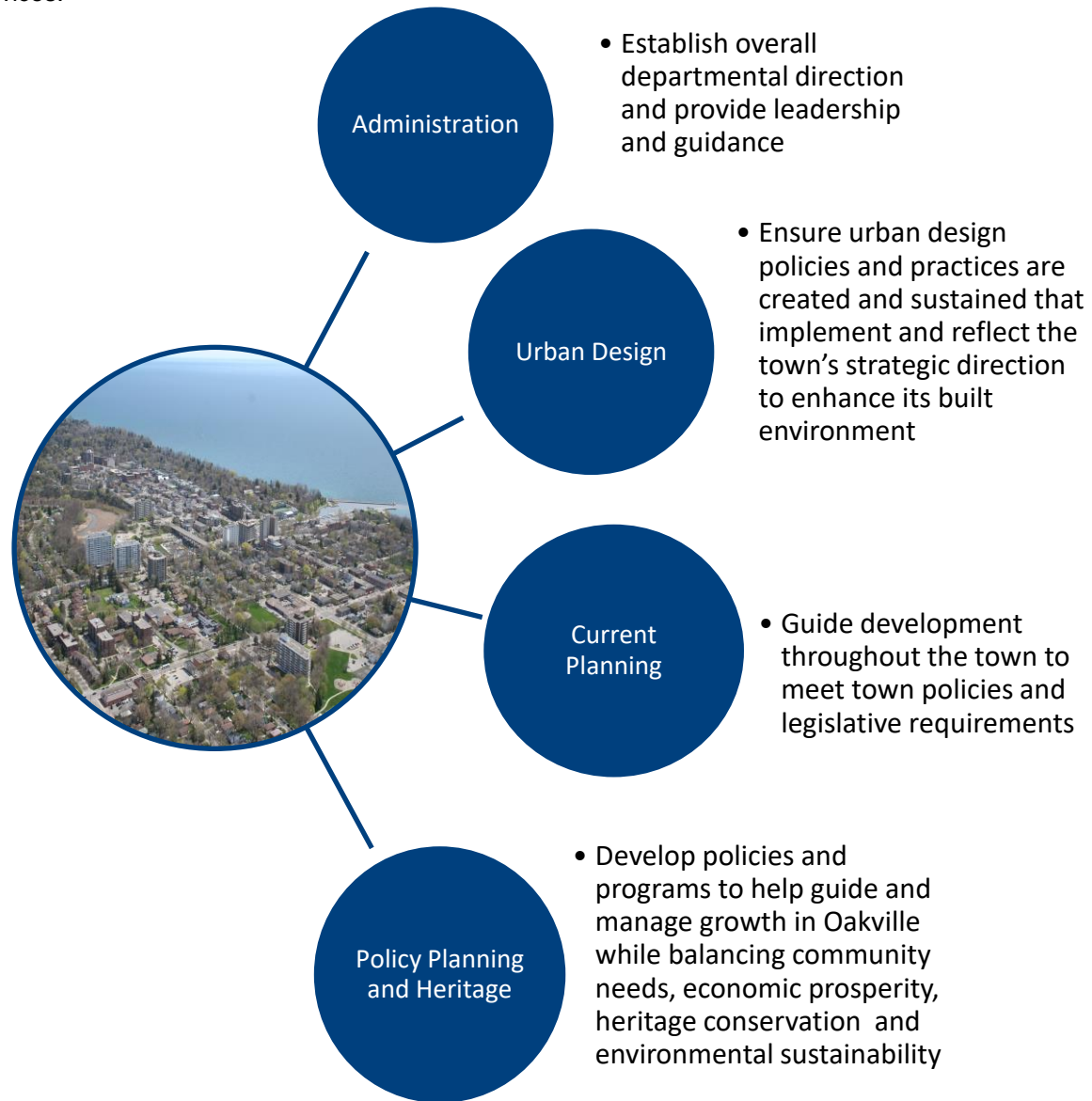
Program Based Budget

2022 - 2024



Program Services

Planning delivers the following services:



2022 Program Key Initiatives



Livability

- Continue to implement the town's Urban Structure through the Official Plan Review, including:
 - Complete the Bronte GO MTSA Study
 - Complete the Midtown UGC Review
 - Undertake creation of urban design direction for Growth Centres and Intensification Corridors
 - Undertake the Uptown Growth Area Study
 - Undertake the Neyagawa Urban Core Review
- Initiate the Residential Areas Review
- Develop Midtown implementation strategy
 - Initiate the Old Oakville Heritage Conservation District Review
- Continue to implement the Cultural Heritage Landscape Strategy
- Monitor and respond to legislative changes



Engaged Community

- Complete Parks and Open Space strategy
- Complete Urban Mobility strategy
- Continue engagement through the Official Plan Review program



Environment

- Incorporate Climate Change Adaptation policies into the Official Plan and Urban Design standards

Key Performance Indicators

1. Percentage of gross operating budget

2017	2018	2019	2020	2021
1.7%	1.7%	1.7%	1.8%	1.9%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

2. Percentage of total FTEs

2017	2018	2019	2020	2021
1.9%	1.8%	1.8%	1.7%	1.8%
Why Important: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
How Calculated: Total program FTEs including part-time / Total town FTEs including part-time.				

3. Cost recovery ratio

2017	2018	2019	2020	2021
54%	46%	42%	55%	67% (Aug. 30, 2021)
Why Important: To ensure fee supported related activities are being recovered 100% in accordance with the town's Rate's and Fee policy to the limit permissible under the Planning Act. The revised Fee Model indicates the target is 59.1% as this is the level of Planning activities that can be recovered through fees based on 5 year average volumes. Achievement can be rationalized against budgeted and actual activity volumes.				
How Calculated: Total Fee Revenue/Total Gross Costs. Actual cost recovery varies from year to year based on volumes.				

4. Percentage of development applications (subdivisions, official plans, zoning) presented at a meeting within 4 months of submission

2017	2018	2019	2020	2021
15%	64%	100%	38%	(Sept. 30, 2021) 14%
Why Important: Ensure that Planning Services is meeting legislated timing for processing development applications.				
How Calculated: Tracked from AMANDA system to measure the time taken to process applications from "Open" to "Council decision" status. NA due to legislative changes mid-2019.				

5. Percentage of site plan applications processed from submission to final approval within 4-8 months

2017	2018	2019	2020	2021
4%	15%	0%	50%	50% (July 30, 2021)
Why Important: Ensure that the applicant is given some certainty for the timing of a site plan application.				
How Calculated: Tracked from AMANDA to measure the time taken to process applications from "Open" to "Final Approval" status.				

Staffing Overview

Program: Planning Services	2021 Approved FTE	2022 Adjustments and Reallocations	2022 Service Level Change	2022 Growth and Capital	2022 Total FTE	Net Change 2022 vs 2021
Administration	2.0				2.0	0.0
Urban Design	5.0				5.0	0.0
Current Planning	15.0		(1.0)		14.0	(1.0)
Policy Planning & Heritage	8.0				8.0	0.0
Total Planning Services	30.0	0.0	(1.0)	0.0	29.0	(1.0)

Overall, the total 2022 staff complement for Planning Services is 29.0 FTEs, a decrease of 1.0 FTE from 2021. Derived from the Plan-It efficiency review, one position has been eliminated.

2022 Operating Budget Overview by Service

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
Planning Services											
Administration	481,200	73,100		554,300	73,100	15.2%			554,300	73,100	15.2%
Urban Design	1,132,900	54,200		1,187,100	54,200	4.8%			1,187,100	54,200	4.8%
Current Planning	-812,700	787,200		-25,500	787,200	96.9%			-25,500	787,200	96.9%
Policy Planning & Heritage	1,282,100	-31,900		1,250,200	-31,900	-2.5%	30,000		1,280,200	-1,900	-0.1%
Total Planning Services	2,083,500	882,600		2,966,100	882,600	42.4%	30,000		2,996,100	912,600	43.8%

In 2022, the Planning Services program budget has increased by \$912,600 or 43.8% resulting in a net total budget of \$2,996,100.

Administration has increased \$73,100 primarily due to reversal of temporary gapping for the Administrative Assistant position. Inflationary adjustments for wages and benefits, materials and purchased services have been included. Finally, funding for purchase of computer hardware has been added.

Urban Design has increased \$54,200 due to inflationary and contractual adjustments to wages and benefits. In addition, internal charges have increased by inflation which represents the time spent by other departments to assist the Urban Design program. The total budget represents the costs necessary to ensure that policies and practices reflect the town's strategic direction to enhance its built environment.

Current Planning has decreased \$787,200. In 2020, the Regional Allocation program was released and as a result the 2021 budget for activity planning revenue was increased by \$882,000 for growth in development activity. As the majority of the applications in North Oakville have been received, the strategy of budgeting revenue based on historical average volumes has resumed for 2022 resulting in \$4.2 million in revenues, a \$790,700 year over year decrease. Inflationary rate increases have been incorporated as well as contractual and inflationary increases for wages and benefits. Finally, savings from the Plan-It efficiency review have been incorporated with the elimination of one position.

Policy Planning & Heritage has decreased \$1,900 primarily due to increased recovery for temporary staff from capital projects. The decrease was largely offset with a service level change to the Oakville Heritage Grant Program with \$30,000 additional funding added to the program. Inflationary and contractual adjustments to wages and benefits have also been included. The total budget of \$1.28 million represents costs to help manage growth while balancing community needs, economic prosperity and environmental sustainability.

2022 Operating Budget Overview by Component

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
EXPENSES											
PERSONNEL SERVICES & BENEFITS	4,336,200	-153,200		4,183,000	-153,200	-3.5%			4,183,000	-153,200	-3.5%
MATERIALS & SUPPLIES	26,100			26,100					26,100		
CAPITAL OUT OF OPERATIONS	4,000	7,000		11,000	7,000	175.0%			11,000	7,000	175.0%
PURCHASED SERVICES	107,600	2,200		109,800	2,200	2.0%			109,800	2,200	2.0%
PAYMENTS & GRANTS	101,400			101,400			30,000		131,400	30,000	29.6%
INTERNAL EXPENSES & TRANSFERS	3,143,700	61,500		3,205,200	61,500	2.0%			3,205,200	61,500	2.0%
Total EXPENSES	7,719,000	-82,500		7,636,500	-82,500	-1.1%	30,000		7,666,500	-52,500	-0.7%
REVENUES											
EXTERNAL REVENUES	-4,988,800	790,700		-4,198,100	790,700	15.8%			-4,198,100	790,700	15.8%
INTERNAL RECOVERY & FUND TRSFS	-646,700	174,400		-472,300	174,400	27.0%			-472,300	174,400	27.0%
Total REVENUES	-5,635,500	965,100		-4,670,400	965,100	17.1%			-4,670,400	965,100	17.1%
Total Planning Services	2,083,500	882,600		2,966,100	882,600	42.4%	30,000		2,996,100	912,600	43.8%

In 2022, the Planning Services program has total expenditures of \$7,666,500 and total revenues of \$4,670,400 resulting in a net budget of \$2,996,100. The main drivers for the change are the following:

Personnel Services & Benefits represent 55% of the total gross expenditures for Planning Services with \$4.2 million. In 2022, personnel costs have decreased by \$153,200, primarily due to the reversal of temporary personnel budget added to support Planning legal matters in 2021 and temporary gapping for an Administrative Assistant. In addition, temporary funding for one Heritage Planner to assist with Local Planning Appeal Tribunal (LPAT) hearings remains for 2022. Inflationary and contractual increases for salaries and benefits have been included which are partially mitigated by efficiencies identified in the Plan-It organizational review resulting in the elimination of one position.

Capital Out of Operations have increased by \$7,000 to support the purchase of laptops for staff.

Planning Services

Purchased Services have increased by \$2,200, due to an increase of the town insurance premium.

Payments & Grants includes the Oakville Heritage Grant Program which assists heritage property owners restore and maintain their properties. For 2022, an additional \$30,000 has been added to the program.

Internal Expenses & Transfers is the second largest cost component at 42% with \$3.2 million and represent direct and indirect costs from other departments involved in the Planning application process. In 2022, internal charges have increased by \$61,500 to reflect inflationary increases from other departments involved in the planning process that can be recovered through Planning fees.

External Revenues represents 90% of the total revenue for Planning Services with \$4.2 million and has decreased by \$790,700. The 2021 budget included the release of the Regional Allocation program which resulted in \$882,000 additional growth revenue. The majority of these applications have been processed in 2021. While there is a reduction of revenue year over year, the 2022 budget is representative of average volumes and inflationary increases to fees.

Internal Recovery & Fund Transfers includes the allocation from Building and Development Services fee recovery models. Fund transfers have decreased \$174,400 as temporary Tax Stabilization funding previously added to support Planning legal matters anticipated in 2021 has been removed. Additionally, internal labour capital has increased \$28,600 to support staff time spent on capital projects.

2023 - 2024 Operating Budget Forecast

	2022 Requested Budget	2023 Requested Forecast	2022-2023 Change (%)	2024 Requested Forecast	2023-2024 Change (%)
Gross Expenditures by Service					
Planning Services					
Administration	613,500	626,600	2.1%	639,900	2.1%
Urban Design	1,223,400	1,248,600	2.1%	1,274,200	2.1%
Current Planning	4,324,400	4,412,800	2.0%	4,502,900	2.0%
Policy Planning & Heritage	1,505,200	1,533,300	1.9%	1,561,900	1.9%
Total Gross Expenditures by Service	7,666,500	7,821,300	2.0%	7,978,900	2.0%
Tax Levy by Service					
Planning Services					
Administration	554,300	566,800	2.3%	579,400	2.2%
Urban Design	1,187,100	1,211,600	2.1%	1,236,500	2.1%
Current Planning	-25,500	-24,000	5.9%	-22,700	5.4%
Policy Planning & Heritage	1,280,200	1,307,500	2.1%	1,335,300	2.1%
Total Tax Levy by Service	2,996,100	3,061,900	2.2%	3,128,500	2.2%
Gross Expenditures by Type					
Personnel Services & Benefits	4,183,000	4,268,700	2.0%	4,356,000	2.0%
Materials & Supplies	26,100	26,700	2.3%	27,300	2.2%
Capital out of Operations	11,000	11,200	1.8%	11,400	1.8%
Purchased Services	109,800	112,000	2.0%	114,200	2.0%
Payments & Grants	131,400	133,400	1.5%	135,400	1.5%
Internal Expenses & Transfers	3,205,200	3,269,300	2.0%	3,334,600	2.0%
Total Expenditures	7,666,500	7,821,300	2.0%	7,978,900	2.0%
Revenues by Type					
External Revenue	4,198,100	4,282,000	2.0%	4,367,700	2.0%
Internal Recoveries & Fund Trsfs	472,300	477,400	1.1%	482,700	1.1%
Total Revenues	4,670,400	4,759,400	1.9%	4,850,400	1.9%
Tax Levy	2,996,100	3,061,900	2.2%	3,128,500	2.2%

2023 - 2024 Budget Forecast Highlights

- The 2023 net budget is projected to increase by 2.2% or \$ 95,800 and reflects inflationary increases to the cost of delivering services and modest revenue increases.
- The 2024 net budget is projected to increase by 2.2% or \$ 66,600 and reflects inflationary increases to the cost of delivering and modest revenue increases.

2022 Recommended Capital Budget

The capital budget will provide funds for Planning Services to undertake the required 5-year review of the Official Plan and other special planning projects and studies to support the review, including a Zoning Review, Urban Design Initiatives and Heritage Planning Studies.

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2022	2022
63101501	Official Plan/ Prov. Conformity Review	Growth	200,000	
63102102	Urban Design Initiatives (Design Direction and Studies)	Growth	50,000	
63102103	Zoning Review	Growth	50,000	
63102104	Special Planning Projects/Studies	Growth	25,000	
63102105	Official Plan Implementation	Growth	150,000	
63102201	Heritage Planning Studies	Infrastructure Renewal	25,000	
TOTAL			500,000	

Program: Development Services

Program Based Budget

2022 - 2024

Vision

- To ensure development proposals meet community objectives aimed at protecting and improving the livability of the community.

Mission

- Protecting the public and its interest in the greater community by ensuring land (re)development proposals comply with current engineering standards/practices and that our community is supported by stormwater management infrastructure and strategies that work to safeguard the community and its natural resources.

Program Services

Development Services provides program services through the following sections:



2022 Program Key Initiatives



Accountable Government

- Continue to implement Plan-it service improvements initiative which aims to improve our services related to property improvement projects, including the launch of the online public portal for DENG and DESP applications
- Inspection process improvements, including online appointment booking capability
- Update of Town's Design Standards.
- Review of by-laws related to drainage and site alteration



Engaged Community

- Continue to review and update guidelines for infill development projects, including
 - Road Cut Process Improvements
 - Engineering Review Process Improvements
- Continue to embed outreach and consultation in plan, strategy and project development



Environment

- Continue to review development applications in accordance with approved direction within North Oakville Creek Subwatershed Studies with consideration to adaptive management opportunities
- Process improvement for Site Alterations including improved coordination with CH for Regulated Areas
- Continue to review opportunities to incorporate climate change resiliency into development application requirements in accordance with the Town's Stormwater Master Plan

Key Performance Indicators

1. Percentage of gross operating budget

2017	2018	2019	2020	2021
1.6%	1.5%	1.6%	1.5%	1.4%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

2. Percentage of total FTEs

2017	2018	2019	2020	2021
1.8%	1.8%	1.8%	1.6%	1.7%
Why Important: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
How Calculated: Total program FTEs including part-time / Total town FTEs including part-time.				

3. Cost recovery ratio

2017	2018	2019	2020	2021
95%	95%	85%	77%	90% (July 31, 2021)
Why Important: Monitors the programs alignment with the Town's User Fee Policy and is measure that can be rationalized against expected and actual activity levels.				
How Calculated: Total Revenues generated from applications/Total expenses attributed to application processing.				

4. Percentage of Scoped Site Plan (DESP) applications processed within the prescribed timeframe (4 weeks)

2017	2018	2019	2020	2021
N/A	71%	72%	42%	62% (July 31, 2021)
Why Important: To ensure service delivery remains in line with service level expectations. The measure is important to ensure we are delivering upon our commitments to customers				
How Calculated: Number of applications (Dev. Engineering Site Plans) reviewed within the 28 day commitment over the total number of applications reviewed.				
Comment: * Service operations were impacted by COVID. Modifications were implemented in Q3/Q4 2020 that serve to support remote service operations and improve service levels. This is projected to be a record year in terms of DESP applications (144 applications received by September 30, 2021; previous annual record was 177 applications in 2019).				

5. Percentage of DENG permit applications processed within the prescribed timeframe (3 weeks)

2017	2018	2019	2020	2021
43%	67%	89%	90%	87% (July 31, 2021)
Why Important: To ensure service delivery remains in line with service level expectations. The measure is important to ensure we are delivering upon our commitments to customers.				
How Calculated: Number of applications (DENG) reviewed within the 21 day commitment over the total number of applications reviewed.				

Staffing Overview

Program: Development Services	2021 Approved FTE	2022 Adjustments and Reallocations	2022 Budget Efficiencies	2022 Growth and Capital	2022 Total FTE	Net Change 2022 vs 2021
Development & Environmental Engineering	14.2				14.2	0.0
Permits & Inspection	11.3				11.3	0.0
Total Development Services	25.5	0.0	0.0	0.0	25.5	0.0

In 2022, the Development Services program remains unchanged from 2021, with 25.5 FTEs.

2022 Operating Budget Overview by Service

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
Development Services											
Development & Environmental Engineering	182,900	151,200		334,100	151,200	82.7%			334,100	151,200	82.7%
Permits & Inspection	102,900	16,500		119,400	16,500	16.0%			119,400	16,500	16.0%
Total Development Services	285,800	167,700		453,500	167,700	58.7%			453,500	167,700	58.7%

Overall the Development Services program has increased by \$167,700 or 58.7% resulting in a net total budget of \$453,500.

Development Engineering increased by \$151,200 primarily due to a one-time increase of \$112,000 in contracted services for tree protection inspections which will complement the existing resources. Temporary reductions of \$20,000 in outside engineering services included in the 2021 budget as mitigation measures to offset COVID-19 impacts have been reversed for 2022. Inflationary and contractual increases on personnel have also been included.

Permits & Inspections increased by \$16,500 largely due to inflationary and contractual increases on personnel and internal labour charges.

2022 Operating Budget Overview by Component

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
EXPENSES											
PERSONNEL SERVICES & BENEFITS	3,115,700	44,900		3,160,600	44,900	1.4%			3,160,600	44,900	1.4%
MATERIALS & SUPPLIES	7,500			7,500					7,500		
PURCHASED SERVICES	274,500	132,400		406,900	132,400	48.2%			406,900	132,400	48.2%
PAYMENTS & GRANTS	5,600			5,600					5,600		
INTERNAL EXPENSES & TRANSFERS	1,323,300	26,800		1,350,100	26,800	2.0%			1,350,100	26,800	2.0%
Total EXPENSES	4,726,600	204,100		4,930,700	204,100	4.3%			4,930,700	204,100	4.3%
REVENUES											
EXTERNAL REVENUES	-3,636,700	15,100		-3,621,600	15,100	0.4%			-3,621,600	15,100	0.4%
INTERNAL RECOVERY & FUND TRSFS	-804,100	-51,500		-855,600	-51,500	-6.4%			-855,600	-51,500	-6.4%
Total REVENUES	-4,440,800	-36,400		-4,477,200	-36,400	-0.8%			-4,477,200	-36,400	-0.8%
Total Development Services	285,800	167,700		453,500	167,700	58.7%			453,500	167,700	58.7%

In 2022, the Development Services program's total expenditures are \$4,930,700 and total revenues are \$4,477,200 resulting in a net budget of \$453,500. The net change from prior year is \$167,700 or 58.7%. The main drivers for the change are the following:

Personnel Services & Benefits is the largest cost component of the budget at \$3.16 million representing 64% of the total gross expenditures. In 2022, personnel costs increased by \$44,900 primarily due to inflationary and contractual increases to wages and benefits.

Purchased Services increased by \$132,400, largely due to a one-time increase of \$112,000 to contracted services for tree protection inspections which will complement the existing resources. The 2021 budget included temporary reductions of \$20,000 in outside engineering services as mitigation measures to offset COVID-19 impacts which have been reversed for 2022.

Internal Expenses & Transfers is the second largest portion of the gross expenditures with \$1.35 million or 27%. In 2022, internal charges increased by \$26,800 due to inflationary adjustments for time that other departments will spend on development applications which are fee recoverable.

External Revenues are 80% of the total revenue and represents fees recovered for various services provided. In 2022, although inflationary increases were included to rates and fees, revenue has decreased by \$15,100 mainly due to reduced volumes in subdivision agreements, site plans and supervision fees.

Internal Recovery & Fund Transfers increased by \$51,500 to reflect inflationary increases for the time that Development Services staff will spend on Planning Services activities.

2023 - 2024 Operating Budget Forecast

	2022 Requested Budget	2023 Requested Forecast	2022-2023 Change (%)	2024 Requested Forecast	2023-2024 Change (%)
Gross Expenditures by Service					
Development Services					
Development & Environmental Engineering	2,573,400	2,513,400	-2.3%	2,564,000	2.0%
Permits & Inspection	2,357,300	2,404,600	2.0%	2,453,100	2.0%
Total Gross Expenditures by Service	4,930,700	4,918,000	-0.3%	5,017,100	2.0%
Tax Levy by Service					
Development Services					
Development & Environmental Engineering	334,100	230,600	-31.0%	236,700	2.6%
Permits & Inspection	119,400	122,000	2.2%	124,900	2.4%
Total Tax Levy by Service	453,500	352,600	-22.2%	361,600	2.6%
Gross Expenditures by Type					
Personnel Services & Benefits	3,160,600	3,225,200	2.0%	3,291,200	2.0%
Materials & Supplies	7,500	7,600	1.3%	7,700	1.3%
Purchased Services	406,900	302,900	-25.6%	308,800	1.9%
Payments & Grants	5,600	5,700	1.8%	5,800	1.8%
Internal Expenses & Transfers	1,350,100	1,376,600	2.0%	1,403,600	2.0%
Total Expenditures	4,930,700	4,918,000	-0.3%	5,017,100	2.0%
Revenues by Type					
External Revenue	3,621,600	3,692,700	2.0%	3,765,300	2.0%
Internal Recoveries & Fund Trsfs	855,600	872,700	2.0%	890,200	2.0%
Total Revenues	4,477,200	4,565,400	2.0%	4,655,500	2.0%
Tax Levy	453,500	352,600	-22.2%	361,600	2.6%

2023 - 2024 Budget Forecast Highlights

- The 2023 net budget is projected to decrease by 22.2% or \$100,900 and is driven mainly by the reversal of the one-time increase of \$112,000 in contracted services for tree protection inspections. The budget also reflects inflationary increases to the cost of delivering services.
- The 2024 net budget is projected to increase by 2.6% or \$9,000 and reflects adjustments and inflationary increases to the cost of delivering services.

Program: Strategic Business Services

Program Based Budget

2022 - 2024

Vision

- To be a centre of expertise and innovation for developing and delivering business solutions.

Mission

- To provide data, analytics, and business improvement services to help our clients achieve service excellence.

Program Services

Strategic Business Services provides services through the following activities:



Strategic
Business Services

- Geospatial Information & Data Management
- Data Analytics & Visualization
- Business Solutions
- Information Management & Digital Enablement
- Continuous Improvement & Innovation

2022 Program Key Initiatives



Engaged Community

- Support the improvement and implementation of customer facing user self serve solutions



Accountable Government

- Support continuous improvements and innovation efforts across Community Development Commission (CDC)
- Support data management and analytics efforts within CDC data in order to monitor and improve performance
- Lead and support the implementation of the Plan-it Oakville Program
- Develop, implement, and support Amanda based solutions for the CDC
- Develop, implement, and support GIS based solutions for the CDC and the corporation

Key Performance Indicators

1. Percentage of gross operating budget

2017	2018	2019	2020	2021
0.5%	0.5%	0.5%	0.5%	0.5%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

2. Percentage of total FTEs

2017	2018	2019	2020	2021
0.6%	0.6%	0.6%	0.6%	0.6%
Why Important: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
How Calculated: Total program FTEs including part-time / Total town FTEs including part-time.				

3. Percentage of projects and service requests completed based on total submitted

2017	2018	2019	2020	2021
90%	85%	85%	90%	85%(July 31, 2021)
Why Important: Projects and service requests completed increase the effectiveness and efficiency of the program areas that SBS supports.				
How Calculated: As per Strategic Business Services (SBS) Service Request & Project Tracking Systems.				

Staffing Overview

Program: Strategic Business Services	2021 Approved FTE	2022 Adjustments Reallocations	2022 Service Level Change	2022 Growth and Capital	2022 Total FTE	Net Change 2022 vs 2021
Strategic Business Services	10.0				10.0	0.0
Total Strategic Business Services	10.0	0.0	0.0	0.0	10.0	0.0

The staff complement for Strategic Business Services remains unchanged from 2021 with 10.0 FTE's.

2022 Operating Budget Overview by Service

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
Strategic Business Services											
Strategic Business Services	346,200	-13,400		332,800	-13,400	-3.9%			332,800	-13,400	-3.9%
Total Strategic Business Services	346,200	-13,400		332,800	-13,400	-3.9%			332,800	-13,400	-3.9%

In 2022, the Strategic Business Services program net budget has decreased by \$13,400 or 3.9%. For 2022, inflationary adjustments were included for wages and benefits. Temporary COVID-19 mitigation for 2021, particularly a reduction of skills improvement and meals for a total of \$6,900 have been reinstated. The program provides support to the Community Development Commission, with an increase of the services being provided to the Infrastructure Planning and Improvements and Municipal Enforcement departments and an inflationary adjustment for staff time recoveries of \$17,700 has been included. Finally, an increased recovery of \$30,000 has been added for staff time working on the Plan-it capital project.

2022 Operating Budget Overview by Component

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
EXPENSES											
PERSONNEL SERVICES & BENEFITS	1,256,700	30,600		1,287,300	30,600	2.4%			1,287,300	30,600	2.4%
MATERIALS & SUPPLIES	800			800					800		
CAPITAL OUT OF OPERATIONS	1,600	-500		1,100	-500	-31.3%			1,100	-500	-31.3%
PURCHASED SERVICES	15,800	4,200		20,000	4,200	26.6%			20,000	4,200	26.6%
Total EXPENSES	1,274,900	34,300		1,309,200	34,300	2.7%			1,309,200	34,300	2.7%
REVENUES											
INTERNAL RECOVERY & FUND TRSFs	-928,700	-47,700		-976,400	-47,700	-5.1%			-976,400	-47,700	-5.1%
Total REVENUES	-928,700	-47,700		-976,400	-47,700	-5.1%			-976,400	-47,700	-5.1%
Total Strategic Business Services	346,200	-13,400		332,800	-13,400	-3.9%			332,800	-13,400	-3.9%

In 2022, the Strategic Business Services program's total expenditures are \$1,309,200 and total revenues are \$ 976,400 resulting in a net budget of \$ 332,800. The net change from prior year is a decrease of \$13,400 or 3.9%. The main drivers for the change are the following:

Personnel Services & Benefits have increased by \$30,600 which includes inflationary increases for salaries and benefits.

Purchased Services have increased by \$4,200 which includes the reversal of the 2021 COVID mitigation reductions in professional development, skills improvement and mileage. Finally, all meals expenditures have been removed to reflect new trends.

Internal Recovery & Fund Transfers have increased by \$47,700. Included are inflationary increases for the time spent by staff on activities that are fee recoverable. Furthermore a \$30,000 increase in the recovery of staff time working on the Plan-It capital project has been added.

2023 - 2024 Operating Budget Forecast

	2022	2023	2022-2023	2024	2023-2024
Strategic Business Services	Requested	Requested	Change	Requested	Change
	Budget	Forecast	(%)	Forecast	(%)
Gross Expenditures by Service					
Strategic Business Services	1,309,200	1,337,800	2.2%	1,366,900	2.2%
Total Gross Expenditures by Service	1,309,200	1,337,800	2.2%	1,366,900	2.2%
Tax Levy by Service					
Strategic Business Services	332,800	343,400	3.2%	354,100	3.1%
Total Tax Levy by Service	332,800	343,400	3.2%	354,100	3.1%
Gross Expenditures by Type					
Personnel Services & Benefits	1,287,300	1,315,600	2.2%	1,344,400	2.2%
Materials & Supplies	800	800	0.0%	800	0.0%
Capital out of Operations	1,100	1,100	0.0%	1,100	0.0%
Purchased Services	20,000	20,300	1.5%	20,600	1.5%
Total Expenditures	1,309,200	1,337,800	2.2%	1,366,900	2.2%
Revenues by Type					
Internal Recoveries & Fund Trsfs	976,400	994,400	1.8%	1,012,800	1.9%
Total Revenues	976,400	994,400	1.8%	1,012,800	1.9%
Tax Levy	332,800	343,400	3.2%	354,100	3.1%

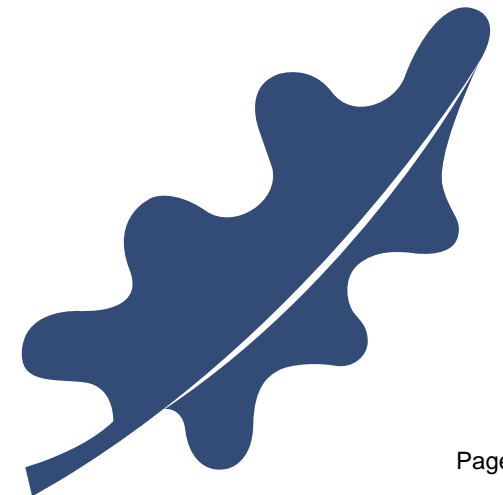
2023 - 2024 Budget Forecast Highlights

- The 2023 net budget is projected to increase by 3.2% or \$ 10,600 and reflects inflationary increases to the cost of delivering services.
- The 2024 net budget is projected to increase by 3.1% or \$ 10,700 and reflects inflationary increases to the cost of delivering services.



2022 BUDGET – ENGAGED COMMUNITY

OPERATING AND CAPITAL

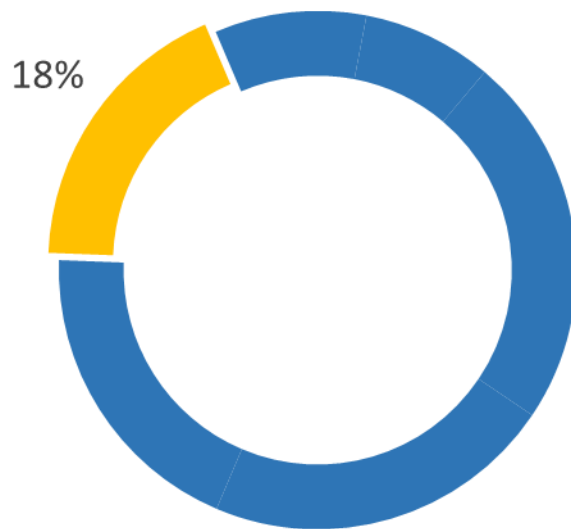


Engaged Community

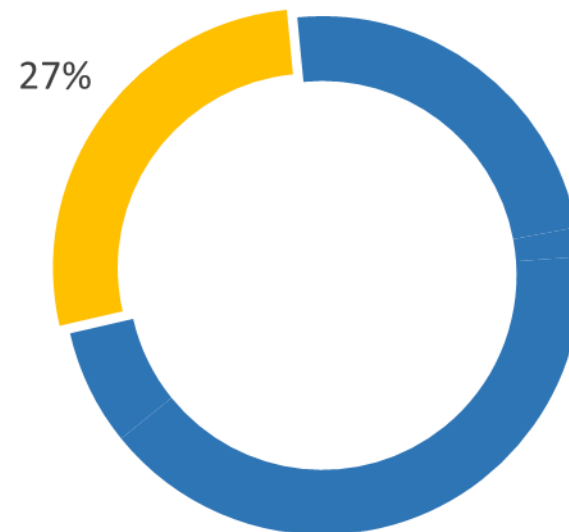
Foster a community environment that engages residents of all ages, abilities and backgrounds.

- Engage the community in local government
- Provide recreational and cultural events and spaces to promote shared community experiences
- Provide effective licensing and enforcement framework to maintain community safety protection and enjoyment

Total Operating Expenses \$66.0 Million



Total Capital Expenses \$74.7 Million



Operating Budget Summary

	2021 Restated Budget	2022 Requested Budget	\$ Change from 2021	% Change from 2021
<u>Gross Expenditures</u>				
Engaged Community				
Political Governance	3,803,200	4,522,000	718,800	18.9%
Facilities & Construction Management	4,493,000	4,850,300	357,300	8.0%
Recreation and Culture	36,104,700	41,421,600	5,316,900	14.7%
Oakville Public Library	11,094,000	11,759,300	665,300	6.0%
Municipal Enforcement	3,650,000	3,400,200	-249,800	-6.8%
Total Gross Expenditures	\$59,144,900	\$65,953,400	\$6,808,500	11.5%
<u>Net Tax Levy</u>				
Engaged Community				
Political Governance	3,792,400	3,896,400	104,000	2.7%
Facilities & Construction Management	3,173,600	3,358,700	185,100	5.8%
Recreation and Culture	21,977,700	19,677,400	-2,300,300	-10.5%
Oakville Public Library	10,405,400	11,070,300	664,900	6.4%
Municipal Enforcement	2,329,500	1,940,400	-389,100	-16.7%
Total Net Tax Levy	\$41,678,600	\$39,943,200	-\$1,735,400	-4.2%

Engaged Community

Program: Political Governance

Program Based Budget

2022 - 2024

Vision

- To be the most livable town in Canada.

Mission

- We create and preserve Canada's most livable community that enhances the natural, cultural, social and economic environments. We achieve this by continuously improving programs and services that are both accessible and environmentally and fiscally sustainable.
- We are highly valued and widely celebrated due to the innovative and outstanding way we satisfy the needs of our residents, businesses and employees. As a result, the process is as fulfilling as the outcome.
- We ensure our staff receives the same level of respect, commitment and caring that they are expected to deliver to the community.

Program Services

Political Governance provides activities through the following services:



2022 Program Key Initiatives



Livability

- Provide access to the democratic process, encouraging citizen involvement.



Engaged Community

- The delegation process allows citizens to address Council on issues. Meetings have been made available to participants electronically and can be viewed live on YouTube. Agendas and minutes are also available on the website.



Accountable Government

- Policies and procedures are clearly set out, regularly reviewed and updated and accessible.
- Time spent in Closed Session of Council is reported annually.
- The Municipal Ombudsman is available to investigate, in an independent manner, decisions and recommendations made and acts of the administration of the town and local boards.
- The closed meeting investigator is available to investigate complaints about closed meetings, should there be any.
- The Integrity Commissioner is available to conduct inquiries into requests from Council, a member of Council or local board, or a member of the public about whether a member of Council or local board has contravened the code of conduct.



Environment

- Access to electronic agendas and minutes and meetings reduces requirement to print copies and travel to attend meetings.

Key Performance Indicators

1. Percentage of gross operating budget

2017	2018	2019	2020	2021
1.9%	1.9%	1.5%	1.5%	1.4%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

2. Percentage of total FTEs

2017	2018	2019	2020	2021
0.7%	0.7%	0.7%	0.7%	0.5%
Why Important: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
How Calculated: Total program FTEs including part-time / Total town FTEs including part-time.				

3. Percentage of meeting time spent in open session

2017	2018	2019	2020	2021
96.1%	94.8%	88.3%	85.1%	94.6% (As of August 2021)
Why Important: Monitors transparency in terms of time spent in closed session of Council.				
How Calculated: Total number of minutes spent in meetings/ total number of minutes spent in open session in camera.				

Staffing Overview

Program: Political Governance	2021 Approved FTE	2022 Adjustments and Reallocations	2022 Service Level Change	2022 Growth and Capital	2022 Total FTE	Net Change 2022 vs 2021
Services/Activities:						
Mayor and Council and Secretariat	0.0				0.0	0.0
Council and Committee Services	5.5				5.5	0.0
Elections	0.0				0.0	0.0
Print and Mail Services	3.8				3.8	0.0
Total Political Governance	9.3	0.0	0.0	0.0	9.3	0.0

For 2022, the total complement for Political Governance remains unchanged at 9.3 FTE.

2022 Operating Budget Overview by Service

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
Political Governance											
Mayor and Council and Secretariat	1,791,600	74,800		1,866,400	74,800	4.2%			1,866,400	74,800	4.2%
Council and Committee Services	862,400	10,800		873,200	10,800	1.3%			873,200	10,800	1.3%
Election	493,600	15,100		508,700	15,100	3.1%			508,700	15,100	3.1%
Print Centre/Mail Services	644,800	3,300		648,100	3,300	0.5%			648,100	3,300	0.5%
Total Political Governance	3,792,400	104,000		3,896,400	104,000	2.7%			3,896,400	104,000	2.7%

In 2022, the Political Governance program has increased by \$104,000 or 2.7% resulting in a net total budget of \$3,896,400.

Mayor and Council and Secretariat has increased by \$74,800 mainly due to inflationary and contractual increases to salary and benefits with additional adjustments to advertising and promotion.

Council and Committee Services has increased by \$10,800 mainly due to inflationary and contractual increases to salary and benefits

Election has increased by \$15,100 for temporary staffing, equipment rental, training, computer equipment and office supplies required to conduct the 2022 municipal election. All expenditures are funded from the Election reserve.

Print Centre/Mail Services has increased by \$3,300 for inflationary and contractual increases to salary and benefits.

Political Governance

2022 Operating Budget Overview by Component

	Restated Budget	Inflation and Adjustments	Capital and Growth Impacts	Base Budget	from 2021	from 2021	Service Change	COVID Impacts	Requested Budget	from 2021	from 2021
EXPENSES											
PERSONNEL SERVICES & BENEFITS	2,608,800	588,300		3,197,100	588,300	22.6%			3,197,100	588,300	22.6%
MATERIALS & SUPPLIES	134,700	120,600		255,300	120,600	89.5%			255,300	120,600	89.5%
CAPITAL OUT OF OPERATIONS	2,100	120,000		122,100	120,000	5,714.3%			122,100	120,000	5,714.3%
PURCHASED SERVICES	596,300	331,700		928,000	331,700	55.6%			928,000	331,700	55.6%
PAYMENTS & GRANTS	13,000	-2,000		11,000	-2,000	-15.4%			11,000	-2,000	-15.4%
INTERNAL EXPENSES & TRANSFERS	448,300	-439,800		8,500	-439,800	-98.1%			8,500	-439,800	-98.1%
Total EXPENSES	3,803,200	718,800		4,522,000	718,800	18.9%			4,522,000	718,800	18.9%
REVENUES											
EXTERNAL REVENUES	-10,800	7,300		-3,500	7,300	67.6%			-3,500	7,300	67.6%
INTERNAL RECOVERY & FUND TRSFS		-622,100		-622,100	-622,100				-622,100	-622,100	
Total REVENUES	-10,800	-614,800		-625,600	-614,800	-5,692.6%			-625,600	-614,800	-5,692.6%
Total Political Governance	3,792,400	104,000		3,896,400	104,000	2.7%			3,896,400	104,000	2.7%

In 2022, the Political Governance program's total expenditures are \$4,522,000 with total revenues of \$625,600, for a net budget of \$3,896,400. The net change from the prior year is \$104,000 or 2.7%. For 2022, much of the increases are related to the municipal election. All election related budgeted expenses are removed in 2023. Additional details for the main drivers are noted below:

Personnel Services & Benefits is the largest cost component of the budget at \$3.2 million, representing 71% of the total gross expenditures. In 2022, personnel costs have increased by \$588,300 primarily due to temporary staffing required for the 2022 municipal election. The budget also includes inflationary and contractual increases.

Materials & Supplies is budgeted to be \$255,300 and has increased by \$120,000 compared to 2021 budget. The increase is primarily for postage and courier fees, external reproduction and office supplies required for the 2022 election.

Purchased Services is the second largest expense component and represents 21% of the total expenses budgeted. In 2022, purchased services has increased by \$331,700. This is mainly a result of increases for election related expenses including equipment rental, training, property rental and advertising.

Internal Expenses and Transfers is budgeted to decrease since the municipal election is funded from the Election reserve and requires a transfer from the reserve in election years.

Internal Recoveries & Fund Transfer has a budget increase of \$622,100 which is for the transfer from the Election reserve to fund the 2022 municipal election.

2023 - 2024 Operating Budget Forecast

	2022 Requested Budget	2023 Requested Forecast	2022-2023 Change (%)	2024 Requested Forecast	2023-2024 Change (%)
Gross Expenditures by Service					
Political Governance					
Mayor and Council and Secretariat	1,866,400	1,922,700	3.0%	1,970,700	2.5%
Council and Committee Services	873,200	892,300	2.2%	911,800	2.2%
Election	1,130,800	519,400	-54.1%	520,600	0.2%
Print Centre/Mail Services	651,600	665,300	2.1%	679,200	2.1%
Total Gross Expenditures by Service	4,522,000	3,999,700	-11.6%	4,082,300	2.1%
Tax Levy by Service					
Political Governance					
Mayor and Council and Secretariat	1,866,400	1,922,700	3.0%	1,970,700	2.5%
Council and Committee Services	873,200	892,300	2.2%	911,800	2.2%
Election	508,700	519,400	2.1%	520,600	0.2%
Print Centre/Mail Services	648,100	661,800	2.1%	675,700	2.1%
Total Tax Levy by Service	3,896,400	3,996,200	2.6%	4,078,800	2.1%
Gross Expenditures by Type					
Personnel Services & Benefits	3,197,100	2,742,600	-14.2%	2,810,100	2.5%
Materials & Supplies	255,300	150,300	-41.1%	153,100	1.9%
Capital out of Operations	122,100	4,500	-96.3%	4,500	0.0%
Purchased Services	928,000	632,800	-31.8%	645,100	1.9%
Payments & Grants	11,000	11,000	0.0%	11,000	0.0%
Internal Expenses & Transfers	8,500	458,500	5,294.1%	458,500	0.0%
Total Expenditures	4,522,000	3,999,700	-11.6%	4,082,300	2.1%
Revenues by Type					
External Revenue	3,500	3,500	0.0%	3,500	0.0%
Internal Recoveries & Fund Trsfs	622,100	0	-100.0%	0	0.0%
Total Revenues	625,600	3,500	-99.4%	3,500	0.0%
Tax Levy	3,896,400	3,996,200	2.6%	4,078,800	2.1%

Political Governance

2023 - 2024 Budget Forecast Highlights

- The 2023 net budget is projected to increase by 2.6% or \$99,800. In addition to inflationary costs and adjustments, the budget is reduced to remove election related budgets and an increased transfer to the Election reserve to fund future elections.
- The 2024 budget is increasing by \$82,600 or 2.1% which reflects inflationary increases to the cost of delivering services.

2022 Recommended Capital Budget

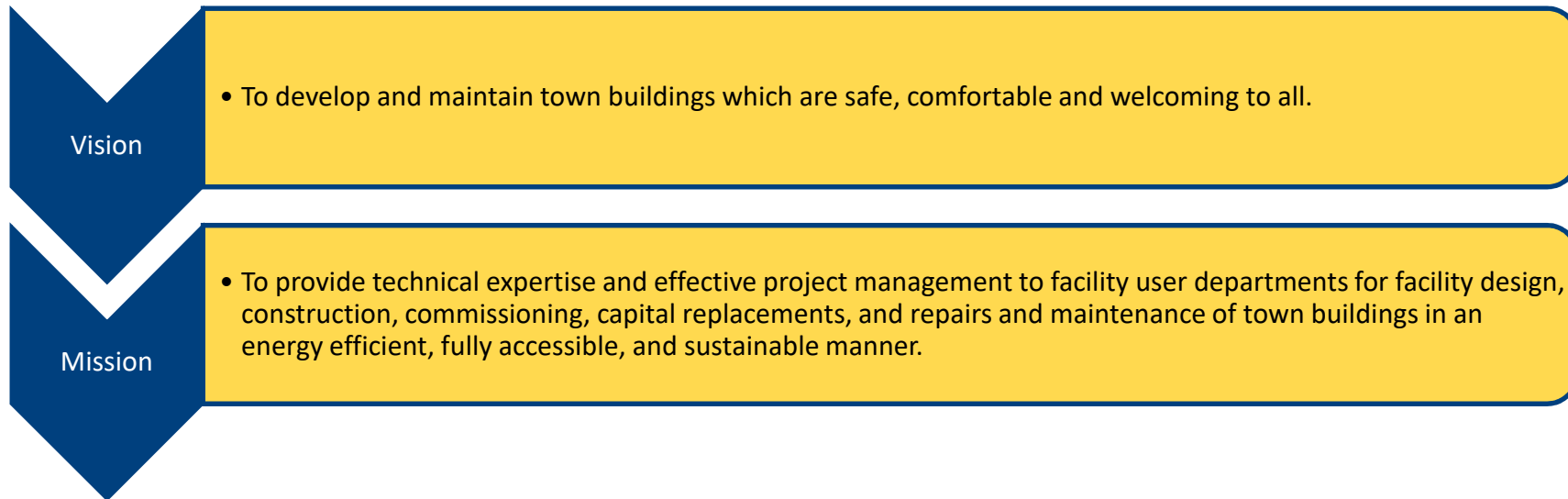
This By-law Consolidation capital project is to provide for the consolidated versions of by-laws that have been amended as users must be aware of how to use the search tool to obtain all relevant amending by-laws pertaining to their search.

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2022	2022
32102201	By-Law Consolidation	Strategic Priorities	100,500	
TOTAL			100,500	

Program: Facilities and Construction Management

Program Based Budget

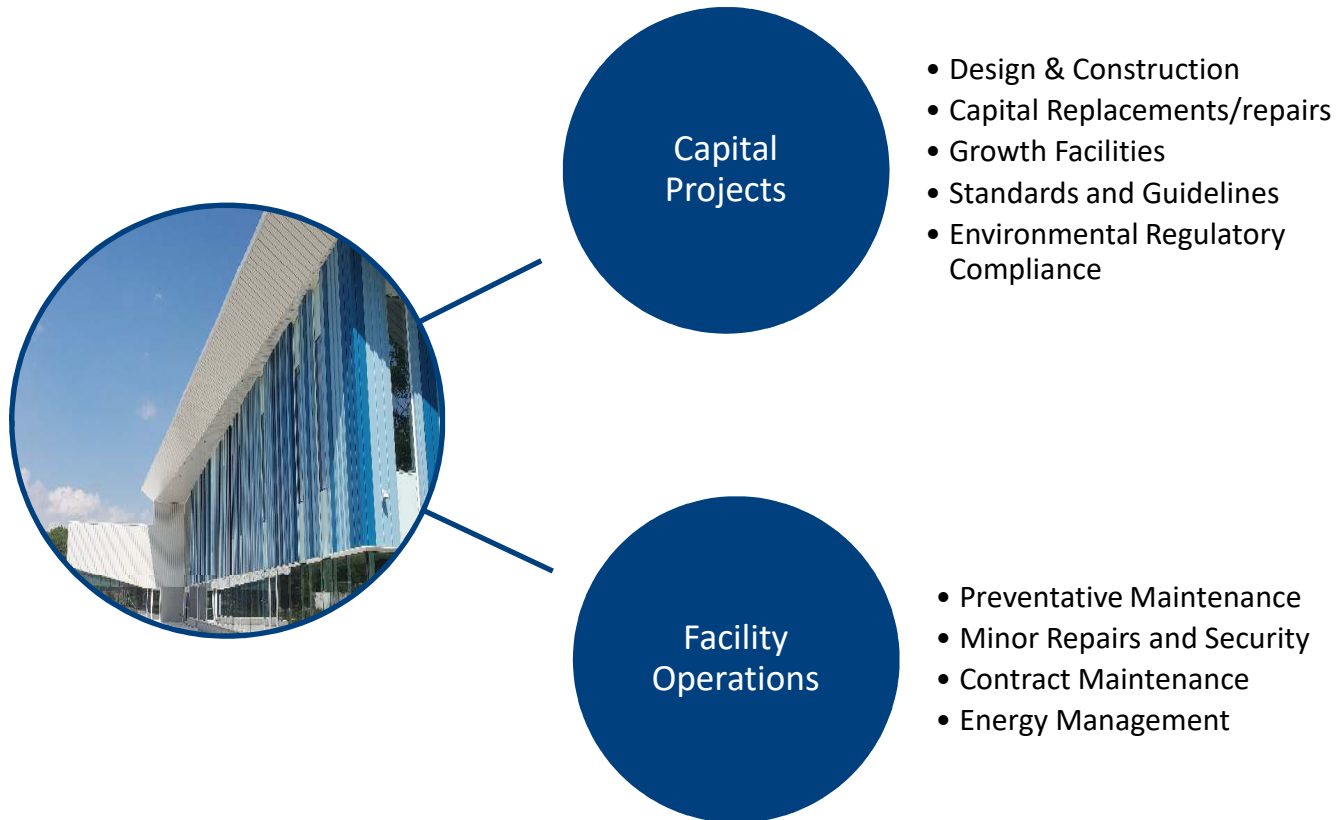
2022 - 2024



Program Services

The Facilities and Construction Management (FCM) department is responsible for the design, construction, commissioning, capital replacements, maintenance, repair and demolition of all town buildings. The Town of Oakville has a large and growing facility portfolio. In the past five years, the town has built, acquired and demolished several properties, leaving our building stock portfolio at about 2.2M sq. ft. of building area.

In addition, FCM develops and maintains standards and guidelines for the construction and maintenance of all town-owned buildings along with managing facility operations at Town Hall, Oakville Public Libraries, Oakville Transit, Central Operations, North Operations, various leased facilities, and some Parks facilities. FCM coordinates town-wide compliance with respect to accessibility and environmental legislation, energy management, and the management of designated substances in buildings.



2022 Program Key Initiatives



Livability

- Protect cultural heritage assets of the community with the completion of capital projects within Gairloch Galleries Museum. Through continual facility inspections, the capital forecast will be updated to assist with maintaining the state of good repair within all heritage properties.



Engaged Community

- Support public-facing facilities which provide a safe, comfortable, welcoming environment.



Accountable Government

- Ensure long-term fiscal responsibility with building condition assessments and provide input into the 10-year capital forecast.
- Maintain and update documentation pertaining to various facility-related legislative requirements such as hazardous materials program, accessibility, and structural and building condition assessments.



Environment

- Transition towards a low carbon future with continual implementation of the Town's Conservation Demand Management Plan, sound energy management practices, and identify capital projects geared towards a reduction in overall carbon footprint.



Mobility

- Maintain parking infrastructure through capital repairs within the Church Street Parking Structure and the Oakville Trafalgar Community Centre Parking Structure along with continual facility structural audits ensuring building integrity.

Key Performance Indicators

1. Percentage of gross operating budget

2017	2018	2019	2020	2021
1.8%	1.8%	1.8%	1.9%	1.8%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

2. Percentage of total FTEs

2017	2018	2019	2020	2021
1.3%	1.3%	1.3%	1.3%	1.2%
Why Important: Assesses the capacity of the program by examining the proportion of staff FTEs against the total Town FTEs.				
How Calculated: Total program FTEs including part-time / Total town FTEs including part-time				

3. Operations: orders to comply for FCM managed facilities

2017	2018	2019	2020	2021
6 Order received / 5 Order resolved within prescribed timeline / 1 Order did not meet the prescribed timeline but has been resolved.	7 Order received / 7 Order resolved within prescribed timeline	2 Order received / 2 Order resolved within prescribed timeline	36 Order received / 34 Orders resolved within prescribed/recommended timeline	10 Orders received / 10 Orders resolved within prescribed/recommended timeline (Sept. 30, 2021)
Why Important: Measures our ability to achieve compliance within prescribed time frames. The measure also indicates whether or not our managed facilities are safe and compliant.				
How Calculated: Tracks total orders received vs. response time to bring into compliance. Authorities include but not limited to; Electrical Safety Authority (ESA), Technical Standards and Safety Authority (TSSA), Ministry of Environment (MOE), Ministry of Health (MOH), Ministry of Labour (MOL).				

4. Operations: total cost of operating per square foot of facility managed

2017	2018	2019	2020	2021
\$4,765,001 / 1,039,200 s.f. = \$4.59 psf	\$5,221,905 / 1,095,375 s.f. = \$4.77 psf	\$5,367,005 / 1,111,823 s.f. = \$4.83 psf	\$5,713,692 / 1,102,430 s.f. = \$5.18 psf	\$5,553,548 / 1,026,479 s.f. = \$5.41 psf
Why Important: Determines the total cost of providing facility operations and can be compared both to other organizations as well as year over year. Includes utilities, maintenance costs and staffing.				
How Calculated: Total operating costs divided by gross square footage managed. Does not include capital repair and replacement costs.				

Staffing Overview

Program: Facilities & Construction Mgmt	2021 Approved FTE	2022 Adjustments and Reallocations	2022 Service Level Change	2022 Growth and Capital	2022 Total FTE	Net Change 2022 vs 2021
Services/Activities:						
Administration	1.0				1.0	0.0
Capital Projects	11.0			1.0	12.0	1.0
Facility Operations	9.0				9.0	0.0
Total Facilities & Construction Mgmt	21.0	0.0	0.0	1.0	22.0	1.0

Overall, the staff complement for Facilities and Construction Management is 22.0 FTE. In 2022, the total net FTE change is 1.0 FTE which is due to the following:

Growth and Capital

- 1.0 FTE in Capital Projects in the form of an Energy Manager position as an impact from the Energy Management capital program.

2022 Operating Budget Overview by Service

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
Facilities & Construction Management											
Administration	230,500	6,500		237,000	6,500	2.8%			237,000	6,500	2.8%
Capital Projects	473,200	11,100		484,300	11,100	2.3%			484,300	11,100	2.3%
Facilities Operations	2,469,900	34,000	3,600	2,507,500	37,600	1.5%		129,900	2,637,400	167,500	6.8%
Total Facilities & Construction Management	3,173,600	51,600	3,600	3,228,800	55,200	1.7%		129,900	3,358,700	185,100	5.8%

The 2022 Facilities and Construction Management budget has increased by \$185,100 or 5.8% over 2021, resulting in a net budget of \$3,358,700. Temporary net COVID expenses that were built into the 2021 budget of \$69,300 are reversed for 2022, and \$129,900 in new COVID impacts are included in 2022. Net inflationary increases to revenues, personnel, and the cost of delivering services of \$33,100, departmental adjustments and realignments to costs of net \$122,200, and minor net impacts from capital projects of \$3,600 also add to the 2022 budget for Facilities and Construction Management.

Administration has increased \$6,500 or 2.8% due to inflationary and contractual increases to salaries and benefits as well as the reinstatement of temporary COVID savings to employee costs built into the 2021 budget.

Capital Projects has increased 11,100 or 2.3% due to inflationary and contractual increases to salaries and benefits which are largely offset by increased recoveries from the capital program. The Energy Manager FTE highlighted above is fully recovered from capital with no impact to operating in 2022.

Facilities Operations has increased \$167,500 or 6.8% primarily due to adjustments to budgets for contract services, property taxes, and insurance at the town's leased properties of \$105,500. \$79,600 of temporary net COVID costs that were built into the 2021 budget are reversed and new COVID impacts for utilities, security services, and janitorial services at Town Hall of \$129,900 are included in 2022. Inflationary and contractual increases and adjustments to salaries and benefits as well as minor impacts from capital projects of \$3,600 also add to the budget. This is offset by permanent budget efficiencies in utilities and maintenance services as well as projected revenue adjustments at the town's leased properties.

2022 Operating Budget Overview by Component

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
EXPENSES											
PERSONNEL SERVICES & BENEFITS	2,627,700	62,500	138,000	2,828,200	200,500	7.6%		-	2,828,200	200,500	7.6%
MATERIALS & SUPPLIES	683,100	(20,100)	3,600	666,600	(16,500)	(2.4%)		40,100	706,700	23,600	3.5%
CAPITAL OUT OF OPERATIONS	4,000	-	-	4,000	-	0.0%		-	4,000	-	0.0%
PURCHASED SERVICES	1,074,700	17,000	-	1,091,700	17,000	1.6%		85,000	1,176,700	102,000	9.5%
PAYMENTS & GRANTS	61,200	31,600	-	92,800	31,600	51.6%		-	92,800	31,600	51.6%
INTERNAL EXPENSES & TRANSFERS	42,300	(400)	-	41,900	(400)	(0.9%)		-	41,900	(400)	(0.9%)
Total EXPENSES	4,493,000	90,600	141,600	4,725,200	232,200	5.2%		125,100	4,850,300	357,300	8.0%
REVENUES											
EXTERNAL REVENUES	(202,400)	(18,000)	-	(220,400)	(18,000)	(8.9%)		4,800	(215,600)	(13,200)	(6.5%)
INTERNAL RECOVERY & FUND TRSFS	(1,117,000)	(21,000)	(138,000)	(1,276,000)	(159,000)	(14.2%)		-	(1,276,000)	(159,000)	(14.2%)
Total REVENUES	(1,319,400)	(39,000)	(138,000)	(1,496,400)	(177,000)	(13.4%)		4,800	(1,491,600)	(172,200)	(13.1%)
Total Facilities & Construction Management	3,173,600	51,600	3,600	3,228,800	55,200	1.7%		129,900	3,358,700	185,100	5.8%

The Facilities and Construction Management program's total expenditures are \$4,850,300 and total revenues are \$1,491,600, resulting in a net budget of \$3,358,700. In 2022, the budget has increased by \$185,100 or 5.8%. The main drivers for the change by component are as follows:

Personnel Services and Benefits are the largest component of the budget at \$2.83 million representing 58.3% of gross expenditures. In 2022, personnel costs have increased by \$200,500 or 7.6% primarily due to inflationary and contractual increases in salaries and benefits of \$54,200, as well as the addition of 1.0 FTE in the form of an Energy Manager, which is recovered wholly from the capital program in 2022.

Materials and Supplies account for \$0.71 million or 14.6% of gross expenditure and are primarily made up of the costs for utilities at Town Hall and the town's leased properties. In 2022, the budget has increased \$23,600 or 3.5% primarily due to COVID-mitigating estimated increased air handling volume costs at Town Hall of \$40,100. This is offset by efficiency savings in utilities resulting from off-hours power downs of \$27,500 as recommended by the Facility Management Services Review. Impacts from capital add \$3,600 to utilities as Building Services inspection vehicles will charge at Town Hall.

Purchased Services are the second largest component of the budget at \$1.18 million representing 24.3% of gross expenditure, and are primarily made up of the budgets for contracted maintenance services and repairs for Town Hall and the town's leased properties. In 2022, the budget has increased \$102,000 or 9.5% primarily due to increased contract maintenance and repair services at the town's leased properties of \$62,500 to bring budgets in line with expected expenditure as occupancy of aging facilities continues. The \$64,500 of temporary COVID expenditures that were built into the 2021 budget are reversed, and new COVID impacts of \$85,000 are included in 2022 for continued touchpoint cleaning at Town Hall, as well as additional security services as entrance screening is expected to continue into the first quarter of the year. The one-time project cost consultant budget of \$25,000 included in 2021 under Capital Projects is now included as a permanent base budget item in 2022.

Payments and Grants are budgeted at \$92,800 and have increased \$31,600 or 51.6% primarily due to a true-up of projected 2022 property tax budgets for the town's leased properties managed by FCM.

External Revenues are budgeted at \$215,600 and have increased \$13,200 or 6.5% primarily due to adjustments at the town's leased properties to bring budgets in line with expected revenues. The 2022 temporary COVID impacts to revenues of \$4,800 are included as room rentals and sales at Town Hall continue to normalize in 2022.

Internal Recovery and Fund Transfers are budgeted at \$1.28 million and have increased \$159,000 or 14.2%. This revenue category is primarily made up of Capital Projects staff recoveries from the capital program and has increased due to inflationary and contractual increases to personnel costs. Also included is a recovery from the Energy Management capital program as the Energy Manager FTE is fully recovered in 2022.

2023 - 2024 Operating Budget Forecast

	2022 Requested Budget	2023 Requested Forecast	2022-2023 Change (%)	2024 Requested Forecast	2023-2024 Change (%)
Gross Expenditures by Service					
Administration	237,000	242,500	2.3%	248,100	2.3%
Capital Projects	1,610,300	1,643,600	2.1%	1,677,500	2.1%
Facilities Operations	3,003,000	2,928,800	(2.5%)	2,984,900	1.9%
Total Gross Expenditures by Service	4,850,300	4,814,900	(0.7%)	4,910,500	2.0%
Tax Levy by Service					
Administration	237,000	242,500	2.3%	248,100	2.3%
Capital Projects	484,300	563,600	16.4%	643,500	14.2%
Facilities Operations	2,637,400	2,554,300	(3.2%)	2,606,100	2.0%
Total Tax Levy by Service	3,358,700	3,360,400	0.1%	3,497,700	4.1%
Gross Expenditures by Type					
Personnel Services & Benefits	2,828,200	2,887,300	2.1%	2,947,400	2.1%
Materials & Supplies	706,700	680,500	(3.7%)	693,900	2.0%
Capital out of Operations	4,000	4,100	2.5%	4,200	2.4%
Purchased Services	1,176,700	1,108,100	(5.8%)	1,130,100	2.0%
Payments & Grants	92,800	92,800	0.0%	92,800	0.0%
Internal Expenses & Transfers	41,900	42,100	0.5%	42,100	0.0%
Total Expenditures	4,850,300	4,814,900	(0.7%)	4,910,500	2.0%
Revenues by Type					
External Revenue	(215,600)	(224,500)	(4.1%)	(228,800)	(1.9%)
Internal Recoveries & Fund Trsfs	(1,276,000)	(1,230,000)	3.6%	(1,184,000)	3.7%
Total Revenues	1,491,600	1,454,500	(2.5%)	1,412,800	(2.9%)
Tax Levy	3,358,700	3,360,400	0.1%	3,497,700	4.1%

The 2023 budget is projected to increase \$1,700 or 0.1%. This is primarily due to inflationary increases to personnel and cost of delivering services as well as the phase-out of the Energy Manager recovery from the capital program. This is offset by the reversal of \$129,900 in temporary net COVID expenses built into the 2022 budget.

The 2024 budget is projected to increase \$137,300 or 4.1%. This is primarily due to inflationary increases to personnel and cost of delivering services as well as the continued phase-out of the Energy Manager recovery from the capital program.

2022 Recommended Capital Budget

Facilities and Construction Management capital projects provide for the continued state of good repair of town facilities through the infrastructure renewal projects listed below. Facility asset replacement and repair schedules are generated by the town's asset registry and are reviewed and updated on an annual basis. Facility assets are inspected and, if possible, replacements are deferred based on condition. Studies are also undertaken to assess building structures, asbestos remediation, electrical safety, and various other condition inspections and assessments.

Funds are also identified for various strategic initiatives such as: accessibility improvements to remove physical barriers at various facilities across the town and to ensure compliance with the Accessibility for Ontarians with Disabilities Act; various energy management studies and improvements which support the town's Conservation and Demand Management plan; the scheduled demolition of 585 Chartwell Road; implementation of the recommendations from the Facility Management Services Review; and a town-wide multi-phase review of security management.

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2022	2022
21102205	Town-wide Security – System and Management Review	Strategic Priorities	600,000	
22101701	Energy Management System Solution	Strategic Priorities	758,000	(23,000)
42101602	Leased Properties - Repairs and Replacements	Infrastructure Renewal	25,000	
42102003	Demolition of Town-owned Properties	Strategic Priorities	30,000	
42102110	Accommodation Needs	Infrastructure Renewal	303,500	
42102121	Asbestos Monitoring and Remediation	Infrastructure Renewal	40,000	
42102201	Air Balancing for Indoor Air Quality	Infrastructure Renewal	136,000	
42102203	Facility Services Review and Implementation	Strategic Priorities	131,000	
42102204	Structural Inspections and Condition Assessments	Infrastructure Renewal	88,000	
42102205	Accessibility Improvements	Strategic Priorities	782,000	
42102207	Town Hall - Capital Replacements	Infrastructure Renewal	10,000	
42102208	Heritage Building Maintenance and Repair	Infrastructure Renewal	52,000	
42102209	Architectural/Structural	Infrastructure Renewal	68,000	
42102210	HVAC - Various Locations	Infrastructure Renewal	2,147,500	
42102211	Roof Replacement - Various Locations	Infrastructure Renewal	949,000	
42102213	Mechanical Commission	Infrastructure Renewal	40,000	
42102214	Facility Repairs	Infrastructure Renewal	349,000	
42102215	Sitework - Various Facilities (Drives)	Infrastructure Renewal	400,000	
42102216	Energy Management - Large Buildings	Infrastructure Renewal	255,500	(45,400)
42102217	Properties under 12,000 SF Maintenance and Repair	Infrastructure Renewal	410,000	
42102218	Electrical Safety Authority Inspections	Infrastructure Renewal	28,000	
42102220	Facilities Emergency Repairs	Infrastructure Renewal	112,000	
46692201	OTCC Parking Garage Rehab	Infrastructure Renewal	388,500	
75102201	Gairloch Galleries - HVAC Upgrades	Infrastructure Renewal	316,000	
TOTAL			8,419,000	(68,400)

Facility Initiatives in Other Programs:

The following are some capital projects in other program areas with which the Facility and Construction Management team would be involved in planning, implementation, and overall management. The 2022 project highlights include year 1 construction of the North Park Community Centre and Library as well as the relocation of the temporary OPL branch portable at Sixteen Mile.

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2022	2022
46602104	North Park - Community Centre and Library	Growth	47,213,200	
46632104	Repurpose Shooter Pads to Multipurpose Space	Strategic Priorities	81,000	8,100
46642203	IRCC Duct and Pool Reno	Infrastructure Renewal	191,000	
51312102	Central Operations Depot Capital Replacement	Infrastructure Renewal	47,000	
51312103	North Ops Capital Replacements	Infrastructure Renewal	10,000	
52282201	Parks Facilities Repairs	Infrastructure Renewal	295,000	
53512002	Parking Garage - Rehab - FCM	Enterprise Initiatives	155,000	
53512105	Parking - Minor repairs	Enterprise Initiatives	5,000	
53612203	Sign and Seized Objects Compound	Strategic Priorities	66,000	500
54212201	Transit Air Circulation	Infrastructure Renewal	201,000	
54212202	Oakville Transit Lighting System	Infrastructure Renewal	103,000	
54212204	Transit Facility Capital Repairs and Replacement	Infrastructure Renewal	142,000	
71102204	Libraries Capital Replacements	Infrastructure Renewal	28,000	
71102205	Sixteen Mile Library Portable Relocation	Strategic Priorities	2,527,500	
			51,064,700	8,600

Program: Recreation and Culture

Program Based Budget

2022 – 2024

Vision

- All residents of Oakville are engaged in meaningful, diverse and accessible recreation and cultural experiences that foster individual, family and community well-being.

Mission

- To support the development of a healthy, vibrant and cultural community in Oakville by:
 - Providing quality programs and services.
 - Enhancing community capacity.
 - Ensuring access to programs and services.

Program Services

The Recreation and Cultural Services program is responsible for the effective delivery of recreation services that support healthy, active living, cultural services and experiences, community development and support, and the provision of high quality and accessible facilities. This program fosters a greater sense of belonging for individuals, families, and communities and requires an understanding of the community, its demographics, and the changing needs of the residents. This program supports grant funding for Oakville Galleries, the Oakville Arts Council, Cultural Grants, Special Event Fee Waivers, Sports Development Grants, and the Recreation Connection subsidy program at a cost of \$1.1M. Capital transfer to reserve funding of \$3.8M is included in the Recreation and Culture operating budget.



2022 Program Key Initiatives



Livability

- Coach House revitalization first full year of operation. Project supported by Gas Tax Funding.
- Detailed design work on the new North Park Community Centre.



Engaged Community

- Continued community engagement through programming and events including winter recreation offerings, Canada Day, Oakville Children's Festival and Santa Clause Parade events.
- Continued outreach and inclusion activities including diversified programming offerings, partnerships with community groups and equitable access initiatives.
- Special Event Strategy - update to include the scale and scheduling of services and offerings related to appropriate special events, with a diversity and inclusion lens, and with an understanding about potential community hesitancy in returning to indoor or largescale events in the short and medium term, and inclusion of multicultural events.
- Culture Master Plan Refresh - refresh and review to update facility and program requirements taking into account changes in demographics, trends, usage patterns and adapting program and service delivery in a cost-effective way to respond to shifting usage/demand patterns and community preferences.
- Update of the Parks, Recreation, and Library Master Plan taking into account changes in population growth, demographics, trends and usage patterns.



Accountable Government

- Repurposing of the shooter pads at River Oaks Community Centre to introduce multi-use space that can accommodate programming for all ages and abilities.
- Recreation Software replacement project - ongoing training and development to meet customer expectation during first year of implementation.
- Facility Management Services, Recreation Services Reviews.



Environment

- Purchase of town's second electric ice resurfacer as well as electric edgers to continue our efforts on reducing greenhouse emissions and improving health and safety.
- Ice Resurfacer water treatment system expanded to include Trafalgar Park Community Centre, further reducing utility consumption.
- Oakville Trafalgar Community Centre LEED Silver certification. Pursuing possible Gold status with photovoltaic partnership with Oakville Hydro.

Key Performance Indicators

1. Percentage of gross operating budget

2017	2018	2019	2020	2021
13.6%	14.5%	14.7%	14.6%	12.9%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

2. Percentage of total FTEs

2017	2018	2019	2020	2021
20.1%	21.1%	21.4%	21.2%	21.5%
Why Important: Assesses the capacity of the program by examining the proportion of staff expertise against the total town FTEs. Note: 2021 FTE count increased 11.6 FTE due to the annualization of operations for the new Oakville Trafalgar Community Centre.				
How Calculated: Total program FTEs including part-time / total town FTEs including part-time				

3. Square metres of public indoor recreation space per capita (ISO 37120 supporting indicator 13.1)

2017	2018	2019	2020	2021
0.40 m ² /capita	0.39 m ² /capita	0.38 m ² /capita	0.39 m ² /capita	0.38 m ² /capita
Why Important: Demonstrates availability of indoor recreational facilities to residents and community organizations				
How Calculated: facility inventory size taken from building floor plans divided by population. Current square metre total is 82,798. This indicator has been updated in 2021 to align to the calculation used for annual Financial Information Return reporting.				

4. Square metres of cultural facilities per capita

2017	2018	2019	2020	2021
0.063 m ² /capita	0.060 m ² /capita	0.057 m ² /capita	0.0566 m ² /capita	0.05624 m ² /capita
Why Important: Demonstrates availability of cultural facilities to residents and community organizations				
How Calculated: Total municipal space dedicated to culture divided by population. Total space of Gairloch Gallery, Oakville Museum and Coach House, Sovereign House, Thomas House, Oakville Historical Society, Old Post Office, Oakville Galleries at Centennial Square and OCPA and 50% of QEPCCC. Current square metre total is 12,131.				

5. Program capacity rates (registered programs)

2017	2018	2019	2020	2021
73%	74%	76%	78%	80% Projected to Dec. 31/21
Why Important: Determines efficiency, relevance and utilization of program planning efforts.				
How Calculated: Utilizes registration enrollment data for recreation and culture programs. Reporting on traditional seasonal registered programs to maintain reporting consistency – Qlikview.				

6. Annual facility visitors

2017	2018	2019	2020	2021
3,888,768	3,984,574	4,115,600	1,305,760	1,300,000 Projected to Dec. 31/21
Why Important: Recreation and Culture facilities are neighbourhood gathering places where residents can enjoy a variety of social, cultural and recreational activities for all ages.				
How Calculated: Many of our facilities use automated people counters to track the number of visitors. By knowing how many visitors attend each facility gives us a better understanding of community participation and facility use. We can also identify the busiest times of use, and the most popular locations, activities or events.				

7. Percentage of citizens satisfied with Recreation and Culture programs and services

2017	2018	2019	2020	2021
87%	87%	89%	90%	90% Projected to Dec. 31/21
Why Important: Registered Program surveys capture customer experience scores about the program, the instructor, the facility and the registration experience.				
How Calculated: Utilizes customer feedback system survey results – SharePoint. The survey was updated in the Winter of 2019 to be responsive and shortened based on customer feedback. Response rate has improved from 8% in 2018 to 14% in 2019, 13% in 2020, and is currently 13% in 2021.				

Staffing Overview

Program: Recreation & Culture	2021 Approved FTE	2022 Adjustments and Reallocations	2022 Service Level Change	2022 Growth and Capital	2022 Total FTE	Net Change 2022 vs 2021
Services/Activities:						
Administration	1.0				1.0	0.0
Program Development and Support	27.3	0.9			28.2	0.9
Recreation and Cultural Hubs	309.4	(1.7)		0.5	308.2	(1.2)
Cultural Services	30.0	0.5		1.1	31.6	1.6
Total Recreation & Culture	367.7	(0.3)	0.0	1.6	369.0	1.3

**FTE counts do not reflect Oakville Galleries*

Overall the staff complement for Recreation and Culture is 369.0 FTE for 2022, of which 149 are full-time and 220 are part-time staff. In 2022, the total net FTE change is 1.3 FTE which is due to the following:

Adjustments/Reallocations

- A minor net reduction of 0.3 part-time FTE to align with 2022 service delivery.

Growth and Capital

- 0.5 FTE in Recreation and Culture Hubs in the form of a part-time Senior Leader position at the new River Oaks youth space.
- 1.1 FTE in Cultural Services in the form of 2 part-time Interpreter positions as a result of the Coach House renovation.

2022 Operating Budget Overview by Service

	2021	2022	2022	2022	\$ Change	% Change	2022	2022	2022	\$ Change	% Change
	Restated	Inflation and	Capital and	Base	from	from	Service Level	COVID	Requested	from	from
	Budget	Adjustments	Growth Impacts	Budget	2021	2021	Change	Impacts	Budget	2021	2021
Recreation and Culture											
Administration	569,200	(17,500)	12,000	563,700	(5,500)	(1.0%)	-	-	563,700	(5,500)	(1.0%)
Program Development and Support	3,049,700	204,300	-	3,254,000	204,300	6.7%	-	-	3,254,000	204,300	6.7%
Recreation and Cultural Hubs	14,975,000	(3,027,600)	315,000	12,262,400	(2,712,600)	(18.1%)	-	417,700	12,680,100	(2,294,900)	(15.3%)
Cultural Services	3,383,800	(219,000)	900	3,165,700	(218,100)	(6.4%)	-	13,900	3,179,600	(204,200)	(6.0%)
Total Recreation and Culture	21,977,700	(3,059,800)	327,900	19,245,800	(2,731,900)	(12.4%)	-	431,600	19,677,400	(2,300,300)	(10.5%)

The 2022 Recreation and Culture budget has decreased by \$2,300,300 or 10.5% over 2021 resulting in a net budget of \$19,677,400. Net unfavourable temporary COVID impacts built into the 2021 budget of \$3,311,600 (excluding Galleries) have been reversed in the 2022 budget as programs, services, and staffing complements are restored to pre-COVID levels. Budget efficiencies identified through service reviews provide permanent further reductions to the budget of \$193,800. Residual unfavourable COVID impacts of \$431,600 are expected in 2022 and have been included as a temporary item in the budget. These impacts, as well as impacts from capital projects of \$327,900, net inflationary impacts to the cost of delivering services of \$264,500, and net departmental adjustments and realignments of \$161,100 add to the 2022 budget for Recreation and Culture.

Administration has decreased by \$5,500 or 1.0% primarily due to reductions in budgeted consulting services. This is offset by increased transfers to equipment reserves relating to the continued phase-in for Trafalgar Park as well as the incremental cost of replacing an ice resurfacer with electric.

Program Development and Support has increased by \$204,300 or 6.7% primarily due to the reversal of temporary net COVID impacts built into the 2021 budget of \$86,800, an adjustment to part-time labour to support service delivery in community development and inclusion programming, an increase in fee assistance grant funding, as well as inflationary increases to the cost of delivering services.

Recreation and Culture Hubs is the largest component of the budget and has decreased \$2,294,900 or 15.3%. The primary driver of the decrease is the reversal of temporary 2021 net COVID impacts to revenues and expenses of \$3,081,600 as well as permanent budget efficiencies of \$166,300. This is offset by impacts from capital projects of \$315,000, additional 2022 temporary net COVID impacts of \$417,700, as well as the net inflationary increases to revenues and the cost of delivering services.

Cultural Services has decreased by \$204,200 or 6.0% primarily due to the reversal of temporary net COVID impacts to revenues and expenses built into the 2021 budget of \$318,700 (excluding Galleries). This is offset by departmental adjustments to align with service delivery, net inflationary increases to revenues and the cost of delivering services, as well as minor 2022 COVID impacts to expenses and revenues at Oakville Museum.

2022 Operating Budget Overview by Component

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
EXPENSES											
PERSONNEL SERVICES & BENEFITS	21,211,100	3,171,200	65,500	24,447,800	3,236,700	15.3%	-	-	24,447,800	3,236,700	15.3%
MATERIALS & SUPPLIES	5,044,900	33,200	(40,700)	5,037,400	(7,500)	(0.1%)	351,200	351,200	5,388,600	343,700	6.8%
CAPITAL OUT OF OPERATIONS	66,200	19,200	-	85,400	19,200	29.0%	-	-	85,400	19,200	29.0%
PURCHASED SERVICES	3,949,400	1,078,800	10,500	5,038,700	1,089,300	27.6%	60,000	60,000	5,098,700	1,149,300	29.1%
PAYMENTS & GRANTS	1,346,800	58,400	-	1,405,200	58,400	4.3%	-	-	1,405,200	58,400	4.3%
INTERNAL EXPENSES & TRANSFERS	4,486,300	144,800	364,800	4,995,900	509,600	11.4%	-	-	4,995,900	509,600	11.4%
Total EXPENSES	36,104,700	4,505,600	400,100	41,010,400	4,905,700	13.6%		411,200	41,421,600	5,316,900	14.7%
REVENUES											
EXTERNAL REVENUES	(13,630,000)	(7,419,400)	(72,200)	(21,121,600)	(7,491,600)	(55.0%)	20,400	20,400	(21,101,200)	(7,471,200)	(54.8%)
INTERNAL RECOVERY & FUND TRSFS	(497,000)	(146,000)	-	(643,000)	(146,000)	(29.4%)	-	-	(643,000)	(146,000)	(29.4%)
Total REVENUES	(14,127,000)	(7,565,400)	(72,200)	(21,764,600)	(7,637,600)	(54.1%)		20,400	(21,744,200)	(7,617,200)	(53.9%)
Total Recreation and Culture	21,977,700	(3,059,800)	327,900	19,245,800	(2,731,900)	(12.4%)		431,600	19,677,400	(2,300,300)	(10.5%)

The Recreation and Cultural program's total expenditures are \$41,421,600 and total revenues are \$21,744,200 resulting in a net budget of \$19,677,400. In 2022, the budget has decreased by \$2,300,300 or 10.5%. The main drivers for the change by component are as follows:

Personnel Services and Benefits are budgeted at \$24.5 million accounting for 59.0% of gross expenditures, and have increased by \$3,236,700 or 15.3%. This is the largest cost component for Recreation and Culture and reflects budgets for 149 full-time and 220 part-time FTE. The primary driver of the increase is the reversal of temporary COVID reductions to personnel costs built into the 2021 budget as staffing complements are restored to pre-COVID levels in 2022. New 1.6 FTE identified from capital and inflationary and contractual increases to salaries and benefits are also included.

Materials and Supplies are the second largest cost component of the budget at \$5.4 million accounting for 13.0% of gross expenditures, and have increased by \$343,700 or 6.8%. This is mainly due to additional utility costs of \$352,200 associated with the COVID-mitigating estimated increased air handling volume costs expected in 2022 as facilities return to full capacity. This impact is offset by utilities savings resulting from the Energy Management capital program of \$41,400, as well as savings from off-hours facility power downs of \$154,500 identified as an efficiency opportunity through the Facility Management Service Review. Lastly, the reversal of 2021 temporary net COVID expense reductions of \$199,200 bring budgets for utilities, print, postage, and program supplies back in line with pre-COVID levels.

Purchased Services account for \$5.1 million or 12.3% of gross expenditures, and have increased by \$1,149,300 or 29.1%. The primary driver of the increase are the reversal of 2021 temporary net COVID expense reductions of \$1,039,900 which restore budgets for instructor and performer fees, programming and advertising expenses, employee-related costs, and facility servicing costs to pre-COVID levels. A 2022 COVID impact of \$60,000 has been included for additional security services as facility entry screening is expected to continue in Q1 of 2022.

Payment and Grants account for \$1.4 million or 3.4% of gross expenditure, and have increased \$58,400 or 4.3%. This includes the grant to the Oakville Gallery which carries a 3% increase in 2022. Drivers also include a \$20,000 increase in the Fee Assistance Program, as well as reversals to 2021 temporary COVID savings in bank service charges of \$21,200.

Internal Expenses and Transfers account for \$5.0 million or 12.1% of gross expenditure, and have increased by \$509,600 or 11.4%. This cost category consists of interdepartmental charges to Recreation and Culture by other departments for services provided such as snow clearing and equipment maintenance and is largely based on usage. The reversal of 2021 temporary COVID impacts of \$144,100 bring these internal expense charges back in line with pre-COVID levels. This cost category also consists of budgeted transfers to building and equipment reserves which have increased by \$369,800 due to the continued phase-in of the transfer to the Building Maintenance Reserve Fund for Trafalgar Park and Oakville Trafalgar Community Centre builds, and well as equipment reserves to offset the incremental capital cost of replacing ice resurfacers with electric.

External Revenues account for \$21.1 million or 97% of revenues, and have increased \$7,471,200 or 54.8%. The \$7,291,800 of temporary COVID revenue reductions included in the 2021 budget have been re-integrated across business units as programming is restored to pre-COVID levels in 2022. Capital impacts to revenues relating to the Coach House renovation of \$66,200, and inflationary increases in registration and rental rates of \$312,800 also increase the revenue budget for Recreation and Culture. Net departmental adjustments reduce revenues by \$185,200 as programming budgets are adjusted based on trends and expected usage. Minor 2022 COVID revenue impacts of \$4,000 and 16,400 have been included at Oakville Museum and Sir John Colborne Centre respectively due to the size and patronage of these facilities.

Internal Recovery and Fund Transfers account for \$643,000 or 3% of revenues, and have increased by \$146,000 or 29.4%. The reversal of 2021 temporary COVID impacts of \$114,900 bring these labour and reciprocal recoveries back in line with pre-COVID levels. An additional \$37,500 transfer from Parks and Open Space is also built in to the budget to reflect Recreation staff maintenance of outdoor ice at Trafalgar Park.

2023 - 2024 Operating Budget Forecast

	2022 Requested Budget	2023 Requested Forecast	2022-2023 Change (%)	2024 Requested Forecast	2023-2024 Change (%)
Gross Expenditures by Service					
Administration	563,700	581,200	3.1%	588,700	1.3%
Program Development and Support	4,179,800	4,248,100	1.6%	4,317,400	1.6%
Recreation and Cultural Hubs	31,445,400	31,910,700	1.5%	34,076,900	6.8%
Cultural Services	5,232,700	5,350,800	2.3%	5,494,300	2.7%
Total Gross Expenditures by Service	41,421,600	42,090,800	1.6%	44,477,300	5.7%
Tax Levy by Service					
Administration	563,700	581,200	3.1%	588,700	1.3%
Program Development and Support	3,254,000	3,308,100	1.7%	3,363,000	1.7%
Recreation and Cultural Hubs	12,680,100	12,768,500	0.7%	13,850,000	8.5%
Cultural Services	3,179,600	3,242,300	2.0%	3,300,500	1.8%
Total Tax Levy by Service	19,677,400	19,900,100	1.1%	21,102,200	6.0%
Gross Expenditures by Type					
Personnel Services & Benefits	24,447,800	24,960,500	2.1%	26,459,100	6.0%
Materials & Supplies	5,388,600	5,100,800	(5.3%)	5,497,100	7.8%
Capital out of Operations	85,400	67,100	(21.4%)	69,600	3.7%
Purchased Services	5,098,700	5,171,700	1.4%	5,395,700	4.3%
Payments & Grants	1,405,200	1,426,800	1.5%	1,448,800	1.5%
Internal Expenses & Transfers	4,995,900	5,363,900	7.4%	5,607,000	4.5%
Total Expenditures	41,421,600	42,090,800	1.6%	44,477,300	5.7%
Revenues by Type					
External Revenue	(21,101,200)	(21,547,700)	(2.1%)	(22,732,100)	(5.5%)
Internal Recoveries & Fund Trsfs	(643,000)	(643,000)	0.0%	(643,000)	0.0%
Total Revenues	21,744,200	22,190,700	2.1%	23,375,100	5.3%
Tax Levy	19,677,400	19,900,100	1.1%	21,102,200	6.0%

The 2023 budget is projected to increase \$222,700 or 1.1% primarily due to inflationary increases to the cost of delivering services, as well as operating impacts from capital projects of \$331,500 mainly reflecting the continued phase-in of the transfer to the Building Maintenance Reserve Fund for the Oakville Trafalgar and Trafalgar Park Community Centres, as well as impacts from the multipurpose youth centre at River Oaks. This is offset by the reversal of temporary 2022 net COVID impacts in utilities, security services, and revenues of \$431,600.

The 2024 budget is projected to increase \$1,202,100 or 6.0% primarily due to the first half-year net operating impacts of the new North Park Community Centre and Library of \$687,200 which is currently scheduled to open in 2024. The increase also reflects inflationary adjustments to the cost of delivering services, as well as the continued phase-in of the transfer to Building Maintenance Reserve Fund for Oakville Trafalgar Community Centre.

Recreation and Culture

2022 Recommended Capital Budget

The Recreation and Culture capital budget provides for asset replacements, planning studies, and capital enhancements at the town's recreation centres, senior's centres, youth centres, museums, pools, and arenas. The various facility-specific equipment and capital replacement projects listed below ensure that building components, equipment, and furnishings remain in a state of good repair to support prescribed service levels. Studies projects provide for service, program, and growth planning to adjust for emerging trends and shifting demographics in Oakville. Studies identified for 2022 include the update to the Parks, Recreation, and Library Master Plan and the Culture Master Plan. They also include a new Events Strategy aimed at extending a diversity and inclusion lens to town event offerings, as well as the continuation of the Recreation and Facility Management Services Reviews and associated implementations. The 2022 budget also provides for year 1 construction costs at the new community centre and library in North Park currently scheduled to open in 2024. This centre will include a multi-tank indoor aquatic complex, fitness/active living centre, flexible multi-use space, youth and cultural programming, gymnasiums, as well as a new branch library.

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2022	2022
46302201	Trafalgar Park - Fitness Equipment Replacement	Infrastructure Renewal	5,000	
46302202	Trafalgar Park - Facility Capital Replacements	Infrastructure Renewal	10,000	
46312202	Southern Arenas - Capital Replacements	Infrastructure Renewal	113,000	
46312203	Ice Resurfacers Replacement - Electric	Infrastructure Renewal	141,000	
46402201	White Oaks - Capital Replacements	Infrastructure Renewal	10,000	
46402202	Outdoor Pools - Capital Replacements	Infrastructure Renewal	46,900	
46602101	Recreation Planning Studies	Strategic Priorities	75,000	
46602104	North Park - Community Centre and Library	Growth	47,213,200	
46602204	Master Plan Update	Growth	275,000	
46602205	Culture Master Plan	Strategic Priorities	50,000	
46602206	Events Strategy	Strategic Priorities	50,000	
46602207	New Palermo Community Centre (Land)	Growth	7,215,100	
46632104	Repurpose Shooter Pads to Multipurpose Space	Strategic Priorities	81,000	8,100
46632202	River Oaks - Fitness Equipment Replacement	Infrastructure Renewal	24,500	
46632203	River Oaks - Facility Capital Replacements	Infrastructure Renewal	10,000	
46642201	Iroquois Ridge - Facility Capital Replacements	Infrastructure Renewal	54,800	
46642202	Iroquois Ridge - Fitness Equipment Replacement	Infrastructure Renewal	20,000	
46642203	IRCC Duct and Pool Reno	Infrastructure Renewal	191,000	
46652201	Glen Abbey - Fitness Equipment Replacement	Infrastructure Renewal	55,000	
46652202	Glen Abbey - Facility Capital Replacements	Infrastructure Renewal	131,900	
46662202	QEPCCC - Fitness Equipment Replacement	Infrastructure Renewal	5,000	
46662203	QEPCCC - Facility Capital Replacements	Infrastructure Renewal	272,800	
46672201	Joshua's Creek Arena - Facility Capital Replacements	Infrastructure Renewal	25,000	
46682201	16 Mile - Facility Capital Replacements	Infrastructure Renewal	80,000	
46692202	Oakville Trafalgar - Fitness Equipment Replacement	Infrastructure Renewal	5,000	
46692203	Oakville Trafalgar - Facility Capital Replacements	Infrastructure Renewal	10,000	
47102201	Oakville Centre - Facility Capital Replacements	Infrastructure Renewal	371,800	
47802201	Museum - Facility Capital Replacements	Infrastructure Renewal	5,000	
75102001	Galleries Collection	Infrastructure Renewal	12,000	
75102002	Galleries Equipment	Infrastructure Renewal	5,000	
TOTAL			56,564,000	8,100

Recreation and Culture

Program: Library Services

Program Based Budget

2022 - 2024

Vision

- Connecting people to what inspires them

Mission

- We bring together people, information and ideas to enrich lives and build healthy communities.

Program Area

The Oakville Public Library (OPL) serves as an integral community hub that enables social connections, inspires lifelong learning and literacy, provides equitable access to materials and technology, and cultivates discovery and creativity through its all-ages programming.



2022 Program Key Initiatives



Engaged Community

- Expand OPL Express locations to better support underserved Oakville communities.
- Offer an updated outdoor space library at OPL's Glen Abbey Branch.
- Assist Oakville residents and businesses with COVID-19 recovery.
- Implement 2022-2024 Strategic Plan.

Key Performance Indicators

1. Percentage of gross operating budget

2017	2018	2019	2020	2021
4.2%	4.2%	4.5%	4.4%	4.4%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

2. Percentage of total FTEs

2017	2018	2019	2020	2021
6.8%	6.4%	6.7%	6.6%	6.4%
Why Important: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
How Calculated: Total program FTEs including part-time / Total town FTEs including part-time				

3. Number of active library cardholders per capita [cardholder “purge” occurred and definition was modernized to reflect industry best practices]

2017	2018	2019	2020	2021
39%	31%	30.2%	25.7%	22.7% (Sept 30, 2021)
Why Important: Reflects relevance of Library service to the community **The Library changed its calculation of active cardholders during 2018 so that it is now active cardholders over the last two years, when previously, it was three years. This is in line with provincial reporting standards.				
How Calculated: # active cardholders / population				

4. Collection breakdown (% mix) - % annual operating budget spent on digital vs print/audio visual

2017	2018	2019	2020	2021
29% / 71%	35% / 65%	44% / 56%	45% / 55%	41% / 59%
Why Important: Trend in spending reflects the increased supply of digital resources.				
How Calculated: Total operating budget – electronic resources				

5. Percentage of citizens satisfied with library programs and services

2017	2018	2019	2020	2021
88%	N/A	91%	N/A	N/A
Why Important: Town Citizen Survey, respected tool to measure community satisfaction with library services, conducted every 2 years.				
How Calculated: Town-selected third-party consultant				

6. Number of library items borrowed per capita annually

2017	2018	2019	2020	2021
8.64	8.87	9.09	5.62	9.26
* Iroquois Ridge branch was closed for 6 months	* White Oaks branch was closed for 6 months*	* Glen Abbey was closed branch for 7 months	* COVID-19 pandemic closed all branches for 5 months.	(Sept 30, 2021)
Why Important: Reflects one core aspect of library service.				
How Calculated: Circulation / population				

Staffing Overview

Program: Library	2021 Approved FTE	2022 Adjustments and Reallocations	2022 Service Level Change	2022 Growth and Capital	2022 Total FTE	Net Change 2022 vs 2021
Services/Activities:						
Administration Services	5.7				5.7	0.0
Customer Experience	77.3	(0.7)		(0.3)	76.3	(1.0)
Innovation and Integration	26.6	(0.3)			26.3	(0.3)
Total Library	109.6	(1.0)	0.0	(0.3)	108.3	(1.3)

In 2022, the Library reduced its complement by 1.3 part-time FTE's. This includes 1.0 part-time FTE adjustment to bring hours in line with service. As well, the Central branch one desk conversion project that was completed in 2021 will provide for an additional savings of 0.3 part-time Customer Service Technician FTE's.

2022 Operating Budget Overview by Service

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
Oakville Public Library											
Administrative Services	639,400	20,800		660,200	20,800	3.3%			660,200	20,800	3.3%
Customer Experience	6,183,800	340,900	-13,300	6,511,400	327,600	5.3%	129,600	6,641,000	457,200	7.4%	
Innovation and Integration	3,582,200	167,200	19,700	3,769,100	186,900	5.2%		3,769,100	186,900	5.2%	
Total Oakville Public Library	10,405,400	528,900	6,400	10,940,700	535,300	5.1%		129,600	11,070,300	664,900	6.4%

Overall the Library Services budget has increased by \$664,900 or 6.4% resulting in a net budget of \$11,070,300. Customer Experience represents 60% of the budget at \$6.6M which provides services through brick and mortar branches, book nooks, book depots and OPL Express locations. Innovation and Integration is the second largest component at \$3.8M which represents costs for various collection materials, technology support for both services and the public and community development and engagement which includes Information Oakville and the Halton Information Providers (HIP).

The Library's base budget impact of 5.1% includes inflation on salaries and benefits, as well as some adjustments to the budget. The operating impacts from capital increase the budget by \$6,400 and include staff savings of \$13,300 for the Central branch one desk conversion offset by \$19,700 in collections costs for year three of a three year phase-in for the new Sixteen Mile branch that opened in 2019. Temporary COVID Impacts increase the budget by \$129,600 and include the continued cost of touch point cleaning at the branches during 2022, as well as higher utility costs for increased air-handling at the branches.

Administrative Services is increasing 3.3% or \$20,800 primarily for inflation and adjustments on personnel services and benefits.

Customer Experience is increasing 7.4% or \$457,200. Personnel services inflation and adjustments are significant and are partially offset by COVID reversals for increased janitorial services costs budgeted in 2021, as well as program registration, rental and sales revenue added back into the budget, as staff prepare for more normal operations in 2022. There remain COVID impacts for 2022 as it is anticipated that touch point cleaning will still be necessary and increased air handling at the branches increases utility costs.

Innovation and Integration is increasing 5.2% or \$186,900. Personnel services inflation and adjustments are also the main driver, along with the increase of \$19,700 to Collections for the third year of the three year phase-in for the Sixteen Mile Branch.

2022 Operating Budget Overview by Component

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
EXPENSES											
PERSONNEL SERVICES & BENEFITS	8,213,500	695,200	-13,300	8,895,400	681,900	8.3%		8,895,400	681,900	8.3%	
MATERIALS & SUPPLIES	1,409,600	-4,700	19,700	1,424,600	15,000	1.1%	19,600	1,444,200	34,600	2.5%	
CAPITAL OUT OF OPERATIONS	15,000			15,000				15,000			
PURCHASED SERVICES	1,286,100	-174,200		1,111,900	-174,200	-13.5%	102,000	1,213,900	-72,200	-5.6%	
PAYMENTS & GRANTS	14,300	-4,000		10,300	-4,000	-28.0%		10,300	-4,000	-28.0%	
INTERNAL EXPENSES & TRANSFERS	155,500	25,000		180,500	25,000	16.1%		180,500	25,000	16.1%	
Total EXPENSES	11,094,000	537,300	6,400	11,637,700	543,700	4.9%		121,600	11,759,300	665,300	6.0%
REVENUES											
EXTERNAL REVENUES	-470,700	-8,400		-479,100	-8,400	-1.8%	8,000	-471,100	-400	-0.1%	
INTERNAL RECOVERY & FUND TRSFS	-217,900			-217,900				-217,900			
Total REVENUES	-688,600	-8,400		-697,000	-8,400	-1.2%		8,000	-689,000	-400	-0.1%
Total Oakville Public Library	10,405,400	528,900	6,400	10,940,700	535,300	5.1%		129,600	11,070,300	664,900	6.4%

In 2022, the Library Services program's total expenditures are \$11,759,300 and total revenues are \$689,000 resulting in a net budget of \$ \$11,070,300. The net change from the prior year \$664,900 or 6.4%. The main drivers of the budget are noted in the details below.

Personnel Services & Benefits is the largest cost component with \$8.9 million representing 75.6% of total gross expenditures. Personnel costs have increased by \$681,900. The net change is due to:

- Inflation on salaries and benefits of \$178,100.
- The operating impact reduction of staffing costs of \$13,300 or 0.3 FTE.
- Net adjustments to personnel services costs of \$617,100 are primarily to adjust personnel costs in line with market. The adjustments are offset by the removal of \$17,600 of gapping included in the 2021 budget, found at the Central Branch.
- Gapping of \$100,000 offsets the above increases to account for expected annual employee turnover and vacancy costs.

Materials and Supplies is the second largest component with \$1.4 million and has increased by \$34,600 which includes operating impacts from capital of \$19,700 for collection replacement costs at Sixteen Mile branch. COVID impacts for 2022 are \$19,600 and allow for increased air handling at the branches.

Purchased Services have decreased by \$72,200. This includes:

- Net base budget adjustments of \$26,100 which includes the reversal of \$25,000 of one-time additional legal fees for the contract negotiations that began in 2021. Increased costs for the Halton District School board maintenance contract with White Oaks increasing the budget by \$8,200 but are offset by contracted maintenance services of \$11,700 being removed from the budget as Parks and Open Space will take over outdoor maintenance of the Woodside branch in 2022. These costs are included as an internal expense.
- Temporary COVID impacts reversed from 2021 remove \$155,900 from the budget. This is offset by 2022 COVID impacts of \$102,000 for increased janitorial services costs at the branches ensuring that touch point cleaning continues during the year.

Library Services

Payments and Grants have decreased by \$4,000 to remove the budget for collection agency costs due to the reduced circulation.

Internal Expenses and Transfers have increased by \$25,000 as contracted maintenance costs are being moved from Purchased Services to Parks and Open Space which will take over year-round outdoor maintenance of the Woodside Branch effective in 2022.

External Revenue is the largest revenue component which is mainly comprised of fines, admissions, room rentals, photocopier revenue and registration fees. In 2022, revenues have increased by \$400 and includes:

- \$30,000 reduction in fine revenue as the OPL will not be charging fines on overdue materials which is offset by \$12,000 increase for rental revenues based on trends over the last 3 years and \$18,100 increase for photocopier revenue.
- Temporary COVID Impacts of \$8,000 for registration fees due to decreased program offerings in branch.

2023 - 2024 Operating Budget Forecast

	2022 Requested Budget	2023 Requested Forecast	2022-2023 Change (%)	2024 Requested Forecast	2023-2024 Change (%)
Gross Expenditures by Service					
Oakville Public Library					
Administrative Services	842,500	861,100	2.2%	880,300	2.2%
Customer Experience	6,773,100	6,791,900	0.3%	7,279,900	7.2%
Innovation and Integration	4,143,700	4,229,300	2.1%	4,399,100	4.0%
Total Gross Expenditures by Service	11,759,300	11,882,300	1.0%	12,559,300	5.7%
Tax Levy by Service					
Oakville Public Library					
Administrative Services	660,200	678,800	2.8%	698,000	2.8%
Customer Experience	6,641,000	6,649,400	0.1%	7,133,200	7.3%
Innovation and Integration	3,769,100	3,851,500	2.2%	4,018,100	4.3%
Total Tax Levy by Service	11,070,300	11,179,700	1.0%	11,849,300	6.0%
Gross Expenditures by Type					
Personnel Services & Benefits	8,895,400	9,087,600	2.2%	9,620,700	5.9%
Materials & Supplies	1,444,200	1,453,000	0.6%	1,530,100	5.3%
Capital out of Operations	15,000	15,300	2.0%	15,600	2.0%
Purchased Services	1,213,900	1,135,600	-6.5%	1,189,600	4.8%
Payments & Grants	10,300	10,300	0.0%	10,300	0.0%
Internal Expenses & Transfers	180,500	180,500	0.0%	193,000	6.9%
Total Expenditures	11,759,300	11,882,300	1.0%	12,559,300	5.7%
Revenues by Type					
External Revenue	471,100	484,700	2.9%	492,100	1.5%
Internal Recoveries & Fund Trsfs	217,900	217,900	0.0%	217,900	0.0%
Total Revenues	689,000	702,600	2.0%	710,000	1.1%
Tax Levy	11,070,300	11,179,700	1.0%	11,849,300	6.0%

Library Services

2023 - 2024 Budget Forecast Highlights

- The 2023 net budget is projected to increase by 1.0% or \$109,400 and includes inflationary increases of \$239,000 to the cost of delivering services. This increase is offset by the temporary 2022 COVID costs of \$129,600 reversing out of the base budget.
- The 2024 net budget is projected to increase by 6.0% or \$669,600 and reflects inflationary increases to the cost of delivering services. As well, it includes the half-year operating impact of \$413,800 for the new North Park library branch. This includes an increase of 12.1 FTE's.

2022 Recommended Capital Budget

The Oakville Public Library capital budget provides for facility asset replacements and service enhancements at Oakville's library branches.

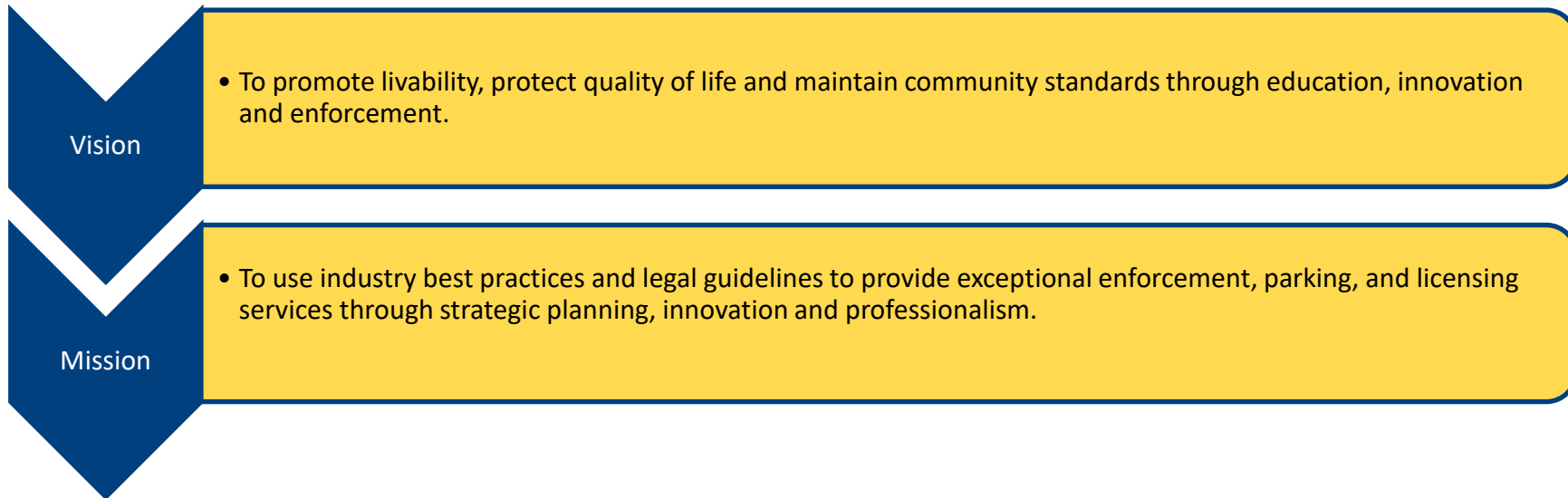
Included in the Library's capital budget for 2022 is the budget to purchase land for the new Palermo branch which is estimated to start construction in 2028. The Sixteen Mile Portable Relocation project will provide funds to move the portable from its current location to a suitable location so that construction of the North Park Community Centre and Library can proceed. The Library Master Plan update will be undertaken in concurrence with Recreation and Culture's Master Plan update. The Library Capital Replacement and Furniture and Equipment Replacement projects ensure building components, equipment, and furnishings remain in a state of good repair in order to support prescribed service levels. The OPL Website Enhancements project will allow staff to ensure the new website is sustained and grown.

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2022	2022
71102001	New Branch Library - Palermo (Land Purchase)	Growth	8,125,100	
71102105	Library Master Plan Update	Growth	75,000	
71102204	Libraries Capital Replacements	Infrastructure Renewal	28,000	
71102205	Sixteen Mile Library Portable Relocation	Strategic Priorities	2,527,500	
71102206	OPL Website Enhancements	Strategic Priorities	30,000	
71102209	Library Furniture and Equipment	Infrastructure Renewal	81,000	
TOTAL			10,866,600	

Program: Municipal Enforcement

Program Based Budget

2022 – 2024



Program Services

The Municipal Enforcement Program delivers the following services



2022 Program Key Initiatives



Livability

- Support the Province and Regional governments COVID 19 pandemic, response protecting the community through education and enforcement
- Support residents through proactive and reactive investigations addressing health and safety, nuisance, property standards and consumer protection concerns.



Engaged Community

- Consult residents and businesses for input in to the development/review of the noise, business licensing, sign and lot maintenance by-laws
- Build positive community relationships by attending community events and communicating community enforcement initiatives including motorcycle noise enforcement and parks patrols
- Continue to apply inclusion lens to all MES programs and services



Accountable Government

- Continue to implement online and digital solutions to increase customer satisfaction and service efficiency
- Implement opportunities to streamline licensing and permit approval processes



Environment

- Promote anti-idling regulations through the use of social media, education and enforcement
- Continue to support coexistence with wildlife as identified in the coyote education and response procedure



Mobility

- Support transportation service level standards for taxi and transportation network companies through business licensing
- Enhance customer satisfaction and public safety through tow truck and vehicle storage yard business licensing

Key Performance Indicators

1. Percentage of gross operating budget

2017	2018	2019	2020	2021
1.0%	1.0%	1.1%	1.1%	1.1%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges) 2017 is the first year the Program was separated on its own.				

2. Percentage of total FTEs

2017	2018	2019	2020	2021
0.6%	0.7%	0.8%	0.7%	0.7%
Why Important: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
How Calculated: Total program FTEs including part-time / Total town FTEs including part-time. 2017 is the first year the Program was separated on its own.				

3. Average time to conclude an investigation

2017	2018	2019	2020	2021
IB = 25 days IL = 26 days	IB = 27 days IL = 28 days	IB = 27 days IL = 23 days	IB = 23 IL= 55 Impacted by COVID-service level and response changes	IB = 11 IL= 8 (As of August 20/21) Impacted by COVID-service level and response changes
Why Important: To continuously ensure the efficiency of investigations and quickly identify opportunities for improvement.				
How Calculated: AMANDA report on the average time between the creation of investigative folder to the end of an investigation. IB= regulatory by-law investigations IL= licensing by-law investigations				

4.Number of yearly investigations

2017	2018	2019	2020	2021
IB = 3,360 IL = 969 Total: 4,329	IB = 3,583 IL = 996 Total: 4,579	IB = 4,002 IL = 639 Total: 4,641	IB = 15,469 IL= 677 (includes COVID enforcement) Total: 16,146	IB = 8,267 IL= 270 (includes COVID enforcement) Total: 8,537 (As of August 20/21)
Why Important: Understanding ongoing service demand allows us to monitor trends, predict resource requirements and strategically plan future enhancements.				
How Calculated: Number of IB's and IL's taken from AMANDA. Parks and COVID enforcement included in 2020 and 2021, this is expected to continue in 2022. IB= regulatory by-law investigations IL= licensing by-law investigations				

5.Number of charges/penalty notices/orders issued yearly

2017	2018	2019	2020	2021
AP = 80 POA = 3 Orders =397 Total: 480	AP = 184 POA = 25 Orders = 537 Total: 746	AP = 513 POA = 33 Orders = 321 Total: 867	AP = 584 POA = 28 Orders= *196 Total = 808 *Reduced due to business licensing extension granted as a result of the COVID -19 pandemic	AP = 359 POA = 50 Orders= 115 Total = 524 (August 20/21) *Reduced due to business licensing extension granted as a result of the COVID -19 pandemic
Why Important: Issuing a penalty, in any form, means that a community standard has been ignored. Monitoring this KPI allows us to reflect on our regulations to ensure they remain current, while also helping us to understand future resource requirements.				
How Calculated: Estimate – AMANDA reporting under development AP = Administrative penalties POA = provincial offences tickets (Part 1 and 3) LM = Lot Maintenance PS= Property standards Note: LM order introduced June 2017 and licensing and zoning order for parking infractions introduced in 2016.				

Staffing Overview

Program: Municipal Enforcement Services Services/Activities:	2021 Approved FTE	2022 Adjustments and Reallocations	2022 Service Level Change	2022 Growth and Capital	2022 Total FTE	Net Change 2022 vs 2021
Administration		0.5			0.5	0.5
Humane Society	0.0				0.0	0.0
Licensing	1.3				1.3	0.0
By-law Services	11.2	(1.2)			10.0	(1.2)
Total Municipal Enforcement Services	12.5	(0.7)	0.0	0.0	11.8	(0.7)

For 2022, the Municipal Enforcement complement was reduced by 0.7 FTE resulting in 11.8 FTE. The changes are due to:

- The 0.7 FTE Municipal Standards Investigator part-time position was reallocated from Municipal Enforcement to Parking Services.
- Municipal Enforcement's portion for the Director position, Municipal Enforcement, has been reallocated to newly created Administration activity with no net change to the program.

2022 Operating Budget Overview by Service

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
Municipal Enforcement											
Administration		118,500		118,500	118,500				118,500	118,500	
By-law Services	2,286,900	-950,100	44,700	1,381,500	-905,400	-39.6%		480,000	1,861,500	-425,400	-18.6%
Humane Society	852,700	-4,100		848,600	-4,100	-0.5%			848,600	-4,100	-0.5%
Licensing	-810,100	-78,100		-888,200	-78,100	-9.6%			-888,200	-78,100	-9.6%
Total Municipal Enforcement	2,329,500	-913,800	44,700	1,460,400	-869,100	-37.3%		480,000	1,940,400	-389,100	-16.7%

The 2022 Municipal Enforcement program decreased by \$389,100 or 16.7% resulting in a net budget of 1,940,400.

Administration service was created for the 2022 budget and includes expenditures required to provide oversight for the department. This service is consistent with town departments and the budgets for the new unit have been reallocated from existing budgets. Overall, there is no impact to the program.

By-law Services has decreased by \$425,400 primarily due to the reduction of the internal charge from Parking. This decrease is for the reduction of the temporary Mobile Compliance Officers from eight to four shown in the 2022 COVID impacts column. Additional adjustments include the transfer to the equipment reserve to fund future vehicle replacements.

Humane Society has decreased by \$4,100 mainly due to an increase in animal licensing revenue partially offset by inflationary increases to the Oakville Milton Humane Society's grant.

Licensing has decreased by \$78,100 mainly due to decreases in materials and supplies and additional licensing fee revenue from higher volumes expected.

2022 Operating Budget Overview by Component

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
EXPENSES											
PERSONNEL SERVICES & BENEFITS	1,618,200	-5,600		1,612,600	-5,600	-0.3%			1,612,600	-5,600	-0.3%
MATERIALS & SUPPLIES	50,600	47,200	500	98,300	47,700	94.3%			98,300	47,700	94.3%
CAPITAL OUT OF OPERATIONS	2,900	3,000		5,900	3,000	103.4%			5,900	3,000	103.4%
PURCHASED SERVICES	918,300	29,000		947,300	29,000	3.2%			947,300	29,000	3.2%
PAYMENTS & GRANTS	20,600			20,600					20,600		
INTERNAL EXPENSES & TRANSFERS	1,039,400	-848,100	44,200	235,500	-803,900	-77.3%		480,000	715,500	-323,900	-31.2%
Total EXPENSES	3,650,000	-774,500	44,700	2,920,200	-729,800	-20.0%		480,000	3,400,200	-249,800	-6.8%
REVENUES											
EXTERNAL REVENUES	-1,320,500	-139,300		-1,459,800	-139,300	-10.5%			-1,459,800	-139,300	-10.5%
Total REVENUES	-1,320,500	-139,300		-1,459,800	-139,300	-10.5%			-1,459,800	-139,300	-10.5%
Total Municipal Enforcement	2,329,500	-913,800	44,700	1,460,400	-869,100	-37.3%		480,000	1,940,400	-389,100	-16.7%

The Municipal Enforcement program's total direct operating expenditures are \$3,400,200 and anticipated revenues are \$1,459,800, which results in a net overall budget of \$1,940,400. Program changes are described below:

Personnel Services & Benefits is the largest component of the budget and represents 47% of gross expenditures. In 2022, personnel costs have decreased by \$5,600. The budget includes inflationary and contractual increases which is offset by the reallocation of the 0.7 FTE Municipal Standards Investigator part-time position to Parking.

Materials & Supplies has increased by \$47,700 for fuel, motor vehicle parts and a one-time adjustment for radios.

Capital out of Operations has increased by \$3,000, which is due to an increase in communications equipment and general equipment.

Purchased Services represents 28% of gross expenditures. In 2022, the budget has increased by \$29,000 with the most significant driver being a 2% inflation increase to the Oakville Milton Humane Society's grant. Additional budget increases have been included for professional fees and training and development.

Municipal Enforcement

Internal Expenses & Transfers has decreased by \$323,900 primarily due to the reduction of temporary Mobile Compliance Officers from eight to four which are accounted for in the Parking program and charged out to Municipal Enforcement as an internal expense. The expense is shown in the 2022 COVID impacts column.

External Revenues partially offsets department expenses and includes various fees for sign permits, by-law fines and administrative penalties. In 2022, the budget has increased by \$139,300. A 2% inflationary increase is included and minor adjustments have been made for changes due to volume.

2023 - 2024 Operating Budget Forecast

	2022 Requested Budget	2023 Requested Forecast	2022-2023 Change (%)	2024 Requested Forecast	2023-2024 Change (%)
Gross Expenditures by Service					
Municipal Enforcement					
Administration	118,500	120,900	2.0%	123,400	2.1%
By-law Services	2,251,800	1,757,600	-21.9%	1,821,700	3.6%
Humane Society	888,600	906,300	2.0%	924,300	2.0%
Licensing	141,300	144,100	2.0%	146,900	1.9%
Total Gross Expenditures by Service	3,400,200	2,928,900	-13.9%	3,016,300	3.0%
Tax Levy by Service					
Municipal Enforcement					
Administration	118,500	120,900	2.0%	123,400	2.1%
By-law Services	1,861,500	1,359,500	-27.0%	1,415,700	4.1%
Humane Society	848,600	865,500	2.0%	882,700	2.0%
Licensing	-888,200	-905,900	-2.0%	-923,900	-2.0%
Total Tax Levy by Service	1,940,400	1,440,000	-25.8%	1,497,900	4.0%
Gross Expenditures by Type					
Personnel Services & Benefits	1,612,600	1,644,400	2.0%	1,676,900	2.0%
Materials & Supplies	98,300	56,600	-42.4%	80,000	41.3%
Capital out of Operations	5,900	6,000	1.7%	6,100	1.7%
Purchased Services	947,300	961,100	1.5%	992,100	3.2%
Payments & Grants	20,600	21,000	1.9%	21,400	1.9%
Internal Expenses & Transfers	715,500	239,800	-66.5%	239,800	0.0%
Total Expenditures	3,400,200	2,928,900	-13.9%	3,016,300	3.0%
Revenues by Type					
External Revenue	1,459,800	1,488,900	2.0%	1,518,400	2.0%
Total Revenues	1,459,800	1,488,900	2.0%	1,518,400	2.0%
Tax Levy	1,940,400	1,440,000	-25.8%	1,497,900	4.0%

- The 2023 net budget is projected to decrease by 25.8% or \$500,400 primarily due to the removal of the four temporary Mobile Compliance Officers added in 2022. The need for these officers into 2023 will be reassessed during the 2023 budget process.
- The 2024 net budget is projected to increase by 4.0% or \$57,900 and reflects inflationary increases to the cost of delivering services.

Municipal Enforcement

2022 Recommended Capital Budget

The capital budget provides funds for the replacement of five Municipal Enforcement vehicles and online software updates as well as a sign and seized objects compound.

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2022	2022
53612103	Municipal Enforcement Vehicles	Infrastructure Renewal	170,000	43,700
53612201	By-law Updates	Strategic Priorities	146,800	
53612202	Online Licensing Software Updates	Strategic Priorities	125,000	
53612203	Sign and Seized Objects Compound	Strategic Priorities	66,000	500
TOTAL			507,800	44,200



2022 BUDGET – ACCOUNTABLE GOVERNMENT

OPERATING AND CAPITAL

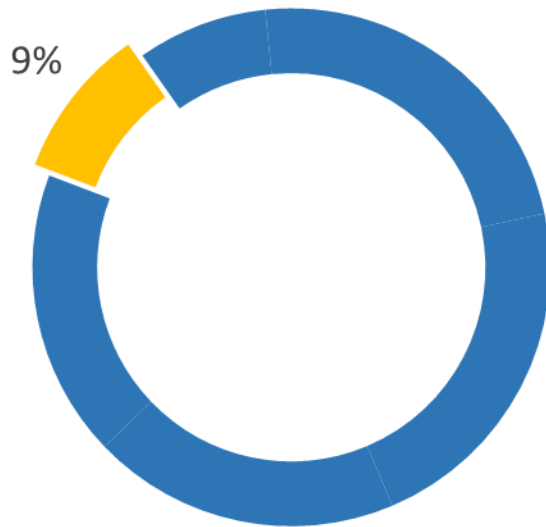


Accountable Government

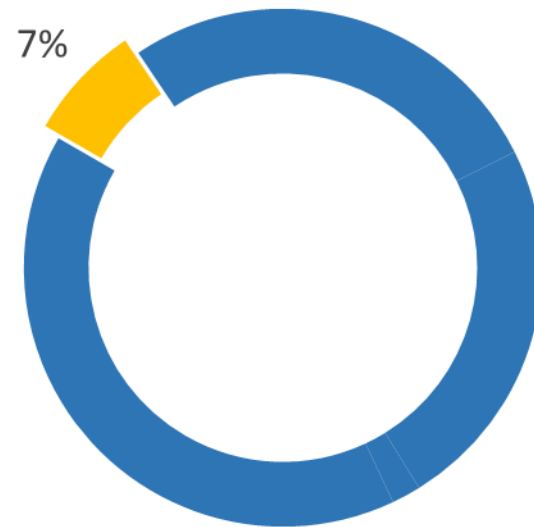
Inspire public confidence through open, accountable and efficient delivery of government services.

- Lead in providing open and accountable government
- Ensure long-term fiscal sustainability of the town while respecting the impact of decisions on taxpayers
- Support a culture of continuous improvement and innovation to enhance cost-effective delivery of town programs and services

Total Operating Expenses \$34.8 Million



Total Capital Expenses \$20.0 Million



Operating Budget Summary

	2021 Restated Budget	2022 Requested Budget	\$ Change from 2021	% Change from 2021
<u>Gross Expenditures</u>				
Accountable Government				
Administrative Executive Management	2,466,100	2,504,000	37,900	1.5%
Strategy, Policy and Communications	3,659,400	3,821,400	162,000	4.4%
Corporate Asset Management	1,772,600	1,843,400	70,800	4.0%
Financial Services	6,356,900	6,573,900	217,000	3.4%
Human Resources	2,959,700	3,585,400	625,700	21.1%
Information Technology Solutions	12,309,600	13,283,400	973,800	7.9%
Regulatory Services	780,800	792,300	11,500	1.5%
Legal Services	2,358,700	2,435,000	76,300	3.2%
Total Gross Expenditures	\$32,663,800	\$34,838,800	\$2,175,000	6.7%
<u>Net Tax Levy</u>				
Accountable Government				
Administrative Executive Management	1,815,800	2,004,000	188,200	10.4%
Strategy, Policy and Communications	3,484,400	3,640,200	155,800	4.5%
Corporate Asset Management	1,574,000	1,639,800	65,800	4.2%
Financial Services	4,837,700	5,016,000	178,300	3.7%
Human Resources	2,957,700	3,440,100	482,400	16.3%
Information Technology Solutions	11,942,600	12,602,800	660,200	5.5%
Regulatory Services	399,200	372,200	-27,000	-6.8%
Legal Services	2,305,400	2,380,600	75,200	3.3%
Total Net Tax Levy	\$29,316,800	\$31,095,700	\$1,778,900	6.1%

Accountable Government

Program: Administrative Executive Management

Program Based Budget

2022 - 2024

Vision

- Provide strategic leadership and administrative excellence to meet the needs of our community.

Mission

- Lead the organization to efficiently and effectively deliver council priorities; drive excellence in customer service; create a dynamic, future ready work force; foster an inclusive and innovative culture and be accountable and transparent in whatever we do.

Program Services

The CAO Office provides services through the CAO/Executive Management Team program.



CAO/Executive
Management

- Provides leadership and strategic direction to the organization and in the implementation of Council's Strategic Plan

2022 Program Key Initiatives



Accountable Government

- Manage the town's post pandemic recovery plan
- Interpret and respond to trends and external influences to ensure the ability to deliver on future Council strategic plans
- Provide leadership on key capital projects and corporate strategic initiatives, including diversity and inclusion, climate action, service transformation and the people plan
- Prepare annual operating budgets that meet Council's target to align the budgetary increase with the rate of inflation
- Prepare annual capital budget and long-term capital forecast that reflects long-term financial stability and the maintenance of town infrastructure
- Continue to promote effective risk management, human resources management and sound decision-making practices throughout the town

Key Performance Indicators

1. Percentage of gross operating budget

2017	2018	2019	2020	2021
0.9%	0.9%	0.8%	0.8%	1.0%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

2. Percentage of total FTEs

2017	2018	2019	2020	2021
0.6%	0.6%	0.6%	0.6%	0.8%
Why Important: Assesses the capacity of the program by examining the proportion of staff expertise against the total town FTEs.				
How Calculated: Total program FTEs including part-time / Total town FTEs including part-time.				

3. Annual overall tax rate increase

2017	2018	2019	2020	2021
2.40%	1.75%	1.53%	2.00%	1.63%
Why Important: Overall tax rate increase is the increase residents see on their tax bill.				
How Calculated: Based on final overall tax increase as identified in the Region of Halton annual tax policy report.				
* In 2021, Council approved an increase of 2.29 per cent to the town's portion of the overall tax bill. When combined with the regional increase and the education tax rate, the property tax increase was 1.63 per cent compared to an inflation rate target of 2.0 per cent at time of budget preparation.				

4. Percentage of citizens surveyed satisfied with town programs and services

2017	2018	2019	2020	2021
85%(2015 survey)	89%(2017 survey)	96%(2019 survey)	96%(2019 survey)	96%(2019 survey)
Why Important: The town is committed to surveying its residents to provide statistically valid measures of satisfaction. This data assists Council and town staff in allocating program funds to meet public expectations.				
How Calculated: Pollara Strategic Insights conducts a 20 minute survey of 800 residents every two years on behalf of the town to produce survey results that are accurate to within 3.5 per cent, 19 times out of 20. Next survey will be conducted in 2022.				

5. Employee turnover rate

2017	2018	2019	2020	2021
5.0%	5.0%	5.2%	7.5%	4.3%
Why Important: Tracking employee turnover is important due to the financial costs associated with hiring, as well as impact on organizational effectiveness.				
How Calculated: Total employees leaving organization/Total program FTEs.				

Staffing Overview

Program: Admin Executive Management Services/Activities:	2021 Approved FTE	2022 Adjustments and Reallocations	2022 Service Level Change	2022 Growth and Capital	2022 Total FTE	Net Change 2022 vs 2021
CAO/Executive Management	13.0	(1.0)			12.0	(1.0)
Total Admin Executive Management	13.0	(1.0)	0.0	0.0	12.0	(1.0)

Overall, the total 2022 staff complement for this program is 12.0 FTE's with 1.0 FTE reallocated to Corporate.

2022 Operating Budget Overview by Service

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
Administrative Executive Management											
CAO/Executive Management	1,815,800	188,200		2,004,000	188,200	10.4%			2,004,000	188,200	10.4%
Total Administrative Executive Management	1,815,800	188,200		2,004,000	188,200	10.4%			2,004,000	188,200	10.4%

In 2022, the Administrative Executive Management program increased by \$188,200 or 10.4%, resulting in a net total budget of \$2,004,000. The CAO/Executive Management service area represents the costs of leadership and policy implementation to enable the organization to achieve Council's visions & goals.

2022 Operating Budget Overview by Component

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
EXPENSES											
PERSONNEL SERVICES & BENEFITS	2,264,900	-121,100		2,143,800	-121,100	-5.3%			2,143,800	-121,100	-5.3%
MATERIALS & SUPPLIES	4,500	400		4,900	400	8.9%			4,900	400	8.9%
CAPITAL OUT OF OPERATIONS	900			900					900		
PURCHASED SERVICES	195,800	158,600		354,400	158,600	81.0%			354,400	158,600	81.0%
Total EXPENSES	2,466,100	37,900		2,504,000	37,900	1.5%			2,504,000	37,900	1.5%
REVENUES											
INTERNAL RECOVERY & FUND TRSFS	-650,300	150,300		-500,000	150,300	23.1%			-500,000	150,300	23.1%
Total REVENUES	-650,300	150,300		-500,000	150,300	23.1%			-500,000	150,300	23.1%
Total Administrative Executive Management	1,815,800	188,200		2,004,000	188,200	10.4%			2,004,000	188,200	10.4%

In 2022, the Administrative Executive Management program's total expenditures are \$2,504,000 and total revenues are \$500,000, resulting in a net budget of \$2,004,000. The net change from the prior year is \$188,200 or 10.4%. The main drivers for this increase are the following:

Personnel Services & Benefits is the largest component of the budget at \$2.1 million, representing 86% of the total gross expenditures. Personnel costs have decreased by \$121,100 due to the reallocation of budget dollars for the internal audit position to contracted services. It is offset by inflationary and compensation adjustments.

Purchased Services is the second largest component of the budget at \$0.4 million, representing 14% of the total gross expenditures. Purchased services costs have increased \$158,600 with the reallocation of budget dollars from personnel for internal audit services, which will now be a contracted service.

Internal Recoveries and Fund Transfers has decreased by \$150,300 for the net change in transfer from Tax Rate Stabilization reserve for \$650,300 savings found in 2021 through corporate initiatives, with further savings of \$500,000 to be found in 2022-2024 through the Facilities and Recreation reviews.

2023 - 2024 Operating Budget Forecast

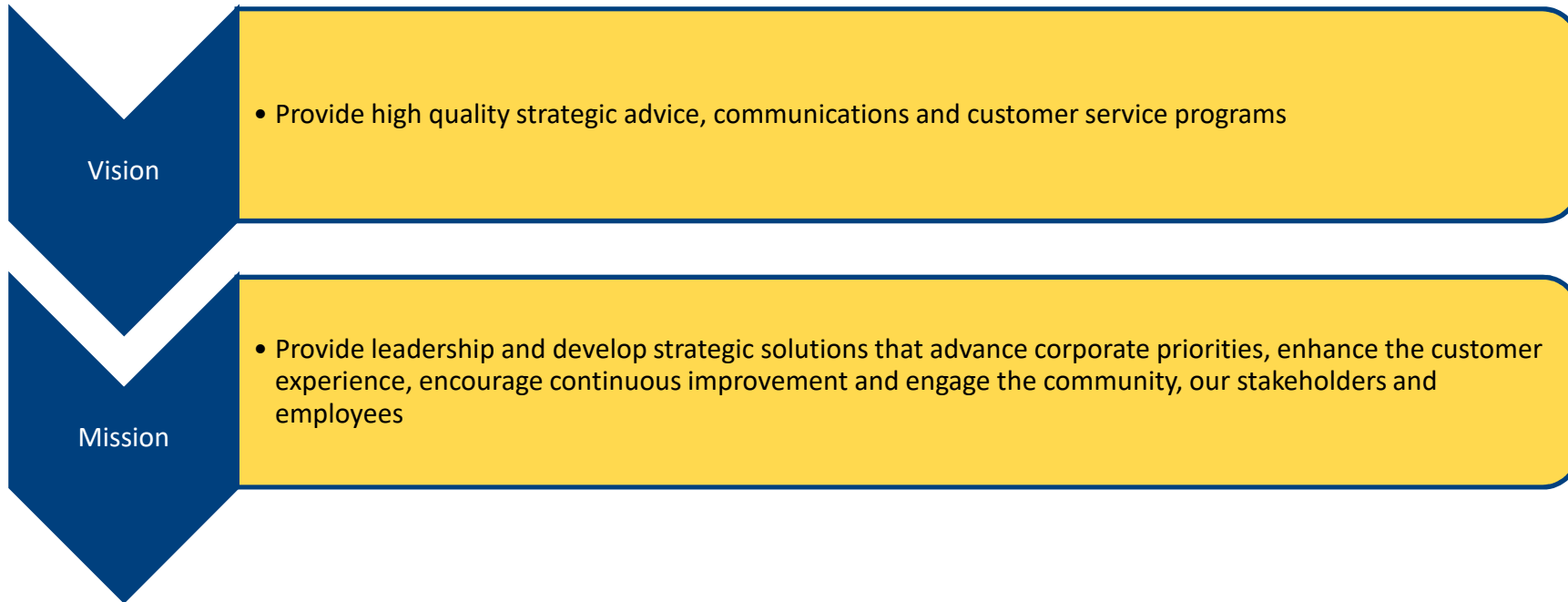
	2022 Requested Budget	2023 Requested Forecast	2022-2023 Change (%)	2024 Requested Forecast	2023-2024 Change (%)
Gross Expenditures by Service					
Administrative Executive Management					
CAO/Executive Management	2,504,000	2,562,000	2.3%	2,621,300	2.3%
Total Gross Expenditures by Service	2,504,000	2,562,000	2.3%	2,621,300	2.3%
Tax Levy by Service					
Administrative Executive Management					
CAO/Executive Management	2,004,000	2,062,000	2.9%	2,121,300	2.9%
Total Tax Levy by Service	2,004,000	2,062,000	2.9%	2,121,300	2.9%
Gross Expenditures by Type					
Personnel Services & Benefits	2,143,800	2,195,000	2.4%	2,247,400	2.4%
Materials & Supplies	4,900	4,900	0.0%	4,900	0.0%
Capital out of Operations	900	900	0.0%	900	0.0%
Purchased Services	354,400	361,200	1.9%	368,100	1.9%
Total Expenditures	2,504,000	2,562,000	2.3%	2,621,300	2.3%
Revenues by Type					
Internal Recoveries & Fund Trsfs	500,000	500,000	0.0%	500,000	0.0%
Total Revenues	500,000	500,000	0.0%	500,000	0.0%
Tax Levy	2,004,000	2,062,000	2.9%	2,121,300	2.9%

The 2023 and 2024 budgets have been adjusted for inflationary increases in personnel services and benefits and purchased services.

Program: Strategy, Policy and Communications

Program Based Budget

2022 - 2024



Program Services

The Strategy, Policy & Communications program provides the following services on behalf of the corporation and to client departments:



2022 Program Key Initiatives



Engaged Community

- Conduct 2022 Citizen Survey
- Rebuild of Oakville.ca website with a modern content management system and new governance framework
- Undertake consultation, development and implementation of a multi-year diversity & inclusion plan
- Effective communications plans to support town programs and services, ensure open and transparent government, and increase public awareness, engagement and understanding of town priorities and emerging issues



Accountable Government

- Ensure alignment between Council's Strategic Plan, EMT and Commission priorities and department operational plans
- Develop the Digital Oakville 2022-2026 Plan
- Develop government relations plan to help facilitate strategic goals



Environment

- Implement the Climate Action Roadmap with a focus on mitigation, adaptation, resiliency and embedding climate action into the town's operations
- Support implementation of the Future Energy Oakville and priority projects in accordance with the Community Energy Strategy

Key Performance Indicators

1. Percentage of gross operating budget

2017	2018	2019	2020	2021
1.0%	1.0%	0.5%	1.3%	1.5%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

2. Percentage of total FTEs

2017	2018	2019	2020	2021
0.6%	0.6%	0.6%	1.5%	1.7%
Why Important: Assesses the capacity of the program by examining the proportion of staff expertise against the total town FTEs.				
How Calculated: Total program FTEs including part-time / Total town FTEs including part-time.				

3. Percentage of citizens satisfied with the amount of information received by the town

2017	2018	2019	2020	2021
84% (2017 survey)	84% (2017 survey)	80% (2019 survey)	80% (2019 survey)	80% (2019 survey)
Why Important: To track overall citizen satisfaction with town performance, identify merging issues, and help set strategic priorities for the future. Public engagement is a key component of open and transparent governance; it helps us to develop and deliver quality programs and services; and is important to Oakville achieving its vision of being the most livable town in Canada.				
How Calculated: To gather the opinions of local residents in the most comprehensive and efficient way, Pollara Strategic Insights conducted a 20-minute telephone survey among 808 randomly-selected residents of the Town of Oakville. The next survey will take place in 2022.				

4. Number of unique visitors on Oakville.ca

2017	2018	2019	2020	2021
761,707 visitors viewed a total of 4,055,718 pages averaging 2.5 pages per visit	882,099 visitors viewed a total of 4,249,445 pages averaging 2.3 pages per visit	933,803 visitors viewed a total of 4,455,077 pages averaging 1.95 pages per visit	1,019,702 visitors viewed a total of 4,109,529 pages averaging 2.25 pages per visit	820,760 visitors viewed a total of 3,506,904 pages averaging 2.35 pages per visit (Sept 30/21)
Why Important: Oakville.ca is the town's primary tool to provide information to residents, and 68 percent of respondents to the town's 2019 Citizen Survey identified Oakville.ca as their preferred way to access town information.				
How Calculated: The town uses Google web analytics to track web statistics.				

5. Number of followers on town social media sites

2017	2018	2019	2020	2021
41,294	53,774	64,269	83,176	89,648 (Sept 30/21)
Why Important: Social media is now used by almost 91 percent of Canadians, with two-thirds of Canadians accessing social media from their smartphone or tablet. Facebook remains the most popular social account in Canada followed by LinkedIn, Google+, Instagram and Twitter, and are effective channels for the town to engage in two-way communications with residents.				
How Calculated: Twitter and Facebook analytical tools are used to calculate totals.				

6. Climate Action: Corporate Greenhouse Gas Emissions

2017	2018	2019	2020	2021
7,277 tonnes CO ₂ e	7,539 tonnes CO ₂ e	7,438 tonnes CO ₂ e	7,178 tonnes CO ₂ e	TBD
Why Important: The town is committed to reducing its corporate greenhouse gas emissions (GHGs) as outlined in its Conservation Demand Management (CDM) program and the Oakville Community Energy Strategy.				
How Calculated: The CDM set out target reductions of GHGs by 2021 of 24.4% based on 2014 data, not including Fleet or Transit. In 2020, GHS reductions of 19.2% were achieved, well on pace to achieve 2021 targets.				

7. Climate Action: Corporate Energy Use

2017	2018	2019	2020	2021
71,591,198 ekWh	73,626,144 ekWh	71,357,794 ekWh	64,562,561 ekWh	TBD
Why Important: The town is committed to reducing its corporate energy use as outlined in its Conservation Demand Management (CDM) program and the Oakville Community Energy Strategy.				
How Calculated: The CDM set out target reductions of energy use by 2021 of 17.5% based on 2014 data not including Fleet or Transit. In 2020 energy reductions of 21.4% were achieved, indicating that the 2021 target has already been met.				

8. Climate Action: Air Quality Health Index Oakville

2017	2018	2019	2020	2021
27	48	35	27	41
Why Important: The Air Quality Health Index is a measure designed to help link air quality to health and is rated on a scale from 1 to 10: 1-3 low risk; 4-6 moderate risk; 7-10 high risk. It assesses three air pollutants which are known to harm human health: ground-level ozone, fine particulate matter, and nitrogen dioxide.				
How Calculated: Numbers reflect the days above "low risk" (1-3) air quality rating as reported by the province.				

9. Percentage of calls answered within 30 seconds

2017	2018	2019	2020	2021
77%	78%	75.5%	70.3%	65.1% (Sept 30/21)
<p>Why Important: This metric provides an accurate representation of the customers' experience. Set appropriately, it will meet callers' expectations for service, will keep the abandon rate less than 5%, and will minimize expenses.</p> <p>How Calculated: Service level = [Number of calls answered within the service level threshold] / [Number of calls offered] * 100. Excluded are any calls where the caller hung up before waiting in queue for 6 seconds or less as well as those calls that were handled by a Service Oakville CSR in less than 20 seconds.</p>				

10. Abandon rate

2017	2018	2019	2020	2021
6%	5.5%	6.4%	9.1%	10.6% (Sept 30/21)
<p>Why Important: This measures the rate of callers' hanging up prior to reaching a customer service representative. Generally, the longer callers have to wait to be answered, the higher this number is. This is a good performance indicator of being appropriately staffed to handle call volume.</p> <p>How Calculated: Abandonment rate % = [Number of Calls offered – Number of Calls handled] / [Number of Calls offered] * 100. Excluded are any calls where the caller hung up before waiting in queue for 6 seconds or less.</p>				

11. Percentage of inquiries answered at first contact on behalf of partnered departments

2017	2018	2019	2020	2021
77%	61%	62%	72%	68% (Sept 30/21)
<p>Why Important: A critical driver of customer satisfaction is having their issue addressed in a "one-and-done" capacity.</p> <p>How Calculated: The total number of CRM requests logged as "FCR" (First Call Resolution) + AIMS + PRESTO + Counter POS / Total number of cases handled (both FCR and SR – Service Requests + AIMS + PRESTO + Counter POS).</p>				

Staffing Overview

Program: Strategy, Policy and Communications	2021 Approved FTE	2022 Adjustments and Reallocations	2022 Service Level Change	2022 Growth and Capital	2022 Total FTE	Net Change 2022 vs 2021
Services/Activities:						
Administration	1.0				1.0	0.0
Communications	5.4				5.4	0.0
Climate Action	2.6				2.6	0.0
Corporate Strategy and Policy	3.0				3.0	0.0
Strategic Initiatives	2.0				2.0	0.0
Service Oakville	14.8				14.8	0.0
Total Strategy, Policy and Communications	28.8	0.0	0.0	0.0	28.8	0.0

Overall the total 2022 staff complement for this program is 28.8 FTEs with no changes from 2021.

2022 Operating Budget Overview by Service

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
Strategy, Policy and Communications											
Administration	239,000	25,600		264,600	25,600	10.7%			264,600	25,600	10.7%
Communications	747,000	-22,700		724,300	-22,700	-3.0%			724,300	-22,700	-3.0%
Corporate Strategy and Policy	406,800	77,100		483,900	77,100	19.0%			483,900	77,100	19.0%
Climate Action	444,800	300		445,100	300	0.1%			445,100	300	0.1%
Strategic Initiatives	296,200	18,300		314,500	18,300	6.2%			314,500	18,300	6.2%
Service Oakville	1,350,600	57,200		1,407,800	57,200	4.2%			1,407,800	57,200	4.2%
Total Strategy, Policy and Communications	3,484,400	155,800		3,640,200	155,800	4.5%			3,640,200	155,800	4.5%

The Strategy, Policy and Communications program has a net budget of \$3,640,200 which represents the cost to support the development and execution of Council's strategic plan and to help create awareness and promote the town's many diverse programs and services through strategic communication plans and materials. In addition, the department supports the town's commitment to climate action and sustainability. The budget for Service Oakville provides the costs to deliver a one-window approach to customer service that tracks and handles walk-in, e-mail, website and telephone inquiries on behalf of several programs in the town. The 2022 budget increased by \$155,800 or 4.5%.

Administration has increased 10.7% to establish an office budget including training and development, office supplies and contracted services as the Director position was added to the complement in 2021.

Communications has decreased by 3.0% with the reversal of temporary budget dollars to support staff due to additional workload in 2021 related to COVID-19. Purchased services have also been adjusted in line with spending.

Corporate Strategy and Policy has increased 19.0% which includes personnel adjustments due to re-organization within the program, as well as increased professional fees for staff to undertake strategic policy work.

Climate Action has increased 0.1% with minimal changes to the service.

Strategic Initiatives has increased 6.2% to provide for personnel adjustments as well as general office expenses for the staff in the business unit.

Service Oakville has increased 4.2% and also includes adjustments to personnel due to the corporate re-organization within the program. Materials and supplies and purchased services have also been adjusted in line with spending.

2022 Operating Budget Overview by Component

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
EXPENSES											
PERSONNEL SERVICES & BENEFITS	3,373,100	98,700		3,471,800	98,700	2.9%			3,471,800	98,700	2.9%
MATERIALS & SUPPLIES	19,200	1,400		20,600	1,400	7.3%			20,600	1,400	7.3%
CAPITAL OUT OF OPERATIONS	1,800			1,800					1,800		
PURCHASED SERVICES	264,300	61,900		326,200	61,900	23.4%			326,200	61,900	23.4%
PAYMENTS & GRANTS	1,000			1,000					1,000		
Total EXPENSES	3,659,400	162,000		3,821,400	162,000	4.4%			3,821,400	162,000	4.4%
REVENUES											
EXTERNAL REVENUES	-2,000	-1,600		-3,600	-1,600	-80.0%			-3,600	-1,600	-80.0%
INTERNAL RECOVERY & FUND TRSFS	-173,000	-4,600		-177,600	-4,600	-2.7%			-177,600	-4,600	-2.7%
Total REVENUES	-175,000	-6,200		-181,200	-6,200	-3.5%			-181,200	-6,200	-3.5%
Total Strategy, Policy and Communications	3,484,400	155,800		3,640,200	155,800	4.5%			3,640,200	155,800	4.5%

The Strategy, Policy and Communication program's total expenditures are \$3,821,400 and revenues are \$181,200 resulting in a net budget of \$3,640,200. In 2022, the budget has increased by \$155,800 or 4.5%. The main drivers for this increase are the following:

Personnel Services & Benefits is the largest cost component of the budget at \$3.5 million, representing 91% of total gross expenditures. In 2022, personnel costs have increased \$98,700. This includes inflation on salaries and benefits, as well as adjustments to bring budgets in line with actuals.

Materials and Supplies has increased by \$1,400 for office supplies. This aligns with current trends.

Purchased Services has increased by \$61,900, primarily driven by professional fees for Corporate Strategy and promotion expenses for Climate Action.

External Revenues includes a reversal of the COVID reduction for revenues in 2021 relating to sales of corporate merchandise.

Internal Recovery and Fund Transfers includes an increase of \$4,600 for Service Oakville recoveries from Parking for services provided for their operations.

2023 - 2024 Operating Budget Forecast

	2022 Requested Budget	2023 Requested Forecast	2022-2023 Change (%)	2024 Requested Forecast	2023-2024 Change (%)
Gross Expenditures by Service					
Strategy, Policy and Communications					
Administration	264,600	270,500	2.2%	276,500	2.2%
Communications	724,300	741,200	2.3%	758,500	2.3%
Corporate Strategy and Policy	483,900	495,800	2.5%	507,900	2.4%
Climate Action	445,100	454,100	2.0%	463,200	2.0%
Strategic Initiatives	314,500	322,000	2.4%	329,700	2.4%
Service Oakville	1,589,000	1,623,600	2.2%	1,659,000	2.2%
Total Gross Expenditures by Service	3,821,400	3,907,200	2.2%	3,994,800	2.2%
Tax Levy by Service					
Strategy, Policy and Communications					
Administration	264,600	270,500	2.2%	276,500	2.2%
Communications	724,300	741,200	2.3%	758,500	2.3%
Corporate Strategy and Policy	483,900	495,800	2.5%	507,900	2.4%
Climate Action	445,100	454,100	2.0%	463,200	2.0%
Strategic Initiatives	314,500	322,000	2.4%	329,700	2.4%
Service Oakville	1,407,800	1,438,800	2.2%	1,474,100	2.5%
Total Tax Levy by Service	3,640,200	3,722,400	2.3%	3,809,900	2.4%
Gross Expenditures by Type					
Personnel Services & Benefits	3,471,800	3,551,000	2.3%	3,632,000	2.3%
Materials & Supplies	20,600	20,900	1.5%	21,200	1.4%
Capital out of Operations	1,800	1,800	0.0%	1,800	0.0%
Purchased Services	326,200	332,500	1.9%	338,800	1.9%
Payments & Grants	1,000	1,000	0.0%	1,000	0.0%
Total Expenditures	3,821,400	3,907,200	2.2%	3,994,800	2.2%
Revenues by Type					
External Revenue	3,600	3,700	2.8%	3,800	2.7%
Internal Recoveries & Fund Trsfs	177,600	181,100	2.0%	181,100	0.0%
Total Revenues	181,200	184,800	2.0%	184,900	0.1%
Tax Levy	3,640,200	3,722,400	2.3%	3,809,900	2.4%

Strategy, Policy and Communications

2023 - 2024 Budget Forecast Highlights

The 2023 net budget is projected to increase by 2.3% or \$82,200, while the 2024 budget is projected to increase by 2.4% or \$87,500. This reflects inflationary increases to the cost of delivering services.

2022 Recommended Capital Budget

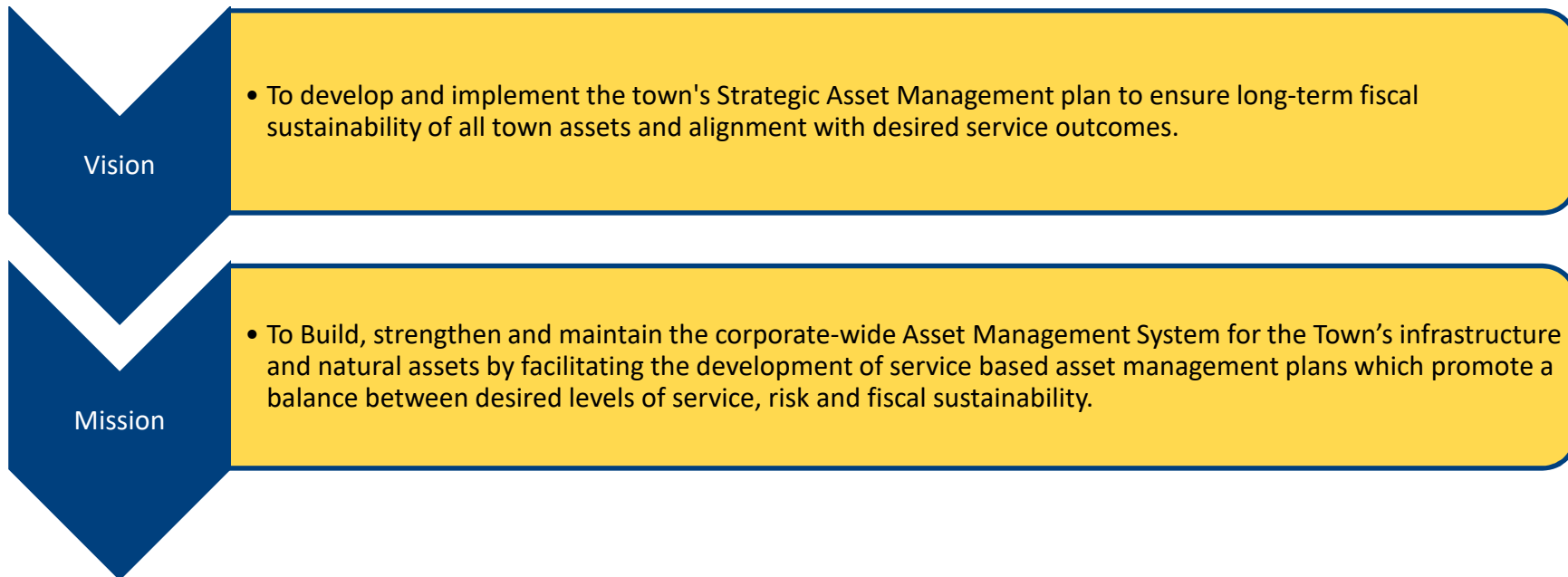
The 2022 recommended capital budget includes funding for the Website Rebuild project to build a newly redesigned Oakville.ca on a new content management system as well as the migration of the town’s other key public-facing websites. The District Energy Feasibility Study provides funding that will combine with funding from the Consulate of Denmark in Toronto and potentially, an FCM grant, to complete a technical, economic and governance feasibility study for district energy. The Innovation Fund will establish dedicated funding to explore, engage, learn and test with community partners, potential opportunities and innovative solutions that improve customer service and operational efficiencies. The Diversity and Inclusion project will allow for implementation of the multi-year Diversity and Inclusion Action Plan. The budget for the Salesforce upgrade will improve the customer experience on the town’s website.

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2022	2022
21101801	Website Rebuild	Strategic Priorities	1,085,500	
21102204	Climate Action - District Energy Feasibility Study	Strategic Priorities	255,000	
21112201	Innovation Fund	Strategic Priorities	100,000	
21112202	Data Management	Strategic Priorities	80,000	
22102001	Future Energy Oakville	Strategic Priorities	50,000	
24102101	Diversity and Inclusion Implementation	Strategic Priorities	101,000	
36101906	Salesforce Upgrade and Enhancement	Infrastructure Renewal	151,000	
TOTAL			1,822,500	

Program: Corporate Asset Management

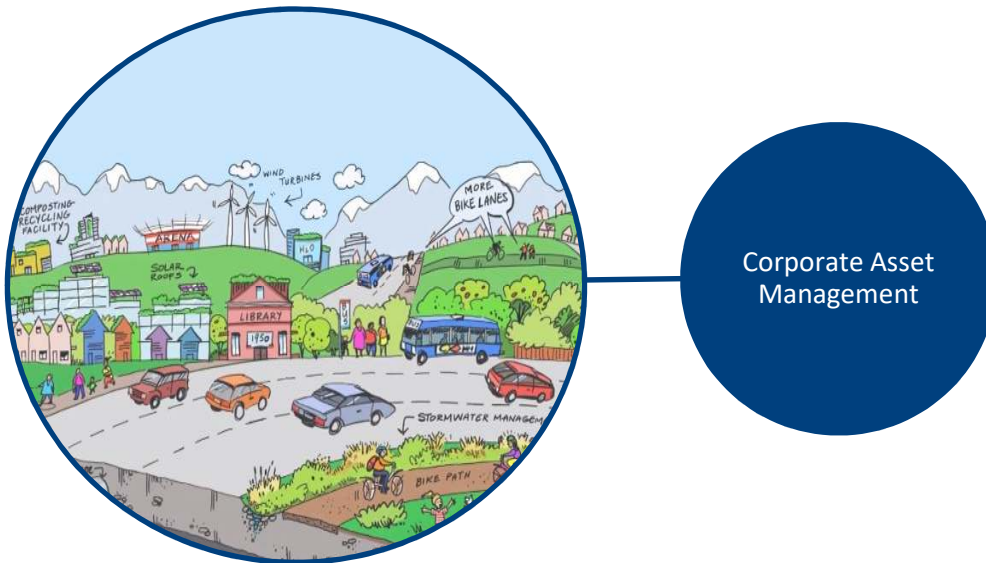
Program Based Budget

2022 – 2024



Program Services

Asset Management delivers the following services:



- Corporate Asset Management System Policy and Procedure Administration
- Townwide Infrastructure Planning & Lifecycle Management Prioritization
- Infrastructure Business Information and Intelligence Management
- Asset Management Knowledge & Capability Building
- Asset Management Stewardship and Leadership
- Intergovernment and Agency Relations

2022 Program Key Initiatives



Livability

- Coordinate the asset renewal program across all town programs and with other government agencies to optimize timing and ensure capital works are aligned.



Accountable Government

- Continue to develop the town's Strategic Asset Management plan in order to conform with O Reg 288/2017 Requirements with Core assets to be completed by July 2022.
- Investigate Asset Management planning solutions that support risk based decisions related to service levels and lifecycle optimization to create a holistic decision making framework.
- Coordinate the development of the 10 Year Infrastructure Renewal Capital plan incorporating asset management plans and best practice recommendations.
- Continue to ensure integrity of asset management data sets to facilitate monitoring and implementation of operational maintenance activities and appropriate life cycle replacements.
- Continue to review asset management planning practices and procedures to identify areas for improvement to provide more accurate state of infrastructure reports and itemized asset based long-term forecasts.



Environment

- Identify vulnerabilities to the town's infrastructure that may be caused by climate change and incorporate mitigation strategies and adaptation opportunities within various asset management plans.
- Develop a Stormwater Flood Mitigation policy, risk framework and financial strategy to prioritize infrastructure improvements identified in the Stormwater Master Plan and Riverine Studies to develop a long-term capital plan.

Key Performance Indicators

The Corporate Asset Management department was formed in 2021 and therefore some KPI's were not available prior to 2021.

1. Percentage of gross operating budget

2017	2018	2019	2020	2021
				0.7%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

2. Percentage of total FTEs

2017	2018	2019	2020	2021
				0.8%
Why Important: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTE's.				
How Calculated: Total program FTEs including part-time / Total town FTEs including part-time				

3. Asset Renewal Ratio (New)

2017	2018	2019	2020	2021
			77%	TBD
Why Important: Indicates whether the organization is renewing or replacing its infrastructure at the rate it is being consumed. On average, organizations should be replacing/renewing assets at the time they need to be replaced compared to the rate of depreciation. Target ratio is 100% however when an asset portfolio is young this rate could be 50% or less or if the portfolio is older it may be appropriate for the ratio to exceed 100% at times.				
How Calculated: (total annual infrastructure renewal capital budget/total annual depreciation expense)				

4. Percentage of Assets in Good, Fair and Poor Condition (New)

Asset Condition	2017	2018	2019	2020	2021
Good				60%	TBD
Fair				31%	TBD
Poor				9%	TBD
Why Important: It is recommended to have a balance across the three condition levels as it indicates that funds are being apportioned strategically. Assets in good condition are generally new or have very robust maintenance schedules, Assets in Fair condition are midlife and still performing well but need monitoring or minor upgrades, finally assets in poor condition are assets reaching end of life and become the priority and plans for near-term replacement or renewal. The goal being to minimize the portion in poor condition but recognize that this does not mean assets are failing, just that they need attention in the near future. Risk is also a factor as some assets present less risk of service disruption and have a quick replacement time and/or alternative options therefore it may be satisfactory to have a higher percentage in the poor condition category.					
How Calculated: (# assets in good/fair/poor condition/Total # of assets * 100)					

5. Ratio of assets that achieve full expected life

2017	2018	2019	2020	2021
76%	78%	97%	70%	78% (Sept. 1,2021)
Why Important: To ensure that the infrastructure investments are optimized to the full extent of their useful life and that Assets are being disposed of with a net book value of \$0. Monitoring the useful life enables the town to better plan replacements and schedule preventative maintenance and the associated costs at the correct time and ensures assets are set up with the appropriate useful life projections. Lower % indicates assets are being disposed of prior to the estimated useful life and requires investigation. Higher % indicates useful life has been maximized and above 100% indicates assets have been in service beyond expected useful life.				
How Calculated: (# of disposed assets at end of Useful Life or greater/Total # of TCA disposed * 100)				

The asset renewal ratio (KPI#3), % condition(KPI#4) and useful life ratio(KPI#5) should be considered together; for example, if there is a high percentage of assets in low condition and low % meeting expected useful life this would indicate that an increase in the investment renewal funding would be required. Currently, with 90% in good condition, 70% meeting expected useful life and asset renewal ratio within 75%-100% range indicates the town is investing an appropriate amount of funding to support the infrastructure in an overall good state of repair.

6. Percentage of deficient pavement with the network

2017	2018	2019	2020	2021
8.5	7.3	8.7	11.5	11.9 (estimated)
Why Important: Managing the condition assessment and appropriate planning of state of good repair of the town's road network assists in optimizing life cycle performance and is a key aspect to community sustainability. The town targets to maintain an average PQI of 70 for all town roads as a whole and minimum of 10% that fall below minimum satisfactory PQI.				
How Calculated: The percentage of deficient pavement is calculated based on a satisfactory Pavement Quality Index (PQI) level. For arterial/collector roads, a satisfactory PQI rating is established as 65; for a local residential road the PQI rating is established as 50. The reported figures represent the percentage of roads that fall under the established PQI levels.				

Staffing Overview

Program: Corporate Asset Management	2021 Approved FTE	2022 Adjustments and Reallocations	2022 Service Level Changes	2022 Growth and Capital	2022 Total FTE	Net Change 2022 vs 2021
Services/Activities:						
Asset Management	6.0				6.0	0.0
Infrastructure Planning	5.0				5.0	0.0
Asset Management Administration	2.0				2.0	0.0
Total Corporate Asset Management	13.0	0.0	0.0	0.0	13.0	0.0

Overall, the total 2022 staff complement for Asset Management is 13.0 FTE. There is no change from 2021 to 2022

2022 Operating Budget Overview by Service

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
Corporate Asset Management											
Asset Management											
ASSET MANAGEMENT	760,100	19,600		779,700	19,600	2.6%			779,700	19,600	2.6%
INFRASTRUCTURE PLANNING	477,400	4,200		481,600	4,200	0.9%			481,600	4,200	0.9%
ASSET MANAGEMENT ADMINISTRATION	336,500	42,000		378,500	42,000	12.5%			378,500	42,000	12.5%
Total Corporate Asset Management	1,574,000	65,800		1,639,800	65,800	4.2%			1,639,800	65,800	4.2%

Overall the Corporate Asset Management program has a net budget of \$1,639,800 which is an increase of \$65,800 or 4.2%. Corporate Asset Management is a newly formed department which is responsible for the town's Corporate Asset Management System which involves: policy and procedure development, infrastructure planning and prioritization, asset information and data management, training and development and overall stewardship of the Asset Management program across the town.

Asset Management increased by \$19,600, largely due to inflationary and contractual increases on personnel.

Infrastructure Planning increased by \$4,200, primarily due to inflationary and contractual increases on personnel.

Asset Management Administration increased by \$42,000, mainly due to inflationary increases on personnel as well as a \$20,000 increase to consultant's fees, \$4,000 increase to training & development, \$5,000 increase to office supplies and a \$1,000 increase to professional dues & memberships. A number of reallocations were made between the Asset Management business units to consolidate costs under the Administration business unit; those transfers included smartphones, meals and training & development.

2022 Operating Budget Overview by Component

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
EXPENSES											
PERSONNEL SERVICES & BENEFITS	1,754,600	39,500		1,794,100	39,500	2.3%			1,794,100	39,500	2.3%
MATERIALS & SUPPLIES	500	5,000		5,500	5,000	1,000.0%			5,500	5,000	1,000.0%
PURCHASED SERVICES	17,500	26,300		43,800	26,300	150.3%			43,800	26,300	150.3%
Total EXPENSES	1,772,600	70,800		1,843,400	70,800	4.0%			1,843,400	70,800	4.0%
REVENUES											
INTERNAL RECOVERY & FUND TRSFS	-198,600	-5,000		-203,600	-5,000	-2.5%			-203,600	-5,000	-2.5%
Total REVENUES	-198,600	-5,000		-203,600	-5,000	-2.5%			-203,600	-5,000	-2.5%
Total Corporate Asset Management	1,574,000	65,800		1,639,800	65,800	4.2%			1,639,800	65,800	4.2%

In 2022, the Corporate Asset Management program's total expenditures are \$1,843,400 and total revenues are \$203,600, resulting in a net budget of \$1,639,800. The net change from the prior year is \$65,800 or 4.2%. The main drivers are the following.

Personnel Services & Benefits make up 97% of the total expenditures and is the main driver of the budget. Personnel services & benefits increased by \$39,500 as a result of inflationary and contractual increases.

Materials & Supplies increased by \$5,000 for office supplies as there was previously no budget included for this program.

Purchased Services increased by \$26,300 primarily due to the addition of \$20,000 for consultant's fees and a combined increase of \$6,000 for training & development as well as professional dues & memberships.

Internal Recovery & Fund Transfers increased by \$5,000 to revise the capital recovery for Infrastructure Planning staff to reflect salary and wages inflationary increases.

2023 - 2024 Operating Budget Forecast

	2022 Requested Budget	2023 Requested Forecast	2022-2023 Change (%)	2024 Requested Forecast	2023-2024 Change (%)
Gross Expenditures by Service					
Corporate Asset Management	1,843,400	1,882,400	2.1%	1,922,300	2.1%
Total Gross Expenditures by Service	1,843,400	1,882,400	2.1%	1,922,300	2.1%
Tax Levy by Service					
Corporate Asset Management	1,639,800	1,674,600	2.1%	1,710,200	2.1%
Total Tax Levy by Service	1,639,800	1,674,600	2.1%	1,710,200	2.1%
Gross Expenditures by Type					
Personnel Services & Benefits	1,794,100	1,832,200	2.1%	1,871,200	2.1%
Materials & Supplies	5,500	5,600	1.8%	5,700	1.8%
Purchased Services	43,800	44,600	1.8%	45,400	1.8%
Total Expenditures	1,843,400	1,882,400	2.1%	1,922,300	2.1%
Revenues by Type					
Internal Recoveries & Fund Trsfs	203,600	207,800	2.1%	212,100	2.1%
Total Revenues	203,600	207,800	2.1%	212,100	2.1%
Tax Levy	1,639,800	1,674,600	2.1%	1,710,200	2.1%

2023 - 2024 Budget Forecast Highlights

- The 2023 net budget is projected to increase by 2.1% or \$34,800 which reflects inflationary increases to the cost of delivering services.
- The 2024 net budget is projected to increase by 2.1% or \$35,600 which reflects inflationary increases to the cost of delivering services.

2022 Recommended Capital Budget

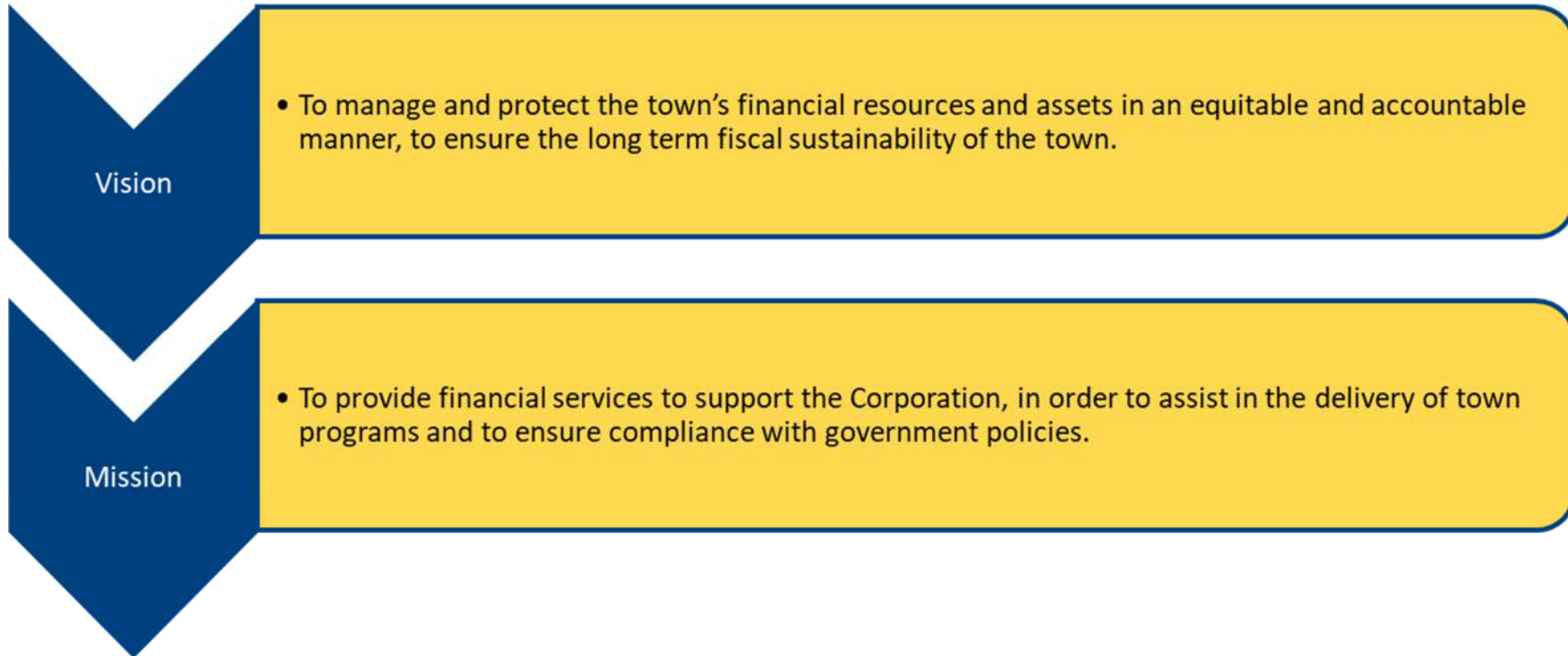
The 2022 budget is shown below. Funding is included to investigate tools/systems to be used for asset management prioritization, as well as funds to perform condition audits for various town infrastructure such as roads, bridges and stormwater management.

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2022	2022
53332201	Fence and Noise Wall Rehabilitations	Infrastructure Renewal	288,000	
53342201	AT Facility Condition Assessment	Infrastructure Renewal	126,000	
53371906	Stormwater Management Facility - Monitoring, Minor Works and Cleanout	Infrastructure Renewal	75,400	
53372008	Outfall Rehabilitation and Works	Infrastructure Renewal	120,600	
53372104	Creek & Channel Inspections	Infrastructure Renewal	50,300	
53372106	Major Slope Inspection and Monitoring	Infrastructure Renewal	80,400	
55102201	Asset Mgmt Decision Support Software	Strategic Priorities	703,500	
55102202	Ditching Program – Condition Assessments	Infrastructure Renewal	50,000	
TOTAL			1,494,200	

Program: Financial Services

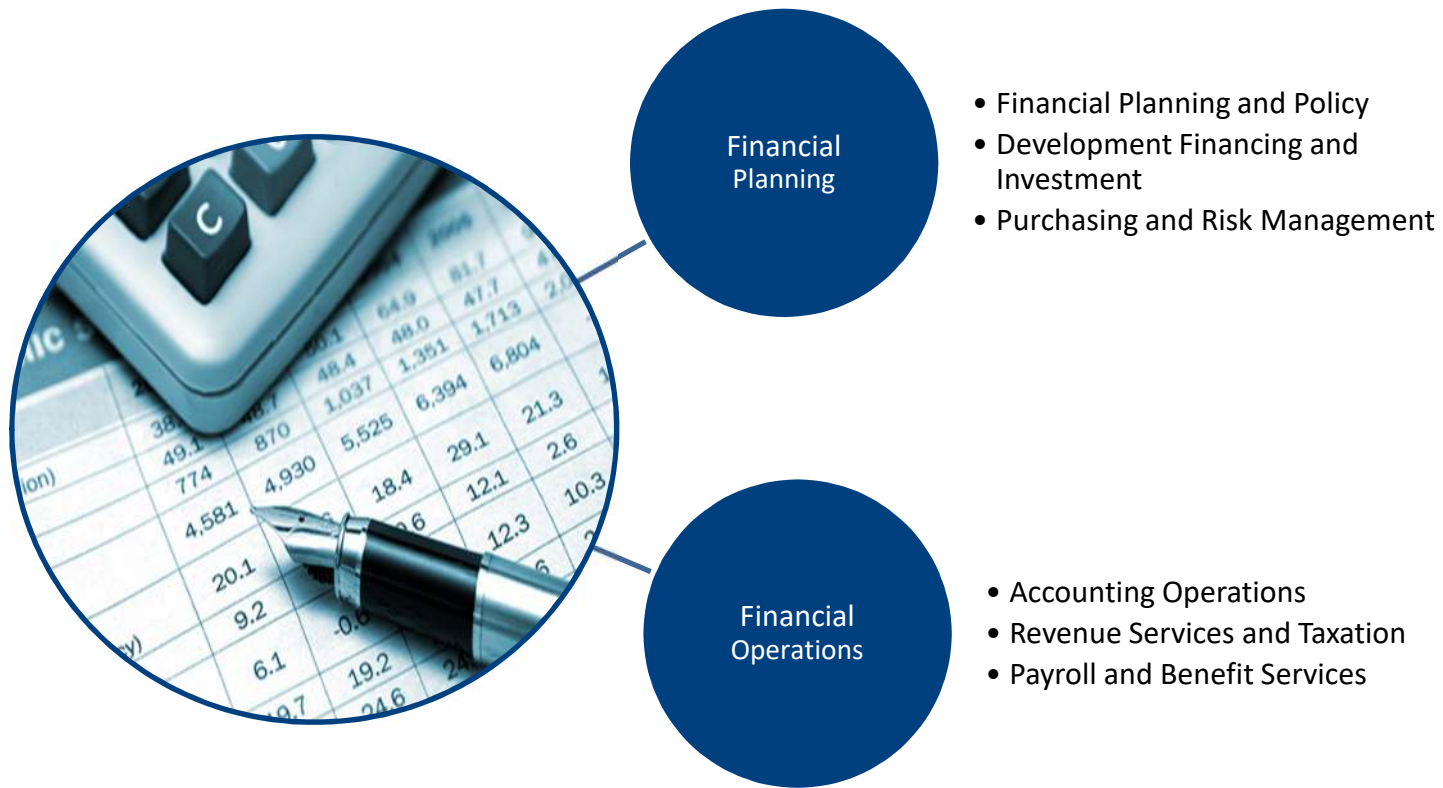
Program Based Budget

2022 - 2024



Program Services

The Financial Services teams provides professional financial and accounting, payroll and benefits, revenue and taxation and procurement support services and advice; develops financial policy and short and long-term financial plans to ensure sustainable funding for the town's programs and services; and fulfills the statutory duties of the Treasurer. The services provided are based on key operating and financial principles, which ensure fiscal responsibility, prudent financial management, compliance with legislation and regulations and corporate consistency.



2022 Program Key Initiatives



Engaged Community

- Implement new property tax software to support property tax billing and collection and create online self-serve capabilities.



Accountable Government

- Undertake a Development Charges (DC) background study and present an updated DC By-law to reflect recent legislative changes and ensure maximum collection of DC's to fund growth related capital projects.
- Undertake a Community Benefit Charge (CBC) background study and present a new CBC By-law to reflect recent legislative changes and contribute to the capital costs related to growth and development.
- Annual budget and financial forecast prepared to ensure long-term financial sustainability.
- Investigate Insurance Claims Management Systems to enhance data and claims management capabilities to support proactive risk management.
- Obtain an unqualified audit opinion on the town's financial statements.

Key Performance Indicators

1. Percentage of gross operating budget

2017	2018	2019	2020	2021
3.1%	3.0%	3.0%	2.9%	2.6%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

2. Percentage of total FTEs

2017	2018	2019	2020	2021
3.6%	3.6%	3.5%	3.5%	2.9%
Why Important: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
How Calculated: Total program FTEs including part-time / Total town FTEs including part-time				

3. Stabilization Reserves as a percentage of own source revenues

2017	2018	2019	2020	2021
20%	21%	22%	26%	26%
Why Important: GFOA recommends, at a minimum, that governments regardless of size, maintain unrestricted fund balances in their general fund of no less than two months of own source revenues to provide sufficient liquidity and protect against unforeseen events. This is equivalent to approximately 17%.				
How Calculated: Total Stabilization Reserves divided by total town own revenue.				

4. Debt service ratio (debt charges to own source revenues) (ISO 37120 Core Indicator 9.1)

2017	2018	2019	2020	2021
5.3%	4.69%	4.43%	4.29%	4.05%
Why Important: Debt service ratio is an indication of financial flexibility of the organization. The Ministry of Housing limit is 25% and Council Policy is 12%.				
How Calculated: Total long-term debt servicing costs divided by total own source revenue. Values are provided from the FIR.				

5. Own-Source revenue as a percentage of total revenues (ISO 37120 Supporting Indicator 9.3)

2017	2018	2019	2020	2021
70%	75.9%	74.1%	67.0%	TBD
Why Important: Own-source revenue is an indication of the town's ability to plan effectively and demonstrates control over own resources.				
How Calculated: Own-source revenue divided by total revenue, where own source revenues includes all permit, user fees and taxes collected.				

6. Tax collected as a percentage of tax billed (ISO 37120 Supporting Indicator 9.4)

2017	2018	2019	2020	2021
97.4%	97.2%	97.3%	95.3%	TBD
Why Important: Provides an indicator of the financial health of the community at end of each fiscal year.				
How Calculated: (Total taxes levied in year – taxes receivable on current year levy)/Total taxes levied in year				

7. Net Surplus/Deficit as a percentage of Approved Budget

2017	2018	2019	2020	2021
-1.0%	-1.9%	1.3%	4.2%	TBD
Why Important: Ensures proper budget practices are followed and spending is in accordance with approved budget.				
How Calculated: Net variance on town programs excluding Corporate Revenue & Expenses/ Approved budget				

8. Unqualified external audit of town's financial statements and internal controls

2017	2018	2019	2020	2021
Achieved	Achieved	Achieved	Achieved	TBD
Why Important: An unqualified opinion indicates the town is preparing the financial statements in accordance with the Public Sector Accounting Standards and that there are no significant control deficiencies				
How Calculated: External auditors provide an opinion after the interim and final audit of the annual statements, which is presented to Council.				

9. Return on Investment Portfolio

2017	2018	2019	2020	2021
3.0%	3.05%	2.63%	2.4%	1.8%
Why Important: Provides a measure of the effectiveness of the investment program to earn a reasonable rate of return on investment of its cash resources having regard to market, legislative and policy constraints. These earnings provide non-tax contributions to operations, reserve funds and trust funds.				
How Calculated: Average annual rate of return				

Staffing Overview

Program: Financial Services	2021 Approved FTE	2022 Adjustments and Reallocations	2022 Budget Efficiencies	2022 Growth and Capital	2022 Total FTE	Net Change 2022 vs 2021
Services/Activities:						
Administration	1.0				1.0	0.0
Accounting Operations	8.3				8.3	0.0
Payroll and Benefit Services	6.5				6.5	0.0
Revenue and Taxation	11.6				11.6	0.0
Financial Planning and Policy	9.2				9.2	0.0
Development Financing and Investment	5.0				5.0	0.0
Purchasing and Risk Management	10.0				10.0	0.0
Total Financial Services	51.6	0.0	0.0	0.0	51.6	0.0

The total 2022 staff complement for Financial Services is 51.6 FTEs and has not changed from 2021.

2022 Operating Budget Overview by Service

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
Financial Services											
Administration	292,000	-26,200		265,800	-26,200	-9.0%			265,800	-26,200	-9.0%
Accounting Operations	902,000	-19,600		882,400	-19,600	-2.2%			882,400	-19,600	-2.2%
Payroll & Benefit Services	737,200	23,200		760,400	23,200	3.1%			760,400	23,200	3.1%
Financial Planning & Policy	732,300	2,300		734,600	2,300	0.3%			734,600	2,300	0.3%
Revenue & Taxation	718,000	7,700		725,700	7,700	1.1%			725,700	7,700	1.1%
Development Financing & Investments	416,000	64,100		480,100	64,100	15.4%			480,100	64,100	15.4%
Purchasing & Risk Management	1,040,200	126,800		1,167,000	126,800	12.2%			1,167,000	126,800	12.2%
Total Financial Services	4,837,700	178,300		5,016,000	178,300	3.7%			5,016,000	178,300	3.7%

In 2022, the Financial Services program increased by \$178,300 or 3.7% resulting in a net total budget of \$ 5,016,000.

Financial Services has several service areas and the budget above allows for staffing and resources to provide guidance and support to front line program areas to ensure prudent financial management, compliance with legislation and regulations and long-term financial stability.

Administration has decreased \$26,200 primarily due to a change in rate on salaries & benefits.

Accounting Operations decreased \$19,600, primarily due to a change in rate on salaries & benefits.

Payroll & Benefit Services increased \$23,200, primarily due to inflationary and contractual increases on personnel as well as a \$1,500 increase to training and development.

Financial Planning & Policy increased \$2,300, primarily due to inflationary and contractual increases on personnel.

Revenue & Taxation increased \$7,700. External revenues increased due to inflation as well as due to the expected increase of MAT administration revenues as the temporary COVID impact budgeted in 2021 has been reversed. These revenue increases are partially offset by inflationary and contractual increases on personnel.

Development Financing & Investments increased \$64,100 for the full year impact of the two new positions added in 2021 to manage expanded demands with growth and development charges. Minor increase in expenses of \$2,700 for training, development and professional dues and memberships related to new hires.

Purchasing & Risk Management increased \$126,800, primarily due to a position upgrade in Purchasing, inflationary and contractual increases on personnel have also been included.

Financial Services

2022 Operating Budget Overview by Component

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
EXPENSES											
PERSONNEL SERVICES & BENEFITS	6,022,800	202,500		6,225,300	202,500	3.4%			6,225,300	202,500	3.4%
MATERIALS & SUPPLIES	190,400	300		190,700	300	0.2%			190,700	300	0.2%
CAPITAL OUT OF OPERATIONS	1,800			1,800					1,800		
PURCHASED SERVICES	125,900	14,200		140,100	14,200	11.3%			140,100	14,200	11.3%
PAYMENTS & GRANTS	16,000			16,000					16,000		
Total EXPENSES	6,356,900	217,000		6,573,900	217,000	3.4%			6,573,900	217,000	3.4%
REVENUES											
EXTERNAL REVENUES	-705,400	-13,700		-719,100	-13,700	-1.9%			-719,100	-13,700	-1.9%
INTERNAL RECOVERY & FUND TRSFS	-813,800	-25,000		-838,800	-25,000	-3.1%			-838,800	-25,000	-3.1%
Total REVENUES	-1,519,200	-38,700		-1,557,900	-38,700	-2.5%			-1,557,900	-38,700	-2.5%
Total Financial Services	4,837,700	178,300		5,016,000	178,300	3.7%			5,016,000	178,300	3.7%

In 2022, Financial Services program's total expenditures are \$6,573,900 and total revenues are \$1,557,900, resulting in a net budget of \$5,016,000. The net change from 2021 is \$178,300 or 3.7%. The main drivers for this change are noted in the details below:

Personnel Services and Benefits is the largest component totaling \$6.2 million, representing 95% of the total gross expenditures. In 2022, personnel services increased by \$202,500. Inflationary and contractual increases have been included and a position was upgraded within Purchasing.

Purchased Services increased by \$14,200 primarily due to an increases in training, development, professional dues and memberships for newly hired staff.

External Revenue is 46% of the total revenues at \$719,100. This includes fees for tax statements, tax special charges and ownership change fees. In 2022, revenues increased by \$13,700 to align with current trends and forecasted volumes.

Internal Recoveries are 54% of the total revenues at \$838,800. This represents capital recoveries for staff time spent on various financial planning and purchasing activities related to capital projects, the investment interest recovery for Development Financing & Investments, and the recovery for administering the MAT program. The budget for 2022 has increased by \$25,000 due to the expected increase of MAT administration revenues as the temporary COVID impact budgeted in 2021 has been reversed.

2023 - 2024 Operating Budget Forecast

	2022 Requested Budget	2023 Requested Forecast	2022-2023 Change (%)	2024 Requested Forecast	2023-2024 Change (%)
Gross Expenditures by Service					
Financial Services					
Administration	265,800	271,800	2.3%	277,900	2.2%
Accounting Operations	882,400	901,100	2.1%	920,200	2.1%
Payroll & Benefit Services	760,400	777,000	2.2%	794,000	2.2%
Financial Planning & Policy	1,255,800	1,284,600	2.3%	1,314,200	2.3%
Revenue & Taxation	1,490,700	1,522,200	2.1%	1,554,300	2.1%
Development Financing & Investments	641,400	655,300	2.2%	669,600	2.2%
Purchasing & Risk Management	1,277,400	1,303,600	2.1%	1,330,300	2.0%
Total Gross Expenditures by Service	6,573,900	6,715,600	2.2%	6,860,500	2.2%
Tax Levy by Service					
Financial Services					
Administration	265,800	271,800	2.3%	277,900	2.2%
Accounting Operations	882,400	901,100	2.1%	920,200	2.1%
Payroll & Benefit Services	760,400	777,000	2.2%	794,000	2.2%
Financial Planning & Policy	734,600	753,000	2.5%	772,000	2.5%
Revenue & Taxation	725,700	742,900	2.4%	760,500	2.4%
Development Financing & Investments	480,100	493,900	2.9%	508,100	2.9%
Purchasing & Risk Management	1,167,000	1,191,000	2.1%	1,215,400	2.0%
Total Tax Levy by Service	5,016,000	5,130,700	2.3%	5,248,100	2.3%
Gross Expenditures by Type					
Personnel Services & Benefits	6,225,300	6,360,200	2.2%	6,498,200	2.2%
Materials & Supplies	190,700	194,400	1.9%	198,200	2.0%
Capital out of Operations	1,800	1,800	0.0%	1,800	0.0%
Purchased Services	140,100	142,900	2.0%	145,700	2.0%
Payments & Grants	16,000	16,300	1.9%	16,600	1.8%
Total Expenditures	6,573,900	6,715,600	2.2%	6,860,500	2.2%
Revenues by Type					
External Revenue	719,100	733,500	2.0%	748,100	2.0%
Internal Recoveries & Fund Trsfs	838,800	851,400	1.5%	864,300	1.5%
Total Revenues	1,557,900	1,584,900	1.7%	1,612,400	1.7%
Tax Levy	5,016,000	5,130,700	2.3%	5,248,100	2.3%

Financial Services

2023 - 2024 Budget Forecast Highlights

- The 2023 net budget is projected to increase by 2.3% or \$114,700 and reflects inflationary increases to the cost of delivering services.
- The 2024 net budget is projected to increase by 2.3% or \$117,400 and reflects inflationary increases to the cost of delivering services.

2022 Recommended Capital Budget

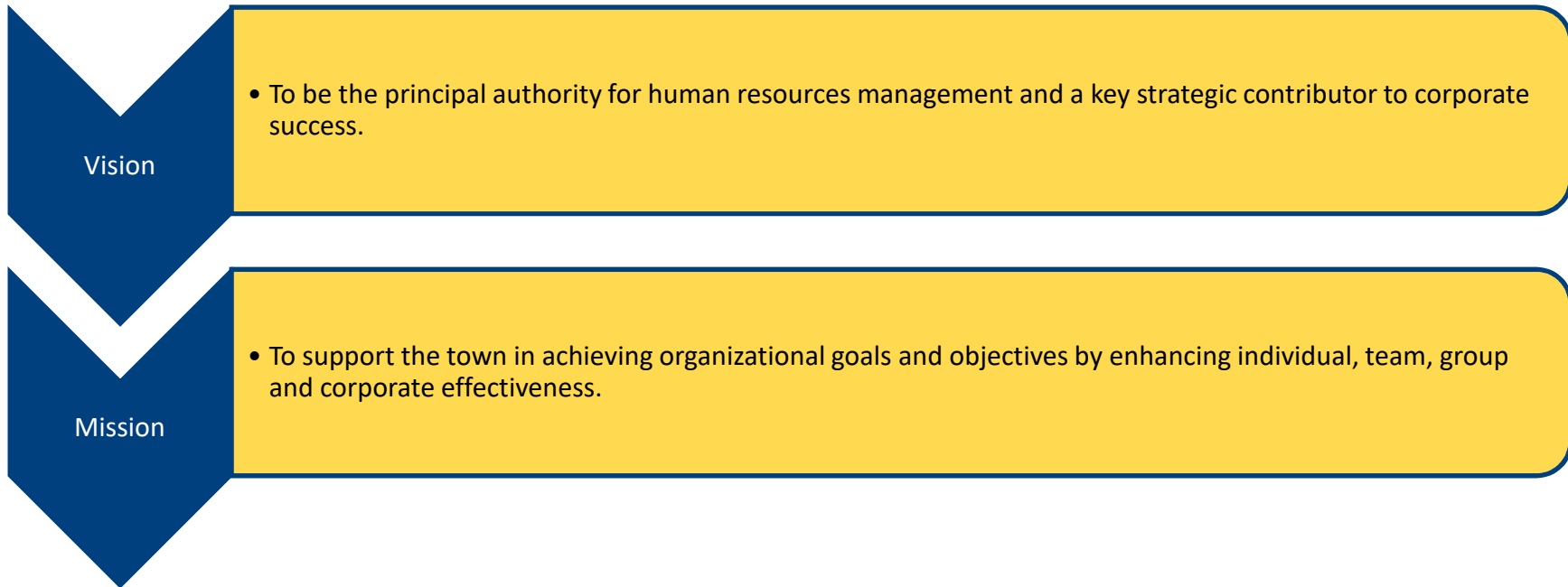
The 2022 capital budget is shown below. Funding is included to carry on the work of the Development Charges and Community Benefit Charges By-laws to be enacted in 2022, for updates to the Purchasing and Risk Management systems, and to procure a new budgeting software.

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2022	2022
33102001	Community Benefit Charge and Development Charge Studies	Growth	201,000	
33102102	Purchasing & Risk Mgmt System Updates	Infrastructure Renewal	30,000	
33102201	Budget Document Application	Strategic Priorities	181,000	
TOTAL			412,000	

Program: Human Resources

Program Based Budget

2022 - 2024



Program Description

Human Resources assists in the achievement of the town's corporate priorities by advocating for human resource policies, programs and practices that enhance the effectiveness and satisfaction of individuals, groups and teams in the town's administration and contribution to an organization that has a competitive advantage in the employment market place.



2022 Program Key Initiatives



Accountable Government

Undertake a review of HR processes and procedures to identify systemic barriers to support the attraction, recruitment and retention of diverse hires.

Respond to emerging COVID-related requirements and impacts to ensure the health and safety of staff.

Key Performance Indicators

1. Percentage of gross operating budget

2017	2018	2019	2020	2021
1.2%	1.2%	1.2%	1.2%	1.2%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

2. Percentage of total FTEs

2017	2018	2019	2020	2021
1.0%	1.0%	1.0%	1.0%	0.9%
Why Important: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
How Calculated: Total program FTEs including part-time / Total town FTEs including part-time.				

3. Average days per short term disability claims

2017	2018	2019	2020	2021
32.1	33.6	30.4	32.4	36.9 (June 30, 2021)
Why Important: Indicates trends in case managed short term disability absences. Includes only medical absences that are managed corporately by Human Resources.				
How Calculated: Total number of case-managed short term disability days/Total number of case-managed short term disability claims.				

4. Percentage of training and development program participants who indicated an increase in learning

2017	2018	2019	2020	2021
74%	84%	98%	93.4%	94% (June 30, 2021)
Why Important: Reflects the value and relevance of the training and development programs to the participants.				
How Calculated: Summary of data from training program evaluation sheets (self-evaluation of level of knowledge pre and post learning).				

5. Claims settled prior to grievance arbitration

2017	2018	2019	2020	2021
73%	74%	99%	92%	97% (June 30, 2021)
Why Important: Shows the effectiveness of the relationship in resolving disputes with the bargaining units.				
How Calculated: Percentage of grievances settled prior to arbitration.				

6. Health and Safety – Lost time frequency rate

2017	2018	2019	2020	2021
1.9	2.1	2.4	2.7	1.2 (June 30, 2021)
Why Important: Assesses the effectiveness of our safety program.				
How Calculated: (# of incidents X 200,000 hours) / total number of worker hours. 200,000 represents the total annual hours for 100 staff as per industry standard.				

7. Ministry of Labour orders

2017	2018	2019	2020	2021
3	2	1	2	1 (June 30, 2021)
Why Important: Indicator of the effectiveness of organization's health and safety practices.				
How Calculated: Number of orders issues, to ensure compliance, by the Ministry of Labour.				

Staffing Overview

Program: Human Resources	2021 Approved FTE	2022 Adjustments and Reallocations	2022 Service Level Changes	2022 Growth and Capital	2022 Total FTE	Net Change 2022 vs 2021
Services/Activities:						
Administration and Policy Development	1.0				1.0	0.0
Advisory Services	10.0				10.0	0.0
Organizational Development	2.0				2.0	0.0
Reward and Recognition	2.0				2.0	0.0
Health, Safety & Wellness	1.1				1.1	0.0
Total Human Resources	16.1	0.0	0.0	0.0	16.1	0.0

Overall, the total 2022 staff complement for Human Resources is 16.1 FTEs. This remains unchanged from 2021.

2022 Operating Budget Overview by Service

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
Human Resources											
Administration and Policy Development	282,800	-7,100		275,700	-7,100	-2.5%			275,700	-7,100	-2.5%
Advisory Services	1,581,700	90,200		1,671,900	90,200	5.7%		357,000	2,028,900	447,200	28.3%
Organizational Development	469,200	18,400		487,600	18,400	3.9%		-7,000	480,600	11,400	2.4%
Reward and Recognition	306,800	16,100		322,900	16,100	5.2%			322,900	16,100	5.2%
Health, Safety & Wellness	317,200	14,800		332,000	14,800	4.7%			332,000	14,800	4.7%
Total Human Resources	2,957,700	132,400		3,090,100	132,400	4.5%		350,000	3,440,100	482,400	16.3%

The 2022 budget increased by \$482,400 or 16.3% resulting in a net total budget of \$3,440,100. The budget reflects a careful consideration of expenditures required to fulfill the business plan, based on a five year historical analysis. In addition, several budget adjustments were completed to reallocate resources for the entire program.

Administration and Policy Development decreased by \$7,100 due to adjustments to personnel salaries and benefits to bring in line with actuals.

Advisory Services increased by \$447,200, primarily due to a 2 year contract extension for the Senior Consultant for Employee and Labour Relations, in addition to augmenting resources to address COVID-19 recovery and mitigation impacts on advisory services, recruitment and disability management. After personnel, the largest budget is legal fees at \$150,000 as the cost of mediations and negotiations with various town labour groups continue.

Organizational Development increased by \$11,400, largely due to inflationary and contractual increases on personnel. COVID deferrals for 2022 in the amount of \$7,000 were identified in office supplies and meal allowances.

Reward and Recognition increased by \$16,100. Revisions to the rewards program in the amount of \$8,000 have been made for 2022 as well as the reintroduction of the 2021 COVID impacts in the amount of \$10,000 for professional fees. Compensation increases are included.

Health, Safety & Wellness increased by \$14,800, mainly due to the reintroduction of the 2021 COVID impacts in the amount of \$13,000 for office furniture & furnishings. Compensation increases are included.

2022 Operating Budget Overview by Component

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
EXPENSES											
PERSONNEL SERVICES & BENEFITS	2,133,800	201,000		2,334,800	201,000	9.4%		357,000	2,691,800	558,000	26.2%
MATERIALS & SUPPLIES	9,100	6,700		15,800	6,700	73.6%		-2,000	13,800	4,700	51.6%
CAPITAL OUT OF OPERATIONS	20,100	13,000		33,100	13,000	64.7%			33,100	13,000	64.7%
PURCHASED SERVICES	795,700	54,000		849,700	54,000	6.8%		-5,000	844,700	49,000	6.2%
INTERNAL EXPENSES & TRANSFERS	1,000	1,000		2,000	1,000	100.0%			2,000	1,000	100.0%
Total EXPENSES	2,959,700	275,700		3,235,400	275,700	9.3%		350,000	3,585,400	625,700	21.1%
REVENUES											
EXTERNAL REVENUES	-2,000	-2,100		-4,100	-2,100	-105.0%			-4,100	-2,100	-105.0%
INTERNAL RECOVERY & FUND TRSFS		-141,200		-141,200	-141,200				-141,200	-141,200	
Total REVENUES	-2,000	-143,300		-145,300	-143,300				-145,300	-143,300	
Total Human Resources	2,957,700	132,400		3,090,100	132,400	4.5%		350,000	3,440,100	482,400	16.3%

In 2022, Human Resources program's total expenditures are \$3,585,400 and total revenues are \$145,300, resulting in a net budget of \$3,440,100. The net change from the prior year is \$482,400 or 16.3%. The main drivers for this change are the following:

Personnel Services and Benefits is the largest component of the budget at \$2.69 million representing 75% of the total gross expenditures. In 2022, personnel costs increased by \$558,000. This increase is primarily due to a 2 year contract extension for the Senior Consultant for Employee and Labour Relations in addition to augmenting resources to address COVID-19 recovery and mitigation impacts on advisory services, recruitment and disability management as well as inflationary and contractual increases on personnel.

Materials & Supplies increased by \$4,700 largely due to a reallocation for books, periodicals and subscriptions. Also included is a 2022 COVID deferral of \$2,000 within Organizational Development for office supplies.

Capital out Of Operations increased by \$13,000 due to the reintroduction of the 2021 COVID impacts in the amount of \$13,000 for office furniture & furnishings.

Purchased Services is the second largest component of the budget at \$0.84 million and includes corporate training, recruitment, staff & volunteer recognition, legal fees and professional fees. In 2022, Purchased Services increased by \$49,000. This is mainly attributable to an increase of \$25,000 in contracted services based on new costing for Occupational Health. The staff & volunteer recognition has an increase of \$8,000 and meeting expenses increased by \$6,000. The 2021 COVID impacts in the amount of \$10,000 for professional fees in the reward & recognition program were reversed for 2022. Also included is a 2022 COVID deferral of \$5,000 within Organizational Development for meals.

External Revenue increased by \$2,100 for program registration fees for town staff fitness classes.

Internal Recoveries & Fund Transfers increased by \$141,200 to offset the 2 year contract extension for the Senior Consultant for Employee and Labour Relations, this will be offset by a transfer from Tax Rate Stabilization.

Human Resources

2023 - 2024 Operating Budget Forecast

	2022 Requested Budget	2023 Requested Forecast	2022-2023 Change (%)	2024 Requested Forecast	2023-2024 Change (%)
Gross Expenditures by Service					
Human Resources					
Administration and Policy Development	275,700	281,800	2.2%	288,000	2.2%
Advisory Services	2,170,100	1,854,500	-14.5%	1,750,000	-5.6%
Organizational Development	480,600	498,100	3.6%	509,000	2.2%
Reward and Recognition	322,900	330,400	2.3%	338,000	2.3%
Health, Safety & Wellness	336,100	343,200	2.1%	350,400	2.1%
Total Gross Expenditures by Service	3,585,400	3,308,000	-7.7%	3,235,400	-2.2%
Tax Levy by Service					
Human Resources					
Administration and Policy Development	275,700	281,800	2.2%	288,000	2.2%
Advisory Services	2,028,900	1,710,500	-15.7%	1,750,000	2.3%
Organizational Development	480,600	498,100	3.6%	509,000	2.2%
Reward and Recognition	322,900	330,400	2.3%	338,000	2.3%
Health, Safety & Wellness	332,000	339,000	2.1%	346,100	2.1%
Total Tax Levy by Service	3,440,100	3,159,800	-8.1%	3,231,100	2.3%
Gross Expenditures by Type					
Personnel Services & Benefits	2,691,800	2,389,800	-11.2%	2,299,100	-3.8%
Materials & Supplies	13,800	16,100	16.7%	16,500	2.5%
Capital out of Operations	33,100	33,800	2.1%	34,500	2.1%
Purchased Services	844,700	866,300	2.6%	883,300	2.0%
Internal Expenses & Transfers	2,000	2,000	0.0%	2,000	0.0%
Total Expenditures	3,585,400	3,308,000	-7.7%	3,235,400	-2.2%
Revenues by Type					
External Revenue	4,100	4,200	2.4%	4,300	2.4%
Internal Recoveries & Fund Trsfs	141,200	144,000	2.0%	0	-100.0%
Total Revenues	145,300	148,200	2.0%	4,300	-97.1%
Tax Levy	3,440,100	3,159,800	-8.1%	3,231,100	2.3%

2023 - 2024 Budget Forecast Highlights

- The 2023 net budget is projected to decrease by 8.1% or \$280,300 due to the one-time amount of \$357,000 for Advisory Services being removed in 2023. The budget also reflects inflationary increases to the cost of delivering services.
- The 2024 net budget is projected to increase by 2.3% or \$71,300 and reflects inflationary increases to the cost of delivering services.

2022 Recommended Capital Budget

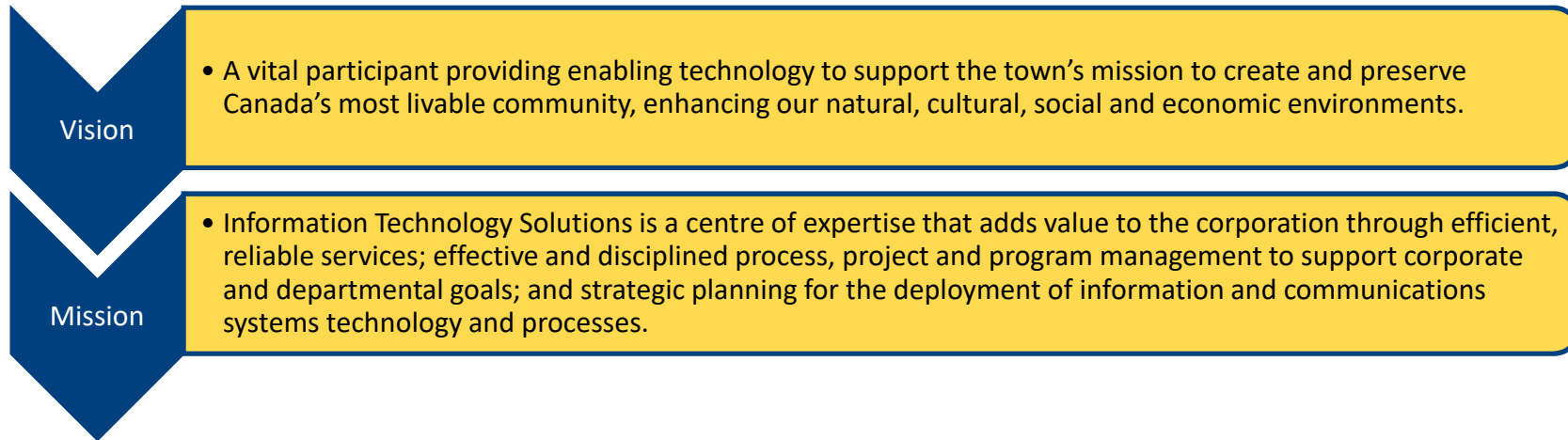
The 2022 budget is shown below. Funding is included for an audit of the optimization of Taleo to ensure the most efficient use by Human Resources, Payroll, and the hiring managers of the town’s purchased talent management system and implementation of enhancements. Also included is the Learning Management System Review which is for the assessment and audit of the current system as well as other products on the market that would meet the town’s requirements.

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2022	2022
24102201	Taleo Optimization Review	Strategic Priorities	45,300	
24102203	Learning Management System Review	Strategic Priorities	50,300	
TOTAL			95,600	

Program: Information Technology Solutions

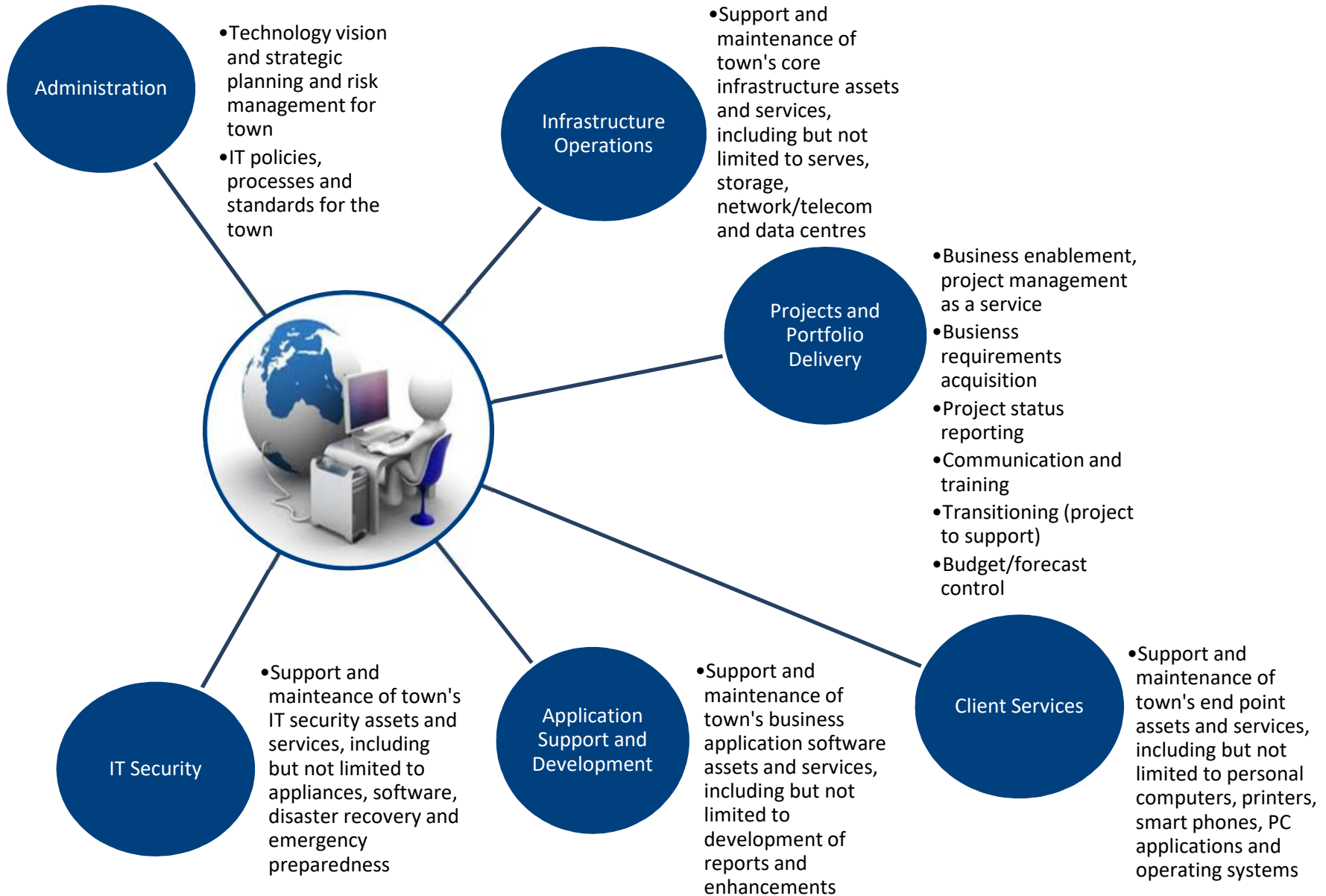
Program Based Budget

2022 - 2024



Program Services

Information Technology Solutions provides services through the following programs:



2022 Program Key Initiatives



Engaged Community

- Operational management of core digital infrastructure to provide quality, robust management of town on-line services and content through digital means. Reliable and quality technology platforms



Accountable Government

- Operational service delivery for discovery and rendering of consolidated digital information via FOI requests



Environment

- Through multiple programs and projects - paper reduction through continued automation and digitization of core town processes and services
- Information Technology operational efficiencies via enhanced management and architecture of core Data Center Infrastructure resources to contribute to the reduction of Town total power consumption



Mobility

- Through multiple programs and projects - deliver multi-platform including, but not limited to rendering of core digital infrastructure to mobile devices. Provide quality, robust management of town on-line services and content through mobile digital platforms and tools

Key Performance Indicators

1. Percentage of gross operating budget

2017	2018	2019	2020	2021
4.5%	4.8%	4.9%	4.9%	5.1%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

2. Percentage of total FTEs

2017	2018	2019	2020	2021
3.5%	3.5%	3.5%	3.4%	3.46%
Why Important: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
How Calculated: Total program FTEs including part-time / Total town FTEs including part-time.				

3. Percentage of calls resolved within 24 hours

2017	2018	2019	2020	2021
75.3%	73.6%	67.1%	52.2%	48.1% (est 2021)
Why Important: Lower technology down time means more uptime for staff to complete duties.				
How Calculated: Number of calls divided by the number of those calls that were fixed within 24 hours.				

4. Reduction in number of help desk requests (as an average # of help desk tickets per year per town employee with log-in rights)

2017	2018	2019	2020	2021
3890 login staff 14,431 tickets	3078 login staff 15,405 tickets	2771 login staff 11,883 tickets	2065 login staff 10,651 (est)	2065 login staff 10752 (est 2021)
3.7 tickets per employee	5.0 tickets per employee	4.4 tickets per employee	5.1 tickets per employee	5.2 tickets per employee
Why Important: Demonstrates systems stability and effective support model working with increase in number of staff supported.				
How Calculated: Number of help desk tickets created/ number of staff with login rights to give the average number of tickets per user.				

5. Client satisfaction with support

2017	2018	2019	2020	2021
96% Satisfied to Very Satisfied	96% Satisfied to Very Satisfied	95% Satisfied to Very Satisfied	96% Satisfied to Very Satisfied	96% Satisfied to Very Satisfied (est 2021)
Why Important: Indicates that staff believe that ITS can help with the technical issues and that they were satisfied with the support they received.				
How Calculated: Stats based on online survey that is emailed after each Help Desk ticket is completed and closed.				

6. Internal network availability - percentage of network uptime

	2018	2019	2020	2021
Total Time (hrs)	8760	8760	8760	5087
# Downtime Events	24	4	10	2
Total Downtime (Hrs)	38.25	100.2	106.75	13.25
Percent Uptime	99.57%	98.86%	98.78%	99.74%
Why Important: Network availability measures the IS Department's ability to provide robust and reliable networks, physical and virtual servers, and storage for the organization and public.				
How Calculated: This KPI is calculated solely on non-scheduled outages impacting users. The goal is to reduce the number of down-time events by 10% and the total down-time by 10% each year.				

Staffing Overview

Program: Information Tech Solutions	2021 Approved FTE	2022 Adjustments and Reallocations	2022 Service Level Change	2022 Growth and Capital	2022 Total FTE	Net Change 2022 vs 2021
Administration	1.0	1.0			2.0	1.0
Projects & Portfolio Delivery	13.0	(7.0)	1.0		7.0	(6.0)
Infrastructure Operations	15.0	(5.0)			10.0	(5.0)
Client Services	10.1				10.1	0.0
Application Support and Development	18.0	6.0			24.0	6.0
IT Security	0.0	5.0			5.0	5.0
Total Information Technology Solutions	57.1	0.0	1.0	0.0	58.1	1.0

The total staff complement for Information Technology Solutions (ITS) for 2022 is 58.1 FTEs, with an increase of 1.0 FTEs from 2021. During 2021, ITS was restructured which resulted in the creation of the IT Security service level. The restructure lead to existing positions being reallocated within the department and the creation of a Security Manager for a net zero impact. In addition, there was a service level change due to the conversion of a contracted Project Manager to a permanent position.

2022 Operating Budget Overview by Service

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
Information Technology Solutions											
Administration	223,900	142,400		366,300	142,400	63.6%			366,300	142,400	63.6%
Project & Portfolio Delivery	1,281,800	-871,700		410,100	-871,700	-68.0%	42,500		452,600	-829,200	-64.7%
Infrastructure Operations	3,789,400	-547,400	5,000	3,247,000	-542,400	-14.3%			3,247,000	-542,400	-14.3%
Client Services	1,773,900	21,300	261,400	2,056,600	282,700	15.9%			2,056,600	282,700	15.9%
Application Support & Development	4,873,600	704,000	83,000	5,660,600	787,000	16.1%			5,660,600	787,000	16.1%
IT Security		694,700	125,000	819,700	819,700				819,700	819,700	
Total Information Technology Solutions	11,942,600	143,300	474,400	12,560,300	617,700	5.2%	42,500		12,602,800	660,200	5.5%

The 2022 Information Technology Solutions budget has increased by \$660,200 or 5.5% over 2021, resulting in a net budget of \$12,602,800. During 2021, ITS underwent an internal restructure approved by EMT. This restructure allows for greater quality and efficiency of service while supporting Council's strategic plan.

Administration has increased by \$142,400 primarily due the internal department reallocation of a Data Architect as well as contractual and inflationary increases for wages and benefits.

Project & Portfolio Delivery has decreased by \$829,200 due to the reallocation of FTE's within the department to support the new organizational structure. Also included is contractual and inflationary increases for wages and benefits. Finally, a contract Project Manager was converted to a permanent FTE with partial recovery from capital projects resulting in a net position increase of \$42,500.

Infrastructure Operations has decreased by \$542,400 due to the reallocation of FTE's within the department to support the new organizational structure. Also, increases for contractual and inflationary obligations to wages, benefits and contracted services have been included. Finally adjustments have been made to contracted services such as software maintenance, software as a service and equipment maintenance to reflect the updated requirements of the department to operate under the new service level structure.

Client Services has increased by \$282,700 primarily due to a \$261,400 capital impact for Software – Endpoints (Microsoft Office 365). In addition, contractual and inflationary increases have been included for wages and benefits.

Application Support & Development has increased by \$787,000 primarily due to the reallocation of 6 FTE's from within the department. Also included are contractual and inflationary increases to wages and benefits, contracted services particularly software maintenance and software as a service. Finally, \$83,000 in capital impacts have been included for software services related to the Transit real-time scheduling system upgrade and Plan-it E-Services project.

IT Security has increased by \$819,700. As a result of the ITS department restructure, IT Security is a newly created service level. Several positions were reallocated from within the department and an existing position was converted to the IT Security Manager position. Contractual and inflationary increases to wages and benefits were included for all existing positions. Finally, a capital impact of \$125,000 is included for security software.

2022 Operating Budget Overview by Component

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
EXPENSES											
PERSONNEL SERVICES & BENEFITS	6,861,200	165,100		7,026,300	165,100	2.4%	141,600		7,167,900	306,700	4.5%
MATERIALS & SUPPLIES	118,700	3,400		122,100	3,400	2.9%			122,100	3,400	2.9%
PURCHASED SERVICES	5,262,900	189,600	474,400	5,926,900	664,000	12.6%			5,926,900	664,000	12.6%
PAYMENTS & GRANTS	40,300	-300		40,000	-300	-0.7%			40,000	-300	-0.7%
INTERNAL EXPENSES & TRANSFERS	26,500			26,500					26,500		
Total EXPENSES	12,309,600	357,800	474,400	13,141,800	832,200	6.8%	141,600		13,283,400	973,800	7.9%
REVENUES											
EXTERNAL REVENUES	-45,000			-45,000					-45,000		
INTERNAL RECOVERY & FUND TRSFS	-322,000	-214,500		-536,500	-214,500	-66.6%	-99,100		-635,600	-313,600	-97.4%
Total REVENUES	-367,000	-214,500		-581,500	-214,500	-58.4%	-99,100		-680,600	-313,600	-85.4%
Total Information Technology Solutions	11,942,600	143,300	474,400	12,560,300	617,700	5.2%	42,500		12,602,800	660,200	5.5%

In 2022, the Information Technology Solutions program total expenditures are \$13,283,400 and total revenues are \$680,600, resulting in a net budget of \$12,602,800. The net change from the prior year is \$660,200 or 5.5%. The main drivers for this change are the following:

Personnel Services & Benefits is the largest cost component of the budget at \$7.2 million representing 54% of the total gross expenditures for this program. Personnel costs have increased by \$306,700 primarily due to inflationary and contractual increases in salaries and benefits. Additional factors include a service level increase for the conversion of a contract Project Manager to a permanent FTE.

Purchased Services is the second largest component at \$5.9 million or 45% of total gross expenditures. Purchased services has increased by \$664,000 primarily due to impacts from various program capital projects in software maintenance of \$147,600 and software as a service of \$326,800. In addition, analysis of all contractual agreements was completed and a net adjustment was made to software maintenance, equipment maintenance, and software-as-a-service along with inflation for a net impact of \$189,600.

Internal Recovery & Fund Transfers has increased by \$313,600 due to a procedural change. Starting in 2022, five permanent FTE's will have a partial recovery for their time spent on capital projects. In addition, the conversion of a contract Project Manager position will also be partially recovered from capital projects.

2023 - 2024 Operating Budget Forecast

	2022 Requested Budget	2023 Requested Forecast	2022-2023 Change (%)	2024 Requested Forecast	2023-2024 Change (%)
Gross Expenditures by Service					
Information Technology Solutions					
Administration	411,300	420,400	2.2%	429,600	2.2%
Project & Portfolio Delivery	1,025,200	1,048,800	2.3%	1,072,900	2.3%
Infrastructure Operations	3,247,000	3,982,000	22.6%	4,061,100	2.0%
Client Services	2,056,600	2,396,400	16.5%	2,445,000	2.0%
Application Support & Development	5,723,600	6,203,400	8.4%	6,328,600	2.0%
IT Security	819,700	836,700	2.1%	854,100	2.1%
Total Gross Expenditures by Service	13,283,400	14,887,700	12.1%	15,191,300	2.0%
Tax Levy by Service					
Information Technology Solutions					
Administration	366,300	375,400	2.5%	384,600	2.5%
Project & Portfolio Delivery	452,600	476,200	5.2%	500,300	5.1%
Infrastructure Operations	3,247,000	3,982,000	22.6%	4,061,100	2.0%
Client Services	2,056,600	2,396,400	16.5%	2,445,000	2.0%
Application Support & Development	5,660,600	6,140,400	8.5%	6,265,600	2.0%
IT Security	819,700	836,700	2.1%	854,100	2.1%
Total Tax Levy by Service	12,602,800	14,207,100	12.7%	14,510,700	2.1%
Gross Expenditures by Type					
Personnel Services & Benefits	7,167,900	7,317,400	2.1%	7,469,800	2.1%
Materials & Supplies	122,100	124,500	2.0%	127,000	2.0%
Purchased Services	5,926,900	7,419,300	25.2%	7,568,000	2.0%
Payments & Grants	40,000	0	-100.0%	0	0.0%
Internal Expenses & Transfers	26,500	26,500	0.0%	26,500	0.0%
Total Expenditures	13,283,400	14,887,700	12.1%	15,191,300	2.0%
Revenues by Type					
External Revenue	45,000	45,000	0.0%	45,000	0.0%
Internal Recoveries & Fund Trfs	635,600	635,600	0.0%	635,600	0.0%
Total Revenues	680,600	680,600	0.0%	680,600	0.0%
Tax Levy	12,602,800	14,207,100	12.7%	14,510,700	2.1%

Information Technology Solutions

2023 - 2024 Budget Forecast Highlights

- The 2023 net budget is projected to increase by \$1.6 million or 12.7% from 2022 and includes inflationary increases to salaries and benefits, materials, and purchased services. The main driver for the increase are impacts from various capital projects relating to software maintenance, software services, internet services and equipment maintenance of \$1.3 million
- The 2024 net budget is projected to increase by \$303,600 or 2.1% from 2023 and primarily reflects inflationary increases to salaries and benefits, materials, and purchased services.

2022 Recommended Capital Budget

The capital budget for Information Technology Solutions ensures that software and supporting hardware are kept current to ensure the town's information management runs seamlessly and efficiently. The 2022 budget is robust to allow alignment with the new strategic vision of the department and bring systems/applications in line with current standards. Projects include application infrastructure enhancements for the storage area network, lifecycle management of town hardware, modernization of network/telecom hardware, planned maintenance of corporate applications, upgrades to the AMANDA tax system, as well as implementation and enhancement of strategic priorities in cyber security. A Microsoft Office 365 project has been identified to give all staff seamless and real-time collaboration across the organization. Finally, the cellular enablement project will allow all field workers cell phones with push-to-talk function as the current radio vendor support will end in 2023.

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2022	2022
36101915	Amanda Tax System Replacement	Infrastructure Renewal	3,497,400	
36102203	Software-Large Complex Business Applications	Infrastructure Renewal	366,800	
36102204	Software - Other Business Applications	Infrastructure Renewal	127,000	
36102205	Software - Databases	Infrastructure Renewal	201,000	
36102206	Hardware - Servers	Infrastructure Renewal	1,092,400	
36102207	Hardware - SAN/Storage/Backup	Infrastructure Renewal	86,000	
36102208	Hardware - Network/Telecom	Infrastructure Renewal	2,203,000	
36102209	Hardware - Endpoints	Infrastructure Renewal	2,735,700	
36102210	Hardware - Security Appliances	Infrastructure Renewal	221,100	
36102211	Hardware-Datacentre Power, HVAC, Racks, Other	Infrastructure Renewal	72,000	
36102212	Software - Security	Infrastructure Renewal	10,000	125,000
36102213	Software - IT Management	Infrastructure Renewal	40,000	
36102214	Software - EndPoints	Infrastructure Renewal	20,000	261,400
36102215	Growth - Hardware	Infrastructure Renewal	653,300	
36102216	Growth - Software	Infrastructure Renewal	151,000	
36102217	Microsoft Office 365	Strategic Priorities	1,815,200	
36102218	IT Self Service Portal (ITSM Tool)	Strategic Priorities	493,500	
36102219	Cellular Enablement	Strategic Priorities	910,400	
36102220	Enterprise Payment Program	Strategic Priorities	502,500	
36102221	Architecture Optimization	Strategic Priorities	502,500	
TOTAL			15,700,800	386,400

Technology Initiatives in Other Programs:

The following are a selection of capital projects in other program areas with which the Information Technology Solutions team would be involved in sourcing, implementation, and support.

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2022	2022
21101801	Website Rebuild	Strategic Priorities	1,085,500	
22101701	Energy Management System Solution	Strategic Priorities	758,000	(23,000)
33102102	Purchasing & Risk Mgmt System Updates	Infrastructure Renewal	30,000	
36101906	Salesforce Upgrade and Enhancement	Infrastructure Renewal	151,000	
46632104	Repurpose Shooter Pads to Multipurpose Space	Strategic Priorities	81,000	8,100
51612004	Traffic Signal Interconnect	Infrastructure Renewal	65,000	
53512104	AIMS Parking System Enhancements	Enterprise Initiatives	55,300	
53522001	Replace Handhelds and Software	Enterprise Initiatives	15,000	
55102201	Asset Mgmt Decision Support Software	Strategic Priorities	703,500	
TOTAL			2,944,300	(14,900)

Program: Regulatory Services

Program Based Budget

2022 – 2024

Vision

- To incorporate legislative requirements and opportunities to excel in the provision of professional regulatory services.

Mission

- We will provide quality and innovative services within a fiscally sustainable environment.

Program Services

Regulatory Services are provided by the Clerk's department and address a variety of functions in accordance with provincial legislative requirements, municipal by-laws and Council direction, including marriage and lottery licensing, Corporate Records Management, Municipal Freedom of Information administration; civil marriage services; information and customer services such as issuance of burial permits and document commissioning.



Legislative Services

- Corporate Records Management
- Freedom of Information
- Marriage Licences
- Burial Permits
- Civil Marriage Services
- Document Commissioning

2022 Program Key Initiatives



Livability

- Provide services to residents supporting various life events.



Engaged Community

- Provide civil marriage services to couples
- Provide commissionings and sign Proof of Life forms for pensioners.



Accountable Government

- Continue to process requests for information within legislated timeframes whenever possible and protect personal privacy under the Municipal Freedom of Information and Protection of Privacy Act.

Key Performance Indicators

1. Percentage of gross operating budget

2017	2018	2019	2020	2021
0.4%	0.3%	0.3%	0.3%	0.3%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

2. Percentage of total FTEs

2017	2018	2019	2020	2021
0.4%	0.4%	0.4%	0.4%	0.4%
Why Important: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
How Calculated: Total program FTEs including part-time / Total town FTEs including part-time.				

Staffing Overview

Program: Regulatory Services	2021 Approved FTE	2022 Adjustments and Reallocations	2022 Service Level Changes	2022 Growth and Capital	2022 Total FTE	Net Change 2022 vs 2021
Legislative Services	6.3				6.3	0.0
Total Regulatory Services	6.3	0.0	0.0	0.0	6.3	0.0

For 2022, the total complement for Legislative Services remains unchanged at 6.3 FTE.

2022 Operating Budget Overview by Service

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
Regulatory Services											
Legislative Services	399,200	-27,000		372,200	-27,000	-6.8%			372,200	-27,000	-6.8%
Total Regulatory Services	399,200	-27,000		372,200	-27,000	-6.8%			372,200	-27,000	-6.8%

In 2022, the Regulatory Services program decreased by \$27,000 or 6.8% resulting in a net total budget of \$372,200.

Legislative Services has decreased by \$27,000. This is primarily due to an increase in lottery license revenue which has been restored following the reversal of the 2021 COVID impact. Adjustments have also been made to remove a one-time budget increase required in 2021 for records management. Also, adjustments have been made to reflect internal changes made to civil marriage services which will be done by internal staff resulting in a \$30,000 reduction to honorariums. These are all partially offset by adjustments to salaries for inflationary and contractual increases.

2022 Operating Budget Overview by Component

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Budget Efficiencies	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Requested Budget	\$ Change from 2021	% Change from 2021
EXPENSES										
PERSONNEL SERVICES & BENEFITS	655,900	64,600		-30,000	690,500	34,600	5.3%	690,500	34,600	5.3%
MATERIALS & SUPPLIES	1,700				1,700			1,700		
PURCHASED SERVICES	89,600	-23,100			66,500	-23,100	-25.8%	66,500	-23,100	-25.8%
PAYMENTS & GRANTS	33,600				33,600			33,600		
Total EXPENSES	780,800	41,500		-30,000	792,300	11,500	1.5%	792,300	11,500	1.5%
REVENUES										
EXTERNAL REVENUES	-381,600	-38,500			-420,100	-38,500	-10.1%	-420,100	-38,500	-10.1%
Total REVENUES	-381,600	-38,500			-420,100	-38,500	-10.1%	-420,100	-38,500	-10.1%
Total Regulatory Services	399,200	3,000		-30,000	372,200	-27,000	-6.8%	372,200	-27,000	-6.8%

The Regulatory Services program’s total gross expenditures are \$792,300 and total revenues are \$420,100, resulting in a net budget of \$372,200. In 2022, the net budget has decreased by \$27,000 or 6.8%. The main drivers for the budget are noted in the details below:

Personnel Services and Benefits are the largest cost component at \$0.7 million and represent 87% of total gross expenditures. In 2022, personnel costs of increased by \$34,600 primarily due to inflation and contractual increases partially offset by a reduction to honorariums as civil marriage services will be done by internal staff rather than external services.

Purchased Services are decreasing by \$23,100 for reductions to contracted services. This was a one-time budget increase required in 2021 for records management.

External Revenue has increased by \$38,500 for lottery licenses which has been restored following the reversal of the 2021 COVID impact.

2023 - 2024 Operating Budget Forecast

	2022 Requested Budget	2023 Requested Forecast	2022-2023 Change (%)	2024 Requested Forecast	2023-2024 Change (%)
Gross Expenditures by Service					
Regulatory Services	792,300	807,800	2.0%	823,600	2.0%
Total Gross Expenditures by Service	792,300	807,800	2.0%	823,600	2.0%
Tax Levy by Service					
Regulatory Services	372,200	379,400	1.9%	386,500	1.9%
Total Tax Levy by Service	372,200	379,400	1.9%	386,500	1.9%
Gross Expenditures by Type					
Personnel Services & Benefits	690,500	704,700	2.1%	719,200	2.1%
Materials & Supplies	1,700	1,700	0.0%	1,700	0.0%
Purchased Services	66,500	67,800	2.0%	69,100	1.9%
Payments & Grants	33,600	33,600	0.0%	33,600	0.0%
Total Expenditures	792,300	807,800	2.0%	823,600	2.0%
Revenues by Type					
External Revenue	420,100	428,400	2.0%	437,100	2.0%
Total Revenues	420,100	428,400	2.0%	437,100	2.0%
Tax Levy	372,200	379,400	1.9%	386,500	1.9%

- The 2023 net budget is projected to increase by 1.9% or \$7,200 mainly due to inflation in personnel costs, contracted services for records management and revenue increases.
- The 2024 net budget is projected to increase by 1.9% or \$7,100 mainly due to inflation for personnel costs, contracted services and revenue increases.

Program: Legal Services

Program Based Budget

2022 - 2024

Vision

- A team of skilled and dedicated professionals providing the highest level of in-house legal and real estate services and expertise to the town.

Mission

- The Legal Department provides expert and strategic legal and real estate services, professional advice, and time-sensitive support to Council and staff to ensure compliance with the law, and protect and advance the interests of the town.

Program Services

The Legal Services program provides a full range of professional services and advice to Council and to all departments of the municipal corporation, with expertise in the fields of municipal and planning law and real estate transactions, to facilitate legally supportable decisions and actions and manage risks to the municipality.



2022 Program Key Initiatives



Livability

- There is still work to be done in developing a heritage conservation plan for the Glen Abbey golf course, which may include potential amendments for clarification to the heritage designation by-law.
- The Legal Department will continue to support the enforcement of municipal by-laws through dispute resolution and prosecutions as required.



Accountable Government

- The Legal Department will vigorously defend and advance the Town's position and interests in planning, development, and litigation matters as instructed by Council.
- The Legal Department will maximize cash-in-lieu of parkland and other entitlements, and undertake Council-approved real estate transactions for municipal purposes at fair market value.

Key Performance Indicators

1. Percentage of gross operating budget

2017	2018	2019	2020	2021
1.0%	1.0%	1.0%	1.0%	1.0%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

2. Percentage of total FTEs

2017	2018	2019	2020	2021
0.6%	0.6%	0.6%	0.6%	0.6%
Why Important: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
How Calculated: Total program FTEs including part-time / Total town FTEs including part-time.				

3. Number of proceedings, including LPAT appeals, resolved without going to litigation

2017	2018	2019	2020	2021
9	7	22	30	7 (As of July 30, 2021)
Why Important: Monitors the proportion of proceedings resolved to the satisfaction of the Town without incurring additional litigation costs.				
How Calculated: Total number of settled proceedings (excluding insured claims) for the year to date.				

4. Total value of cash-in-lieu of parkland dedication entitlements assessed by Realty Services

2017	2018	2019	2020	2021
\$2,544,359	\$2,406,300	\$23,289,093	\$10,840,680	\$11,842,900 (As of July 30, 2021)
Why Important: Monitors the value of cash in lieu of parkland dedication entitlements identified by Realty Services.				
How Calculated: Total value of all cash-in-lieu of parkland dedication entitlements identified by Realty Services for year to date.				

5. Town's livability through by-law compliance – successful enforcement through prosecutions

2017	2018	2019	2020	2021
84%	93%	93%	82%	85% (As of July 30, 2021)
Why Important: Monitors the proportion of offences resulting in by-law compliance and/or conviction for non-compliance.				
How Calculated: Total number of proceedings resulting in by-law compliance and/or convictions / Total number of court dispositions for year to date.				

Staffing Overview

Program: Legal Services	2021 Approved FTE	2022 Adjustments and Reallocations	2022 Service Level Change	2022 Growth and Capital	2022 Total FTE	Net Change 2022 vs 2021
Legal Services	8.7		0.2		8.9	0.2
Realty Services	1.0				1.0	0.0
Corporate Hearings & Litigation	0.0				0.0	0.0
Total Legal Services	9.7	0.0	0.2	0.0	9.9	0.2

For 2021, the staff complement for Legal Services has increased by 0.2 FTE's to 9.9 FTE's. Increased part-time hours have been added for Screening Officers who are responsible for undertaking administrative penalty ticket appeal reviews, discussions and providing early resolution offers.

2022 Operating Budget Overview by Service

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
Legal Services											
Legal Services	1,545,100	56,000		1,601,100	56,000	3.6%	15,700		1,616,800	71,700	4.6%
Realty Services	260,300	3,500		263,800	3,500	1.3%			263,800	3,500	1.3%
Corporate Hearings & Litigation	500,000			500,000					500,000		
Total Legal Services	2,305,400	59,500		2,364,900	59,500	2.6%	15,700		2,380,600	75,200	3.3%

The 2022 Legal Services program increased by \$75,200 or 3.3% resulting in a net budget of \$2,380,600.

Legal Services has increased by \$71,700 primarily due to inflationary and contractual increases to salary and benefits and a service level change for additional part-time hours required for Screening Officers. In addition, there are minimal increases for professional fees, dues and books and periodicals.

Realty Services has increased by \$3,500 due to inflationary increases to salary and benefits.

Corporate Hearings & Litigation remains unchanged with an annual budget of \$500,000.

Legal Services

2022 Operating Budget Overview by Component

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
EXPENSES											
PERSONNEL SERVICES & BENEFITS	1,618,200	54,000		1,672,200	54,000	3.3%	15,700		1,687,900	69,700	4.3%
MATERIALS & SUPPLIES	51,300	1,700		53,000	1,700	3.3%			53,000	1,700	3.3%
PURCHASED SERVICES	684,100	4,900		689,000	4,900	0.7%			689,000	4,900	0.7%
PAYMENTS & GRANTS	5,100			5,100					5,100		
Total EXPENSES	2,358,700	60,600		2,419,300	60,600	2.6%	15,700		2,435,000	76,300	3.2%
REVENUES											
EXTERNAL REVENUES	-21,500			-21,500					-21,500		
INTERNAL RECOVERY & FUND TRSFS	-31,800	-1,100		-32,900	-1,100	-3.5%			-32,900	-1,100	-3.5%
Total REVENUES	-53,300	-1,100		-54,400	-1,100	-2.1%			-54,400	-1,100	-2.1%
Total Legal Services	2,305,400	59,500		2,364,900	59,500	2.6%	15,700		2,380,600	75,200	3.3%

The Legal Services program's total gross expenditures are \$2,435,000 and total revenues are \$54,400, resulting in a net budget of \$2,380,600. In 2022, the net budget has increased by \$75,200 or 3.3%. The main drivers for the budget are noted in the details below:

Personnel Services & Benefits are the largest cost component at \$1.7 million and represent 69% of total gross expenditures. In 2022, personnel costs increased by \$69,700 primarily due to inflation and contractual increases and the increase for additional Screening Officer part-time hours.

Purchased Services are increasing by \$4,900 for increases to professional fees and professional dues.

Internal Recovery & Fund Transfers has increased due to a change to inflationary increases.

2023 - 2024 Operating Budget Forecast

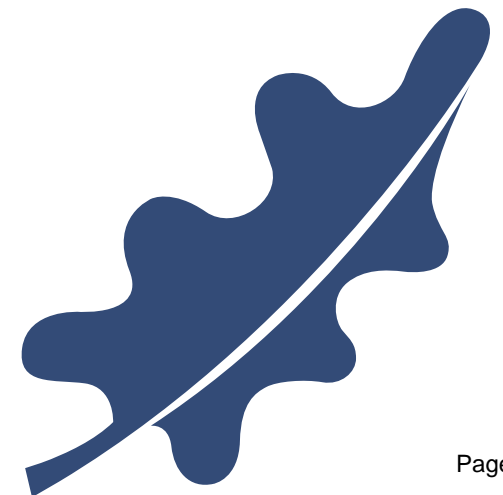
	2022	2023	2022-2023	2024	2023-2024
Legal Services	Requested	Requested	Change	Requested	Change
	Budget	Forecast	(%)	Forecast	(%)
Gross Expenditures by Service					
Legal Services					
Legal Services	1,651,200	1,690,600	2.4%	1,731,000	2.4%
Realty Services	283,800	290,100	2.2%	296,500	2.2%
Corporate Hearings & Litigation	500,000	510,000	2.0%	520,200	2.0%
Total Gross Expenditures by Service	2,435,000	2,490,700	2.3%	2,547,700	2.3%
Tax Levy by Service					
Legal Services					
Legal Services	1,616,800	1,655,600	2.4%	1,696,000	2.4%
Realty Services	263,800	270,100	2.4%	276,500	2.4%
Corporate Hearings & Litigation	500,000	510,000	2.0%	520,200	2.0%
Total Tax Levy by Service	2,380,600	2,435,700	2.3%	2,492,700	2.3%
Gross Expenditures by Type					
Personnel Services & Benefits	1,687,900	1,727,900	2.4%	1,768,800	2.4%
Materials & Supplies	53,000	54,000	1.9%	55,100	2.0%
Purchased Services	689,000	703,600	2.1%	718,500	2.1%
Payments & Grants	5,100	5,200	2.0%	5,300	1.9%
Total Expenditures	2,435,000	2,490,700	2.3%	2,547,700	2.3%
Revenues by Type					
External Revenue	21,500	21,500	0.0%	21,500	0.0%
Internal Recoveries & Fund Trsfs	32,900	33,500	1.8%	33,500	0.0%
Total Revenues	54,400	55,000	1.1%	55,000	0.0%
Tax Levy	2,380,600	2,435,700	2.3%	2,492,700	2.3%

- The 2023 net budget is projected to increase by \$55,100 or 2.3% from 2022 and includes inflationary increases to salaries and benefits, materials, and purchased services.
- The 2024 net budget is projected to increase by \$57,000 or 2.3% from 2023. It primarily reflects inflationary increases.



2022 BUDGET – ENVIRONMENT

OPERATING AND CAPITAL

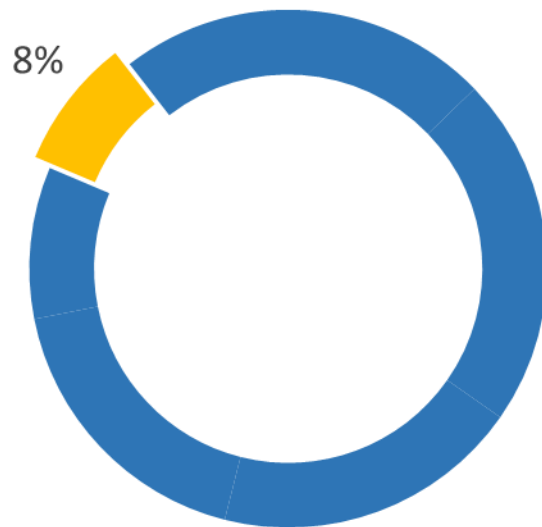


Environment

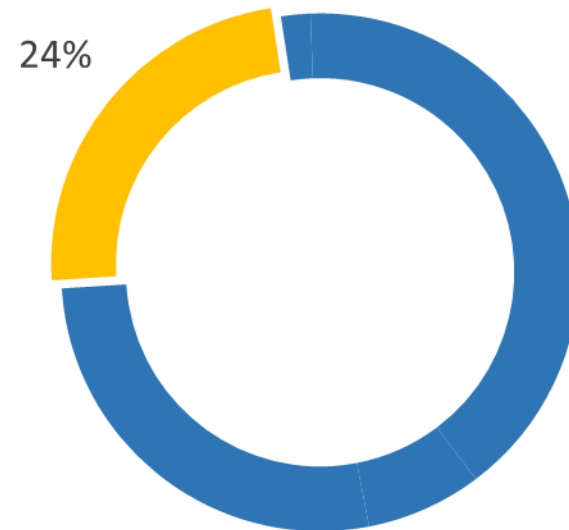
Protect greenspace and promote environmentally sustainable practices.

- Ensure effective stewardship of the town's natural environment
- Create a climate change resilient community
- Transition to a low carbon future

Total Operating Expenses \$30.0 Million



Total Capital Expenses \$65.1 Million



Operating Budget Summary

	2021 Restated Budget	2022 Requested Budget	\$ Change from 2021	% Change from 2021
<u>Gross Expenditures</u>				
Environment				
Parks & Open Space	23,551,600	25,284,700	1,733,100	7.4%
Cemeteries	1,309,800	1,029,700	-280,100	-21.4%
Harbours	3,666,100	3,638,000	-28,100	-0.8%
Total Gross Expenditures	\$28,527,500	\$29,952,400	\$1,424,900	5.0%
<u>Net Tax Levy</u>				
Environment				
Parks & Open Space	19,136,700	20,132,900	996,200	5.2%
Cemeteries	167,300	170,800	3,500	2.1%
Harbours	0	0	0	0.0%
Total Net Tax Levy	\$19,304,000	\$20,303,700	\$999,700	5.2%

Environment

Program: Parks and Open Space

Program Based Budget

2022 – 2024

Vision

- A commitment to a better quality of life for individuals, families, businesses - today and tomorrow and to make Oakville the most livable town in Canada by developing and managing a safe and sustainable open space system for all our citizens to use and enjoy.

Mission

- A commitment to ensuring a diverse range of open space opportunities that preserves and enhances the quality of life for present and future generations. This will be accomplished by protecting and enhancing our heritage and environment, facilitating community partnerships and providing effective, efficient services through a dedicated and professional staff.

Program Services

Parks and Open Space provide activities through the following services:



2022 Program Key Initiatives



Livability

- Construct Hixon Road Parkette and Loyalist Parkette



Engaged Community

- Replacement of playground and splash pad in Post Ridge Park
- Replacement of Busby Park boat launch
- Undertake soccer field rehabilitation at Kingsford Gardens
- Undertake public consultation on North Park concept plan and confirm to Council the final park facilities to be provided.
- Rehabilitate lakefront walkway at Waters Edge Park and Vista Promenade
- Rehabilitate parking lots at Bronte Bluffs Park, Pine Glen Park and Tannery Park
- Continue detail design for Wallace Park redevelopment
- Installation of shade structure at Martindale Park



Accountable Government

- Complete update to Urban Forest Strategic Management Plan and report to Council.
- Complete Parks and Open Space Strategy and report to Council.



Environment

- Continue implementing invasive species strategy focusing on woodlot regeneration due to Emerald Ash Borer
- Implement LDD aerial spray program based on monitoring results
- Undertake phase 1 street tree inventory
- Undertake I-Tree update
- Continue rotational pruning maintenance program



Mobility

- Undertake design and construction of East 14 Mile Creek trail improvement
- Begin implementation recommendations of Recreational Trail Accessibility Strategy
- Continue North Oakville trails as subdivision agreements are implemented
- Rehabilitate Heritage Trail West bank trail (Closed 4th Line - Lions Valley Park)

Key Performance Indicators

1. Percentage of gross operating budget

2017	2018	2019	2020	2021
7.2%	7.2%	7.2%	7.3%	7.3%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

2. Percentage of total FTEs

2017	2018	2019	2020	2021
9.4%	9.4%	9.5%	9.4%	9.7%
Why Important: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
How Calculated: Total program FTEs including part-time / Total town FTEs including part-time.				

3. Hectares of open space per person

2017	2018	2019	2020	2021
.008	.008	.008	.008	.008
Why Important: Reflects the total amount of parks and open space per person.				
How Calculated: 1,664 ha/215,700 pop.				

4. Kilometers of trails

2017	2018	2019	2020	2021
224	230	227	233	235
Why Important: Reflects the total number of recreational trail maintained.				
How Calculated: Total km of trails from GIS, recalculated as of 2021.				

5. Percentage of ash canopy conserved

2017	2018	2019	2020	2021
52%	48%	46%	45%	44% (sept 30,2021)
Why Important: It's a yardstick to measure the success of treating ash in the ash canopy conservation sub-program.				
How Calculated: Calculation is the percentage of ash treated vs total municipal ash canopy on roads and active parkland prior to EAB. Treatable ash trees in 2010 was 75% of total street and ash tree canopy at the time. Hence the Initial KPI in 2010 was 75% and today is 44%.				

Staffing Overview

Program: Parks and Open Space	2021 Approved FTE	2022 Adjustments and Reallocations	2022 Service Level Change	2022 Growth and Capital	2022 Total FTE	Net Change 2022 vs 2021
Services/Activities:						
Parks & Open Space Administration	2.7				2.7	0.0
Park Planning & Development	4.0				4.0	0.0
Parks Maintenance	124.3	(0.2)		3.4	127.5	3.2
Forestry	31.7				31.7	0.0
Total Parks and Open Space	162.7	(0.2)	0.0	3.4	165.9	3.2

Parks and Open Space staff complement have increased by 3.2 for a total of 165.9 FTE for 2022. The following provides details for the budget changes:

- The Parks Maintenance area requires a net increase staff complement of 3.2 FTEs. Impacts from capital projects and growth of 3.4 FTEs representing part-time hours for a seasonal small equipment operator and six students as well as small increases to other part-time position hours to support new neighbourhood parks, village square and trails in North Oakville. Included in the Adjustments and Reallocations column is 0.3 FTE reallocation of a part-time student to Emergency Services.

2022 Operating Budget Overview by Service

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
Parks & Open Space											
Parks & Open Space Administration	572,200	-62,700		509,500	-62,700	-11.0%			509,500	-62,700	-11.0%
Park Planning & Development	285,500	13,200		298,700	13,200	4.6%			298,700	13,200	4.6%
Parks Maintenance	14,503,900	-304,700	545,000	14,744,200	240,300	1.7%		806,500	15,550,700	1,046,800	7.2%
Forestry	3,775,100	-43,800	42,700	3,774,000	-1,100	-			3,774,000	-1,100	-
Total Parks & Open Space	19,136,700	-398,000	587,700	19,326,400	189,700	1.0%		806,500	20,132,900	996,200	5.2%

The total requested budget of Parks & Open Space is \$20,132,900 resulting in an increase of \$996,200 or 5.2%. This includes Capital and Growth impacts of \$587,700 which consists mainly of operating impacts to support new neighbourhood parks, village square, trails and as well as street trees planted in new North Oakville subdivisions. Also included are adjustments due to COVID-19 of \$806,500 mainly due to decreased revenues in adult and youth sports fields and increased vehicle rental, janitorial expenses and costs associated with the Winter Strategy. Before 2022 COVID-19 impacts, the base budget has an increase of \$189,700 or 1.0% compared to 2021. Other increases are due to inflationary and contractual obligations.

Parks and Open Space Administration total net budget is \$0.5 million and provides overall planning and customer service to client groups and stakeholders and ensures the efficient delivery of services to the community.

Parks Planning & Development section focuses on the planning and development of new parks and open space facilities, commenting on planning and development applications that impact parkland, along with the replacement and renewal of existing park infrastructure at a net budget of \$0.3 million.

Parks Maintenance is the largest component of the net budget at 77% with \$15.5 million which represents the cost to maintain and upkeep various parks and trails across town including activities such as grass cutting, sports field maintenance, horticulture, integrated pest management, sanitation services, maintenance of playground/splash pads and other amenities, and winter control at various town facilities.

Forestry is the second largest component with a net budget of \$3.8 million which consist of costs for the preservation of the town's tree canopy that includes street and park trees, woodlots and trees along trail systems.

2022 Operating Budget Overview by Component

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
EXPENSES											
PERSONNEL SERVICES & BENEFITS	11,836,700	442,500	197,000	12,476,200	639,500	5.4%		312,800	12,789,000	952,300	8.0%
MATERIALS & SUPPLIES	2,340,400	16,100	160,700	2,517,200	176,800	7.6%			2,517,200	176,800	7.6%
CAPITAL OUT OF OPERATIONS	68,500			68,500					68,500		
PURCHASED SERVICES	3,561,200	221,500	173,700	3,956,400	395,200	11.1%		145,600	4,102,000	540,800	15.2%
PAYMENTS & GRANTS	168,000	-59,900	1,700	109,800	-58,200	-34.6%			109,800	-58,200	-34.6%
INTERNAL EXPENSES & TRANSFERS	5,576,800	66,300	55,100	5,698,200	121,400	2.2%			5,698,200	121,400	2.2%
Total EXPENSES	23,551,600	686,500	588,200	24,826,300	1,274,700	5.4%		458,400	25,284,700	1,733,100	7.4%
REVENUES											
EXTERNAL REVENUES	-1,945,000	-952,300		-2,897,300	-952,300	-49.0%		348,100	-2,549,200	-604,200	-31.1%
INTERNAL RECOVERY & FUND TRSFS	-2,469,900	-132,200	-500	-2,602,600	-132,700	-5.4%			-2,602,600	-132,700	-5.4%
Total REVENUES	-4,414,900	-1,084,500	-500	-5,499,900	-1,085,000	-24.6%		348,100	-5,151,800	-736,900	-16.7%
Total Parks & Open Space	19,136,700	-398,000	587,700	19,326,400	189,700	1.0%		806,500	20,132,900	996,200	5.2%

The Parks and Open Space program's total expenditures are \$25,284,700 and total revenue is \$5,151,800, resulting in a net budget of \$20,132,900. In 2022, the budget has increased by \$996,200 or 5.2%. The main drivers include:

Personnel Services & Benefits is the largest cost component with \$12.8 million representing 51% of the total gross expenditures. In 2022, personnel costs have increased by \$952,300 and include inflationary and contractual increases for salaries and benefits. Capital impacts have increased representing part-time hours for a seasonal small equipment operator and six students as well as small increases to other part-time position hours to support new neighbourhood parks, village square and trails in North Oakville.

Materials and Supplies have increased by \$176,800, which is primarily driven by increases in water, hydro, botanicals and building materials for both capital impacts and base increases and to better reflect actuals to maintain new park infrastructure.

Purchased Services total \$4.1 million and have increased by \$540,800. This increase is mainly due to contracted services in the areas of horticulture, winter control, technical services, IPM and forestry due to both capital increases and to better reflect actual requirements to maintain parks infrastructure, as well as increased work for Oakville Hydro in Forestry.

Payments & Grants have decreased by \$58,200 due to reductions in property taxes.

Internal Expenses & Transfers is the third largest component with \$5.7 million which are primarily the costs charged by Fleet and Stores services to maintain parks vehicles and equipment, as well as transfers to reserves. In 2022, internal charges & transfers have increased by \$121,400 to reflect increased costs for materials and labour for vehicle usage.

Parks and Open Space

External Revenue represents 49% of the total revenue and includes sport field rentals as well as recoveries from the Region and Hydro for services done on their behalf. In 2022, external revenue has increased by \$604,200 to reflect an increase in sports field revenues and tree permit revenue as a result of less COVID-19 impacts compared to 2021. Additional increases are included in other recoveries for work expected to be completed for Oakville Hydro.

Internal Recoveries & Fund Transfers are 51% of the total revenue, which have increased by \$132,700. This is mainly due to increases in internal supervisor allocation as a result of wage increases, increases in interdepartmental recoveries for winter control and increased transfer from reserves for assumed subdivision maintenance.

2023 - 2024 Operating Budget Forecast

	2022 Requested Budget	2023 Requested Forecast	2022-2023 Change (%)	2024 Requested Forecast	2023-2024 Change (%)
Gross Expenditures by Service					
Parks & Open Space					
Parks & Open Space Administration	671,900	684,500	1.9%	697,400	1.9%
Park Planning & Development	589,700	601,900	2.1%	614,600	2.1%
Parks Maintenance	19,205,100	19,828,900	3.2%	20,887,900	5.3%
Forestry	4,818,000	5,025,000	4.3%	5,165,800	2.8%
Total Gross Expenditures by Service	25,284,700	26,140,300	3.4%	27,365,700	4.7%
Tax Levy by Service					
Parks & Open Space					
Parks & Open Space Administration	509,500	561,000	10.1%	573,800	2.3%
Park Planning & Development	298,700	310,900	4.1%	323,600	4.1%
Parks Maintenance	15,550,700	15,767,000	1.4%	16,767,300	6.3%
Forestry	3,774,000	3,963,400	5.0%	4,086,400	3.1%
Total Tax Levy by Service	20,132,900	20,602,300	2.3%	21,751,100	5.6%
Gross Expenditures by Type					
Personnel Services & Benefits	12,789,000	13,071,600	2.2%	13,752,600	5.2%
Materials & Supplies	2,517,200	2,741,400	8.9%	2,837,500	3.5%
Capital out of Operations	68,500	69,900	2.0%	71,300	2.0%
Purchased Services	4,102,000	4,301,000	4.9%	4,494,100	4.5%
Payments & Grants	109,800	113,200	3.1%	116,300	2.7%
Internal Expenses & Transfers	5,698,200	5,843,200	2.5%	6,093,900	4.3%
Total Expenditures	25,284,700	26,140,300	3.4%	27,365,700	4.7%
Revenues by Type					
External Revenue	2,549,200	2,973,900	16.7%	3,025,500	1.7%
Internal Recoveries & Fund Trsfs	2,602,600	2,564,100	-1.5%	2,589,100	1.0%
Total Revenues	5,151,800	5,538,000	7.5%	5,614,600	1.4%
Tax Levy	20,132,900	20,602,300	2.3%	21,751,100	5.6%

2023 - 2024 Budget Forecast Highlights

- The 2023 net budget is projected to increase by 2.3% or \$469,400 and reflects inflationary increases for salaries and benefits as well as operational impacts from capital to support the new North Park sports fields being built in North Oakville. These are partially offset by additional revenue for adult and youth sports fields as the 2022 COVID-19 impacts are reversed and activity is assumed to return to pre-COVID levels.
- The 2024 net budget is projected to increase by 5.6% or \$1,148,800 and reflects inflationary increases for salaries and benefits as well as operational impacts from capital to support new trails and village squares being built throughout Oakville.

2022 Recommended Capital Budget

The capital budget will provide funds to maintain park infrastructure in a state of good repair, and provide parks and trails in new communities. The 2022 capital budget includes funding for the development of North Park, which will include soccer, multi-use facilities, BMX, leash free dog zone, splash pad and other park amenities, along with new village squares and trails in North Oakville and developer reimbursement of the new Bronte Green subdivision. Annual maintenance of infrastructure is required for sports fields and courts, playgrounds, pathways, parking lots, and vehicle and equipment replacements. The Forestry program includes preventative maintenance, street tree planting, and invasive species control including the EAB Management program.

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2022	2022
52211911	Shorewood Promenade - West	Growth	236,200	
52212007	Wallace Park Redev and Washroom Exp/Reno	Strategic Priorities	3,553,000	
52212010	Bronte Green (Merton) Parks and NHS Trails	Growth	1,941,500	
52212102	North Park Sports Park - South Parcel	Growth	11,500,500	
52212105	Splash Pad - Southeast Oakville	Strategic Priorities	365,900	
52212201	Park Signs - New Growth	Growth	16,000	
52222201	Bressa Village Square	Growth	731,800	
52232102	East 14 Mile Creek Trail	Growth	784,100	
52232204	Bressa Phase 2 NHS Trails	Growth	139,300	
52232205	NHS - Trail	Growth	261,500	3,000
52242112	Hopedale Park Repairs	Infrastructure Renewal	261,000	
52242203	North Park - artificial turf replacement	Infrastructure Renewal	940,500	
52242205	Wynten Way Park Renewal	Infrastructure Renewal	757,000	
52242208	Coronation Park Renewal	Infrastructure Renewal	522,500	
52242209	Pine Glen Community Park Renewal	Infrastructure Renewal	420,000	
52242211	Basketball Court- Glenashton Park	Strategic Priorities	190,000	
52242212	Langtry Park Renewal	Infrastructure Renewal	140,500	
52242213	Sports Field Irrigation	Infrastructure Renewal	52,000	
52242214	Oxford Park Renewal	Infrastructure Renewal	88,500	
52242215	Playground Accessibility Improvements	Infrastructure Renewal	52,000	
52242216	Electrical Lighting Rehab	Infrastructure Renewal	57,000	
52252110	Sixteen Mile West Harbour Renewal	Infrastructure Renewal	28,000	
52252207	Lions Valley Slope Remediation	Infrastructure Renewal	1,432,000	
52252209	Fisherman's Wharf Park Renewal	Infrastructure Renewal	78,000	
52252210	Parks Structure Inspections	Infrastructure Renewal	36,400	

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2022	2022
52262202	Bridges and Stairs	Infrastructure Renewal	1,543,000	
52262203	Cul-de-sac Rehabilitation	Infrastructure Renewal	313,700	
52262204	Pathway Rehabilitation	Infrastructure Renewal	590,700	
52262205	Recreational Trail Accessibility Program	Strategic Priorities	235,100	
52272102	Gypsy Moth Aerial Spray Program	Strategic Priorities	752,500	
52272201	Tree Inventory	Infrastructure Renewal	301,000	
52272202	I-Tree	Infrastructure Renewal	226,000	
52272203	Woodlot Preventative Maintenance-North Oakville	Infrastructure Renewal	126,000	
52272204	Preventative Maintenance Pruning	Infrastructure Renewal	608,000	
52272205	Invasive Species Audit/Control	Infrastructure Renewal	262,000	
52272206	Woodlot Preventative Maintenance	Infrastructure Renewal	75,000	
52272207	Street Tree Planting	Infrastructure Renewal	452,000	9,500
52272208	Parks Tree Planting	Infrastructure Renewal	294,000	
52272209	EAB Management Program	Strategic Priorities	2,059,000	
52282201	Parks Facilities Repairs	Infrastructure Renewal	295,000	
52292201	Bronte Outer Harbour Concrete Plaza rehab	Infrastructure Renewal	512,000	
52292202	Burnet Park Art Installation	Strategic Priorities	78,000	
52292204	Parks Vehicle Replacement	Infrastructure Renewal	660,700	
52292205	Parks Equipment Replacement	Infrastructure Renewal	1,041,300	
52292206	Parks Growth Vehicles and Equipment	Growth	477,100	75,500
52292207	Park Signage	Infrastructure Renewal	78,000	
TOTAL			35,695,300	88,000

Program: Cemeteries

Program Based Budget

2022 – 2024

Vision

- A commitment to a better quality of life for individuals, families, businesses - today and tomorrow and to make Oakville the most livable town in Canada by developing and managing a safe and sustainable open space system for all our citizens to use and enjoy.

Mission

- To provide families and the community with attractive cemetery properties that are protected and preserved, and to provide a variety of cemetery products and services for the respectful disposition of the deceased while meeting legislated requirements.

Program Services

The Cemetery program provides activities through the following services:



- Provide maintenance to Trafalgar Lawn Cemetery. This includes grounds maintenance, full burial, cremation burial, and installation of headstones and markers.
- Provide maintenance to seven pioneer cemeteries. These must be maintained under provincial legislation and obligation to families with interment rights.

2022 Program Key Initiatives



Environment

- Continue selling new graves as approved by BAO
- Undertake road rehabilitation at Trafalgar Lawn Cemetery
- Work with Transportation and Engineering on culvert replacement at St. Judes Cemetery
- Assess future funding and fencing rehabilitation requirements for Pioneer Cemeteries
- Continue pioneer cemetery monument restoration program.

Key Performance Indicators

1. Percentage of gross operating budget

2017	2018	2019	2020	2021
0.3%	0.3%	0.3%	0.3%	0.3%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

2. Percentage of total FTEs

2017	2018	2019	2020	2021
0.4%	0.3%	0.3%	0.3%	0.3%
Why Important: Assesses the capacity of the program by examining the proportion of staff expertise against the total town FTEs.				
How Calculated: Total program FTEs including part-time / total town FTEs including part-time.				

Staffing Overview

Program: Cemeteries	2021 Approved FTE	2022 Adjustments and Reallocations	2022 Service Level Change	2022 Growth and Capital	2022 Total FTE	Net Change 2022 vs 2021
Administration	1.5				1.5	0.0
Burials - Active Cemeteries	0.0				0.0	0.0
Maintenance - Active Cemeteries	2.1				2.1	0.0
Pioneer Cemeteries	1.8				1.8	0.0
Total Cemeteries	5.4	0.0	0.0	0.0	5.4	0.0

Cemeteries staff complement for 2022 is at 5.4 FTE. There is no change to the complement for 2022.

2022 Operating Budget Overview by Service

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
Cemeteries											
Administration	-45,500	-3,200		-48,700	-3,200	-7.0%			-48,700	-3,200	-7.0%
Maintenance - Active Cemeteries	210,300	29,900		240,200	29,900	14.2%			240,200	29,900	14.2%
Burials - Active Cemeteries	-164,800	-26,700		-191,500	-26,700	-16.2%			-191,500	-26,700	-16.2%
Pioneer Cemeteries	167,300	3,500		170,800	3,500	2.1%			170,800	3,500	2.1%
Total Cemeteries	167,300	3,500		170,800	3,500	2.1%			170,800	3,500	2.1%

Overall, the 2022 Cemeteries budget has increased by \$3,500 or 2.1% for a net budget of \$170,800 which represents the cost for preservation and care for historical locations known as Pioneer Cemeteries. The other 3 activities are all self supported by revenues with any surpluses or shortfalls being offset from the Cemetery reserve. These services include: Administration which is responsible for the overall care of the town cemeteries; Burials – Active Cemeteries; the care of the local cemeteries is budgeted in Maintenance – Active Cemeteries; and the preservation and care for historical locations are included in Pioneer Cemeteries.

2022 Operating Budget Overview by Component

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
EXPENSES											
PERSONNEL SERVICES & BENEFITS	421,200	12,900		434,100	12,900	3.1%			434,100	12,900	3.1%
MATERIALS & SUPPLIES	61,400			61,400					61,400		
CAPITAL OUT OF OPERATIONS	2,500			2,500					2,500		
PURCHASED SERVICES	205,300	1,800		207,100	1,800	0.9%			207,100	1,800	0.9%
PAYMENTS & GRANTS	19,500			19,500					19,500		
INTERNAL EXPENSES & TRANSFERS	599,900	-294,800		305,100	-294,800	-49.1%			305,100	-294,800	-49.1%
Total EXPENSES	1,309,800	-280,100		1,029,700	-280,100	-21.4%			1,029,700	-280,100	-21.4%
REVENUES											
EXTERNAL REVENUES	-980,900	420,800		-560,100	420,800	42.9%			-560,100	420,800	42.9%
INTERNAL RECOVERY & FUND TRSFS	-161,600	-137,200		-298,800	-137,200	-84.9%			-298,800	-137,200	-84.9%
Total REVENUES	-1,142,500	283,600		-858,900	283,600	24.8%			-858,900	283,600	24.8%
Total Cemeteries	167,300	3,500		170,800	3,500	2.1%			170,800	3,500	2.1%

The Cemeteries program has total gross expenditures of \$1,029,700 and total revenue is \$858,900 for a total net budget of \$170,800. In 2022, the Cemetery budget has increased by \$3,500. The main drivers of the budget are as follows:

Personnel Services & Benefits is the largest cost component for Cemeteries which represents 42% of the expense budget with \$434,100. The 2022 budget has increased by \$12,900 as a result of contractual increases for staff.

Purchased Services is the third largest component at 20% of the expense budget with \$207,100 and includes costs for contracted services to maintain both active and Pioneer cemeteries. Purchased Services also include budgets for security services, uniforms and professional development. For 2022, the budget has increased by \$1,800 mainly due to an increase in contracted services.

Internal Expenses & Transfers provides 30% of the expense budget for Cemeteries and totals \$305,100 which represents internal charges for vehicle and equipment maintenance as well transfers to reserves. Internal Expenses & Transfers have decreased by \$294,800 due a reduction in the transfer to the perpetual care fee reserve and the cemetery reserve to balance the program.

External Revenue for Cemeteries represents 65% of the total revenue; 2022 has decreased by \$420,800 due to a decrease in plot sales and perpetual care fees.

Internal Recovery & Fund Transfers makes up 35% of total revenues and represents transfers from the cemetery reserves to the operating budget. The 2022 increase of \$137,200 is as a result of funds needed from reserves to balance the budget.

2023 - 2024 Operating Budget Forecast

	2022 Requested Budget	2023 Requested Forecast	2022-2023 Change (%)	2024 Requested Forecast	2023-2024 Change (%)
Gross Expenditures by Service					
Cemeteries					
Administration	330,800	334,900	1.2%	368,400	10.0%
Maintenance - Active Cemeteries	362,100	376,900	4.1%	394,700	4.7%
Burials - Active Cemeteries	33,600	34,200	1.8%	34,800	1.8%
Pioneer Cemeteries	303,200	308,700	1.8%	314,200	1.8%
Total Gross Expenditures by Service	1,029,700	1,054,700	2.4%	1,112,100	5.4%
Tax Levy by Service					
Cemeteries					
Administration	-48,700	-59,800	-22.8%	-73,800	-23.4%
Maintenance - Active Cemeteries	240,200	255,000	6.2%	272,800	7.0%
Burials - Active Cemeteries	-191,500	-195,200	-1.9%	-199,000	-1.9%
Pioneer Cemeteries	170,800	174,300	2.0%	177,800	2.0%
Total Tax Levy by Service	170,800	174,300	2.0%	177,800	2.0%
Gross Expenditures by Type					
Personnel Services & Benefits	434,100	443,700	2.2%	453,300	2.2%
Materials & Supplies	61,400	62,500	1.8%	63,600	1.8%
Capital out of Operations	2,500	2,600	4.0%	2,700	3.8%
Purchased Services	207,100	211,200	2.0%	215,300	1.9%
Payments & Grants	19,500	19,600	0.5%	19,700	0.5%
Internal Expenses & Transfers	305,100	315,100	3.3%	357,500	13.5%
Total Expenditures	1,029,700	1,054,700	2.4%	1,112,100	5.4%
Revenues by Type					
External Revenue	560,100	636,300	13.6%	713,900	12.2%
Internal Recoveries & Fund Trsfs	298,800	244,100	-18.3%	220,400	-9.7%
Total Revenues	858,900	880,400	2.5%	934,300	6.1%
Tax Levy	170,800	174,300	2.0%	177,800	2.0%

2023 - 2024 Budget Forecast Highlights

- The 2023 net budget is projected to increase by 2.0% or \$3,500 and the 2024 net budget is projected to increase by 2.0% or \$3,500.
- Although 2023 and 2024 have increased expenditures by inflationary adjustments and contractual obligations, the transfer to reserves has also been increased to offset these adjustments.

2022 Recommended Capital Budget

The 2022 Capital budget for Cemeteries includes funding to keep the cemeteries and equipment in a state of good repair.

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2022	2022
52712201	Road Rehabilitation	Enterprise Initiatives	101,000	
52712202	Cemeteries Annual Provision	Enterprise Initiatives	15,000	
TOTAL			116,000	

Program: Harbours

Program Based Budget

2022 - 2024

Vision

- A commitment to a better quality of life for individuals, families, businesses - today and tomorrow, and to make Oakville the most livable town in Canada by developing and managing a safe and sustainable open space system for all our citizens to use and enjoy.

Mission

- To provide the community with recreational boating and ancillary marine services at market value rates and operate the harbour services in an efficient and environmentally responsible and sustainable manner. Harbours service is responsible for the operation of Oakville, as well as Bronte inner and outer harbours serving approximately 880 boating customers. The day to day operation of the Harbours service is overseen by the Supervisor(s) of Harbours and managed by the Harbours Administrator with support from full-time and part-time staff.

Program Services

The Harbours program provides activities through the following services:



Harbours

- Provide harbours services to mooring customers in Oakville and Bronte (inner and outer Harbours).
- Provision of full service marina in Bronte.
- Provide algae cleanup in Bronte.
- Undertake dredging operations as required.

2022 Program Key Initiatives



Livability

- Continue detail design on Phase 4 of West Sixteen Mile Landscape Rehabilitation
- Complete Harbours Master Plan and report to Council (Shipyard Park)



Engaged Community

- Complete design and implement rehabilitation of launch ramp at Busby Park and accommodate kayak, canoe, and paddle board water users
- Install new fuel pumps at Bronte Outer harbour
- Undertake detail design for new seawall at Bronte inner harbour
- Undertake seawall rehabilitation at Shipyard Park to replace ageing infrastructure and heighten wall.



Accountable Government

Continue dialogue with Dept. Fisheries & Oceans (Small Craft Harbours) regarding acquisition of federal lands in Bronte



Environment

- Extend Town's Clean Marine Program to Bronte Outer Harbour
- Undertake maintenance dredge in Oakville harbour
- Undertake bathymetry studies and permit requirements for future small dredge at Bronte outer harbour.

Key Performance Indicators

1. Percentage of gross operating budget

2017	2018	2019	2020	2021
0.4%	0.4%	0.7%	0.7%	1.2%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

2. Percentage of total FTEs

2017	2018	2019	2020	2021
0.5%	0.5%	0.5%	0.5%	0.97%
Why Important: Assesses the capacity of the program by examining the proportion of staff expertise against the total town FTEs.				
How Calculated: Total program FTEs including part-time / total town FTEs including part-time.				

Staffing Overview

Program: Harbours	2021 Approved FTE	2022 Adjustments and Reallocations	2022 Service Level Change	2022 Growth and Capital	2022 Total FTE	Net Change 2022 vs 2021
Harbours	19.0				19.0	0.0
Total Harbours	19.0	0.0	0.0	0.0	19.0	0.0

Harbours staff complement has stayed steady at 19.0 FTE for 2022.

2022 Operating Budget Overview by Service

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
Harbours											
Harbours											
HARBOURS ADMINISTRATION	1,140,800	-178,200		962,600	-178,200	-15.6%		2,600	965,200	-175,600	-15.4%
OAKVILLE HARBOUR	-413,400	-61,700		-475,100	-61,700	-14.9%			-475,100	-61,700	-14.9%
BRONTE INNER HARBOUR	-394,500	-49,100		-443,600	-49,100	-12.4%			-443,600	-49,100	-12.4%
BRONTE OUTER HARBOUR	-332,900	286,400		-46,500	286,400	86.0%			-46,500	286,400	86.0%
Total Harbours		-2,600		-2,600	-2,600			2,600			

The Harbours budget reflects all operating costs necessary to maintain the three (3) town harbours, Bronte Harbour and Oakville Harbour, as well as the Bronte Outer Harbour. The program is self-funded and budget increases are supported by revenue generated through fees. Although the Harbours program does not impact the tax levy, changes to the net budget have an impact to the Harbour reserve balance which may affect future capital purchases or projects.

2022 Operating Budget Overview by Component

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
EXPENSES											
PERSONNEL SERVICES & BENEFITS	1,481,800	43,500		1,525,300	43,500	2.9%			1,525,300	43,500	2.9%
MATERIALS & SUPPLIES	445,500	62,500		508,000	62,500	14.0%			508,000	62,500	14.0%
PURCHASED SERVICES	505,400	6,600		512,000	6,600	1.3%		2,600	514,600	9,200	1.8%
PAYMENTS & GRANTS	535,800	33,200		569,000	33,200	6.2%			569,000	33,200	6.2%
INTERNAL EXPENSES & TRANSFERS	697,600	-176,500		521,100	-176,500	-25.3%			521,100	-176,500	-25.3%
Total EXPENSES	3,666,100	-30,700		3,635,400	-30,700	-0.8%		2,600	3,638,000	-28,100	-0.8%
REVENUES											
EXTERNAL REVENUES	-3,603,700	31,400		-3,572,300	31,400	0.9%			-3,572,300	31,400	0.9%
INTERNAL RECOVERY & FUND TRSFS	-62,400	-3,300		-65,700	-3,300	-5.3%			-65,700	-3,300	-5.3%
Total REVENUES	-3,666,100	28,100		-3,638,000	28,100	0.8%			-3,638,000	28,100	0.8%
Total Harbours		-2,600		-2,600	-2,600			2,600			

In 2022, the Harbours program's total direct operating expenditures are \$3,638,000 and anticipated revenues are \$3,638,000 which results in a net transfer to the Harbours reserve funds of \$165,800. Overall program changes are described below.

Personnel Services and Benefits is the largest expense at \$1,525,300 and represents 42% of the expenses. Due to inflationary increases for salaries and benefits, the costs have increased by \$43,500.

Materials & Supplies is the fifth largest component of the expense budget at 14% of the expenses. The majority of the increases of \$62,500 are as a result of fuel and utilities expenses for the Bronte Outer Harbour.

Purchased Services is the fourth largest expense at \$514,600 or 14% of total expenses. Purchased services have increased by \$9,200 mainly due to increased equipment rental.

Payments & Grants is the second largest component of the expense budget at \$569,000 or 16% of total expenditures. For 2022, the Harbours budget increased by \$33,200 primarily due to the debt charges.

Internal Expenses & Transfers is the third largest component of the expense budget at \$521,100 or 14% of total expenditures. For 2022, the budget has decreased by \$176,500. This is due to a decrease in transfer to the Harbours reserve to balance the program.

External Revenues provides 98% of the revenue earned by Harbours. In 2022, the budget has decreased by \$31,400 mainly due to right-sizing revenues for the Bronte Outer Harbour after a year of history.

2023 - 2024 Operating Budget Forecast

	2022 Requested Budget	2023 Requested Forecast	2022-2023 Change (%)	2024 Requested Forecast	2023-2024 Change (%)
Gross Expenditures by Service					
Harbours	3,638,000	3,709,000	2.0%	3,781,300	1.9%
Total Gross Expenditures by Service	3,638,000	3,709,000	2.0%	3,781,300	1.9%
Tax Levy by Service					
Harbours	0	0	0.0%	0	0.0%
Total Tax Levy by Service	0	0	0.0%	0	0.0%
Gross Expenditures by Type					
Personnel Services & Benefits	1,525,300	1,555,800	2.0%	1,586,800	2.0%
Materials & Supplies	508,000	518,300	2.0%	528,700	2.0%
Purchased Services	514,600	522,100	1.5%	532,300	2.0%
Payments & Grants	569,000	568,600	-0.1%	568,300	-0.1%
Internal Expenses & Transfers	521,100	544,200	4.4%	565,200	3.9%
Total Expenditures	3,638,000	3,709,000	2.0%	3,781,300	1.9%
Revenues by Type					
External Revenue	3,572,300	3,643,300	2.0%	3,715,600	2.0%
Internal Recoveries & Fund Trsfs	65,700	65,700	0.0%	65,700	0.0%
Total Revenues	3,638,000	3,709,000	2.0%	3,781,300	1.9%
Tax Levy	0	0	0.0%	0	0.0%

2023 - 2024 Budget Forecast Highlights

- 2023 and 2024 shows an increase in revenues resulting from inflationary adjustments along with adjustments in the transfer to Harbours reserve to balance the program.

2022 Recommended Capital Budget

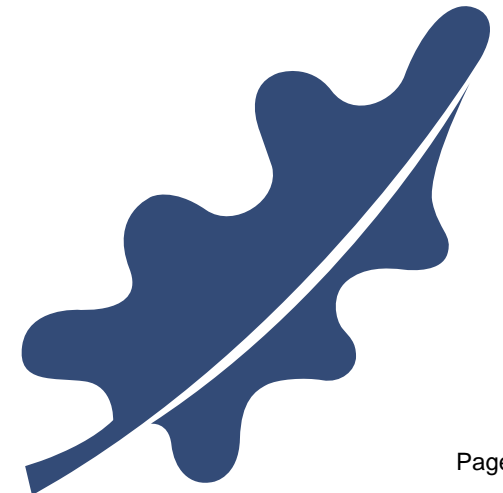
The 2022 capital budget includes capital works for the seawalls at Berta Point and Shipyard Park. Additional work includes dredging, Harbours Sediment & SAR management plan, and fuel pump replacement at Bronte Outer Harbour.

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2022	2022
52212008	Seawall Installation - Berta Point - Bronte Harbour	Infrastructure Renewal	830,000	
52902201	Oakville Harbour Dredging	Enterprise Initiatives	789,000	
52902203	Harbours Sediment & SAR Management Program	Enterprise Initiatives	25,000	
52902204	Seawall Rehab - Shipyard Park Oakville Harbour	Infrastructure Renewal	2,817,000	
52902206	BOH - Maintenance Dredge	Enterprise Initiatives	35,000	
52902207	BOH - Fuel Pump replacement	Enterprise Initiatives	63,500	
52902208	Annual Dockage/Property	Enterprise Initiatives	20,000	
52902209	Harbours Equipment Replacement	Enterprise Initiatives	52,000	
52902210	New Gantry Wall TOWARF Slip	Enterprise Initiatives	312,000	
TOTAL			4,943,500	



2022 BUDGET – MOBILITY

OPERATING AND CAPITAL

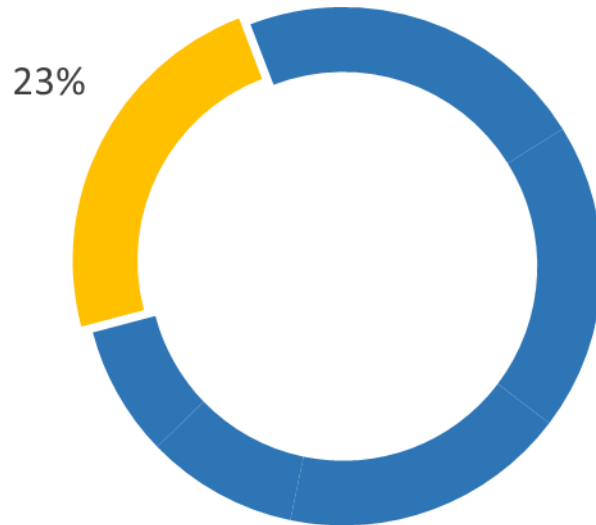


Mobility

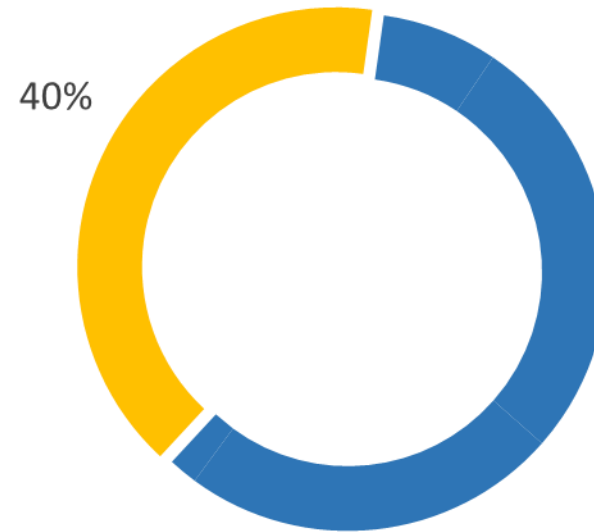
Improve town's multi-modal transportation network to support effective movement of people and goods.

- Plan, build and maintain road and parking infrastructure
- Promote safe travel on town roads
- Support opportunities for multi-modal transportation including walking, cycling and transit services

Total Operating Expenses \$85.6 Million



Total Capital Expenses \$111.4 Million



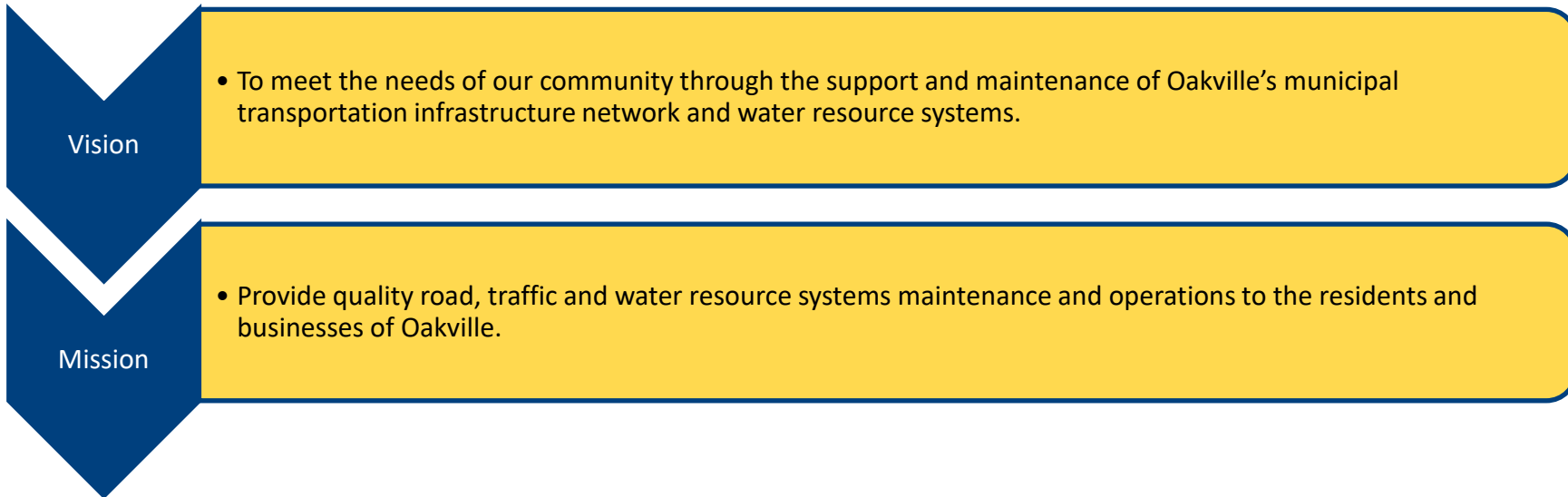
Operating Budget Summary

	2021 Restated Budget	2022 Requested Budget	\$ Change from 2021	% Change from 2021
<u>Gross Expenditures</u>				
Mobility				
Infrastructure Maintenance	36,718,800	38,072,100	1,353,300	3.7%
Oakville Transit	34,734,300	36,822,500	2,088,200	6.0%
Infrastructure Planning & Improvements	4,073,100	5,103,900	1,030,800	25.3%
Parking	5,857,400	5,605,300	-252,100	-4.3%
Total Gross Expenditures	\$81,383,600	\$85,603,800	\$4,220,200	5.2%
<u>Net Tax Levy</u>				
Mobility				
Infrastructure Maintenance	23,461,300	24,310,000	848,700	3.6%
Oakville Transit	28,166,300	29,288,300	1,122,000	4.0%
Infrastructure Planning & Improvements	2,367,300	3,351,900	984,600	41.6%
Parking	477,600	0	-477,600	-100.0%
Total Net Tax Levy	\$54,472,500	\$56,950,200	\$2,477,700	4.5%

Program: Infrastructure Maintenance

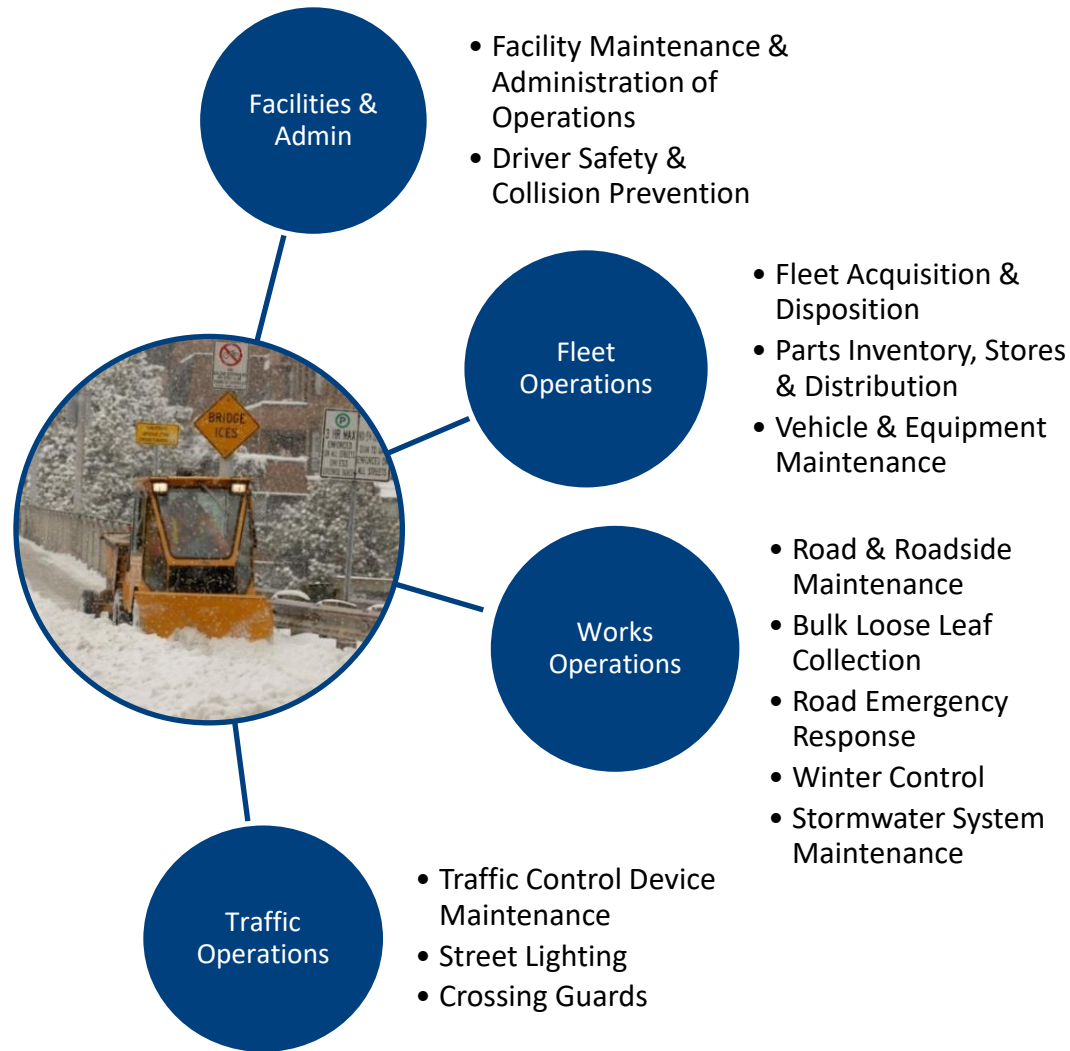
Program Based Budget

2022 - 2024



Program Services

The Infrastructure Maintenance program, as delivered through the department of Roads & Works Operations, is responsible for the maintenance and operation of the town's transportation and water resource infrastructure systems. It manages the following service areas to achieve this:



2022 Program Key Initiatives



Livability

- The provision of quality and reliable transportation network.
- The provision of functional storm water system.
- Effective delivery of the winter services and bulk loose leaf collection programs.



Engaged Community

- Effective communication of programs and related service deliverables.



Accountable Government

- To ensure assets undergo the appropriate preventive maintenance activities in order to increase reliability, extend service life and do so in the most cost effective manner.
- Reliable fleet with effective drive safe programs.



Environment

- The responsible use of materials and resources in order to mitigate waste and impact to the environment.
- Effective roadside litter pickup and graffiti removal programs.
- Effective green fleet practices and ongoing review of opportunities to reduce green house gases.



Mobility

- The provision of a safe and effective transportation network.
- Assisting school children to cross safely at approved crossing guard locations.
- Implementing transportation technology improvements to enhance safety and user inclusivity.

Key Performance Indicators

1. Percentage of gross operating budget

2017	2018	2019	2020	2021
12.4%	12.2%	12.1%	12.1%	12.1%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

2. Percentage of total FTEs

2017	2018	2019	2020	2021
8.6%	8.5%	8.4%	8.2%	8.1%
Why Important: Assesses the capacity of the program by examining the proportion of staff expertise against the total town FTEs.				
How Calculated: Total program FTEs including part-time / total town FTEs including part-time.				

3. Minimum maintenance standard deficiencies identified per lane kilometers

2017	2018	2019	2020	2021
0.23	0.21	0.16	0.21	0.19 (Projected Sept 2021)
Why Important: Assesses general road conditions with respect to provincial standards and provides 'a state of good repair' asset indicator.				
How Calculated: Minimum Maintenance Standard deficiencies identified (excluding street lights and sign retro-reflectivity) / total lane kilometer of town roads.				

4. Percentage of citizens surveyed who are satisfied with town services (roads & sidewalks)

2017	2018	2019	2020	2021
82%	82% (2017 Survey Results)	83%	83% (2019 Survey Results)	83% (2019 Survey Results)
Why Important: To ensure we're meeting the service expectations of our residents and to help us set our strategic priorities.				
How Calculated: To gather the opinions of local residents in the most comprehensive and efficient way, Pollara Strategic Insights conducted a 20-minute telephone survey among 805 randomly-selected residents of the Town of Oakville.				

5. Percentage of respondents who were satisfied with winter road & sidewalk maintenance

2017	2018	2019	2020	2021
88%	88% (2017 Survey Results)	76%	76% (2019 Survey Results)	76% (2019 Survey Results)
Why Important: To ensure we're meeting the service expectations of our residents and to help us set our strategic priorities.				
How Calculated: To gather the opinions of local residents in the most comprehensive and efficient way, Pollara Strategic Insights conducted a 20-minute telephone survey among 805 randomly-selected residents of the Town of Oakville.				

6. Number of winter storm events that met town standard for snow clearing

2017	2018	2019	2020	2021
100% (7 events)	100% (4 events)	100% (6 events)	100% (7 events)	(100% - Projected) (6 events Projected)
Why Important: Assesses the performance of winter maintenance response for roads and sidewalks during the winter season.				
How Calculated: Response timelines are compared to established service levels for roads and sidewalks. Measured snow events are those which exceed 7.5cms and the seasonal number of events are indicated in brackets.				

Staffing Overview

Program: Infrastructure Maintenance	2021 Approved FTE	2022 Adjustments and Reallocations	2022 Service Level Change	2022 Growth and Capital	2022 Total FTE	Net Change 2022 vs 2021
Facilities & Administration	4.9				4.9	0.0
Works Operations	61.8				61.8	0.0
Traffic Operations	50.5				50.5	0.0
Fleet Operations	22.1		1.0		23.1	1.0
Total Infrastructure Maintenance	139.3	0.0	1.0	0.0	140.3	1.0

Overall, the total 2022 staff complement for the Infrastructure Maintenance program has increased by 1.0 FTE to 140.3 FTE. The change is due to the addition of 1.0 FTE Emergency Vehicle Technician who will be responsible mainly for the servicing and maintenance of the emergency fleet vehicles and equipment. When available, they will also provide assistance for the balance of town wide fleet equipment.

2022 Operating Budget Overview by Service

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
Infrastructure Maintenance											
Facilities & Administration	1,879,700	65,800	-32,000	1,913,500	33,800	1.8%		80,500	1,994,000	114,300	6.1%
Fleet Operations	-29,700	-41,500	39,400	-31,800	-2,100	-7.1%	44,000		12,200	41,900	141.1%
Works Operations	13,771,400	296,800	166,700	14,234,900	463,500	3.4%	2,300		14,237,200	465,800	3.4%
Traffic Operations	7,839,900	44,300	182,400	8,066,600	226,700	2.9%			8,066,600	226,700	2.9%
Total Infrastructure Maintenance	23,461,300	365,400	356,500	24,183,200	721,900	3.1%	46,300	80,500	24,310,000	848,700	3.6%

In 2022, the Infrastructure Maintenance budget has increased by \$848,700 or 3.6% providing a net budget of \$ 24,310,000. This includes Capital and Growth impacts of \$356,500 primarily for costs associated with maintenance of new roads built as a result of development as well as town road improvement such as road widenings, new sidewalks and bike lanes. Additional service details include:

Facilities & Administration has increased by \$114,300. In addition to inflationary and contractual adjustments to salary and benefits, adjustments were made for insurance and general equipment. Budget efficiencies and reductions to capital and growth are also included for utility savings. The COVID impacts are for continued facility touch point cleaning.

Fleet Operation has increased by \$41,900. Budget increases are included for the transfer to vehicle and equipment reserves to ensure timely end-of-life replacement of assets. Fleet has added personnel budget for 1.0 FTE for the Emergency Vehicle Technician who will provide maintenance support to town equipment mainly focusing on emergency vehicles and equipment. Additional budget adjustments are for fuel and general equipment which are offset with an increase to the vehicle usage recovery.

Works Operations has increased by \$465,800. The 2021 budget included one-time reductions in contracted services as a COVID mitigation measure. These budgets were reversed in 2022. Budget adjustments have been offset with reductions to de-icing materials and hired equipment for winter control, which puts the winter control budget in line with current 3-year trends for winter conditions. A service level change of \$2,300 is included for changes to the bulk leaf collection program as detailed in the November 16, 2021 staff report entitled Bulk Loose Leaf Collection Program – Proposed Improvements.

Traffic Operations has increased by \$226,700 mostly due to inflationary adjustments to salary, benefits, contracted services and hydro for the street lighting program.

2022 Operating Budget Overview by Component

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
EXPENSES											
PERSONNEL SERVICES & BENEFITS	12,359,400	297,100		12,656,500	297,100	2.4%	110,100		12,766,600	407,200	3.3%
MATERIALS & SUPPLIES	6,472,900	-32,000	41,600	6,482,500	9,600	0.1%			6,482,500	9,600	0.1%
CAPITAL OUT OF OPERATIONS	89,500	14,500		104,000	14,500	16.2%			104,000	14,500	16.2%
PURCHASED SERVICES	9,367,700	300,400	298,600	9,966,700	599,000	6.4%	2,300	80,500	10,049,500	681,800	7.3%
PAYMENTS & GRANTS	1,331,000	-6,100	200	1,325,100	-5,900	-0.4%			1,325,100	-5,900	-0.4%
INTERNAL EXPENSES & TRANSFERS	7,098,300	174,200	71,900	7,344,400	246,100	3.5%			7,344,400	246,100	3.5%
Total EXPENSES	36,718,800	748,100	412,300	37,879,200	1,160,400	3.2%	112,400	80,500	38,072,100	1,353,300	3.7%
REVENUES											
EXTERNAL REVENUES	-4,701,700	-205,700		-4,907,400	-205,700	-4.4%			-4,907,400	-205,700	-4.4%
INTERNAL RECOVERY & FUND TRSFs	-8,555,800	-177,000	-55,800	-8,788,600	-232,800	-2.7%	-66,100		-8,854,700	-298,900	-3.5%
Total REVENUES	-13,257,500	-382,700	-55,800	-13,696,000	-438,500	-3.3%	-66,100		-13,762,100	-504,600	-3.8%
Total Infrastructure Maintenance	23,461,300	365,400	356,500	24,183,200	721,900	3.1%	46,300	80,500	24,310,000	848,700	3.6%

The Infrastructure Maintenance program's total expenditures are \$38,072,100 and total revenues are \$13,762,100, resulting in a net budget of \$24,310,000. The net change from the prior year is \$848,700 or 3.6%. The main drivers are detailed below:

Personnel Services & Benefits make up 34% of total expenditures with \$12.8 million and is also the largest driver. Personnel costs have increased by \$407,200 primarily due to inflationary adjustments for wages and benefits and contract obligations. Additional adjustments for overtime and standby are also added. For 2022, Fleet Services has an increase of 1.0 FTE for an Emergency Vehicle Technician; the position will provide support primarily for Emergency Services vehicles and equipment and, when available, will assist on all town vehicles and equipment.

Materials & Supplies make up 17% of total expenditures and includes de-icing materials for roads, utilities for Central Operations and North Operations, the street-lighting program, fuel for vehicles and electrical signal parts to maintain traffic signals. Materials & Supplies have increased by \$9,600 primarily due to adjustments to winter control to bring budgets in line with current 3-year trends for winter conditions.

Purchased Services make up 26% of total expenditures and is the second largest driver, which is comprised of contracted services and hired equipment to maintain the road networks throughout the various seasons, as well as maintaining the streetlights, fleet vehicles and stormwater systems. In 2022, purchased services have increased by \$681,800. In 2021, temporary COVID-related budget reductions were included for contracted services. These reductions were reversed in 2022. Additional growth related adjustments are included mostly for contracted services related to winter control and traffic signal maintenance. Also, COVID adjustments are included and total \$80,500 for janitorial services for additional facility touch point cleaning and \$2,300 has been added for the bulk leaf collection program.

Payments & Grants are mainly comprised of debt payments for the LED conversion program which have decreased by \$5,900.

Internal Expenses & Transfers are comprised of transfers to reserves for building maintenance, vehicle and equipment replacement and stormwater system maintenance, and for internal charges to the Works and Traffic Operations portions of the budget from Fleet and Stores for vehicle usage and maintenance. Internal Expenses & Transfers have increased by \$246,100 due to an increase to the transfer to the equipment reserve and for increases to internal labour charges.

External Revenues makes up 36% of total revenues and represent regional recoveries and overhead revenue for work done on behalf of external agencies such as Ministry of Transportation, Halton Region, Halton Hills and Oakville Hydro. External Revenues has increased by \$205,700.

Internal Recovery and Funds Transfers makes up 64% of total revenues and represent the recoveries in Fleet and Stores services for vehicle maintenance and stores costs charged to the various town departments. Internal Recoveries has increased by \$298,900. Also included is the recovery from Emergency Services for the Emergency Vehicle Technician. The position will provide support primarily for Emergency Services vehicles and equipment and, when available, will assist on all town vehicles and equipment.

2023 - 2024 Operating Budget Forecast

	2022 Requested Budget	2023 Requested Forecast	2022-2023 Change (%)	2024 Requested Forecast	2023-2024 Change (%)
Gross Expenditures by Service					
Infrastructure Maintenance					
Facilities & Administration	2,973,300	2,918,000	-1.9%	2,964,500	1.6%
Fleet Operations	7,985,500	8,307,300	4.0%	8,709,900	4.8%
Works Operations	16,692,100	17,347,900	3.9%	17,952,500	3.5%
Traffic Operations	10,421,200	10,646,500	2.2%	10,885,400	2.2%
Total Gross Expenditures by Service	38,072,100	39,219,700	3.0%	40,512,300	3.3%
Tax Levy by Service					
Infrastructure Maintenance					
Facilities & Administration	1,994,000	1,936,000	-2.9%	1,982,500	2.4%
Fleet Operations	12,200	-2,900	-123.8%	-2,900	0.0%
Works Operations	14,237,200	14,849,200	4.3%	15,409,200	3.8%
Traffic Operations	8,066,600	8,259,000	2.4%	8,464,600	2.5%
Total Tax Levy by Service	24,310,000	25,041,300	3.0%	25,853,400	3.2%
Gross Expenditures by Type					
Personnel Services & Benefits	12,766,600	13,094,300	2.6%	13,476,000	2.9%
Materials & Supplies	6,482,500	6,642,100	2.5%	6,855,500	3.2%
Capital out of Operations	104,000	106,000	1.9%	108,000	1.9%
Purchased Services	10,049,500	10,361,100	3.1%	10,701,900	3.3%
Payments & Grants	1,325,100	1,328,900	0.3%	1,331,700	0.2%
Internal Expenses & Transfers	7,344,400	7,687,300	4.7%	8,039,200	4.6%
Total Expenditures	38,072,100	39,219,700	3.0%	40,512,300	3.3%
Revenues by Type					
External Revenue	4,907,400	4,988,300	1.6%	5,070,600	1.6%
Internal Recoveries & Fund Trsfs	8,854,700	9,190,100	3.8%	9,588,300	4.3%
Total Revenues	13,762,100	14,178,400	3.0%	14,658,900	3.4%
Tax Levy	24,310,000	25,041,300	3.0%	25,853,400	3.2%

Infrastructure Maintenance

2023 - 2024 Budget Forecast Highlights

- The 2023 net budget is projected to increase by 3.0% or \$731,300 and reflects inflationary increases to the cost of delivering services.
- The 2024 net budget is projected to increase by 3.2% or \$812,100 and reflects inflationary increases to the cost of delivering services.

2022 Recommended Capital Budget

The capital budget for Infrastructure Maintenance provides funds to ensure that traffic, fleet, and facility assets are maintained to a state of good repair mitigating unscheduled breakdowns as well as avoiding higher repair and maintenance costs. The Roads and Works Replacement Equipment schedule is based on life-cycle, condition, and usage metrics from the town's vehicle and equipment asset registry. The Roads and Works Growth Equipment budget provides for new vehicles and equipment which have been identified as a requirement to provide services to growth areas in the town, also ensuring associated future operating costs for this equipment are captured. The Central and North Operations Depot Capital Replacement budgets ensure that building equipment and systems maintain service levels and run at optimum efficiency. Traffic operations continues to repair and replace scheduled hardware and controllers on traffic signals through the various traffic signal capital listed below.

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2022	2022
51312101	Central Ops - Furniture Replacement	Infrastructure Renewal	10,000	
51312102	Central Operations Depot Capital Replacement	Infrastructure Renewal	47,000	
51312103	North Ops Capital Replacements	Infrastructure Renewal	10,000	
51312203	North Snow Storage Disposal Facility	Growth	150,800	
51322102	Roads and Works Growth Equipment	Growth	179,000	115,600
51322202	Roads and Works Vehicle Replacement	Infrastructure Renewal	899,500	
51322203	Roads and Works Equipment Replacement	Infrastructure Renewal	177,900	
51612001	Traffic Signal Hardware Replacement	Infrastructure Renewal	454,000	
51612002	Major Traffic Signal Repairs	Infrastructure Renewal	50,000	
51612004	Traffic Signal Interconnect	Infrastructure Renewal	65,000	
51612005	Traffic Signal Controller Replacement	Infrastructure Renewal	300,000	
51631802	Streetlight Rehabilitation	Infrastructure Renewal	50,000	
51632101	BIA Streetlight Pole Rehabilitation	Infrastructure Renewal	35,000	
TOTAL			2,428,200	115,600

Program: Oakville Transit

Program Based Budget

2022 - 2024

Vision

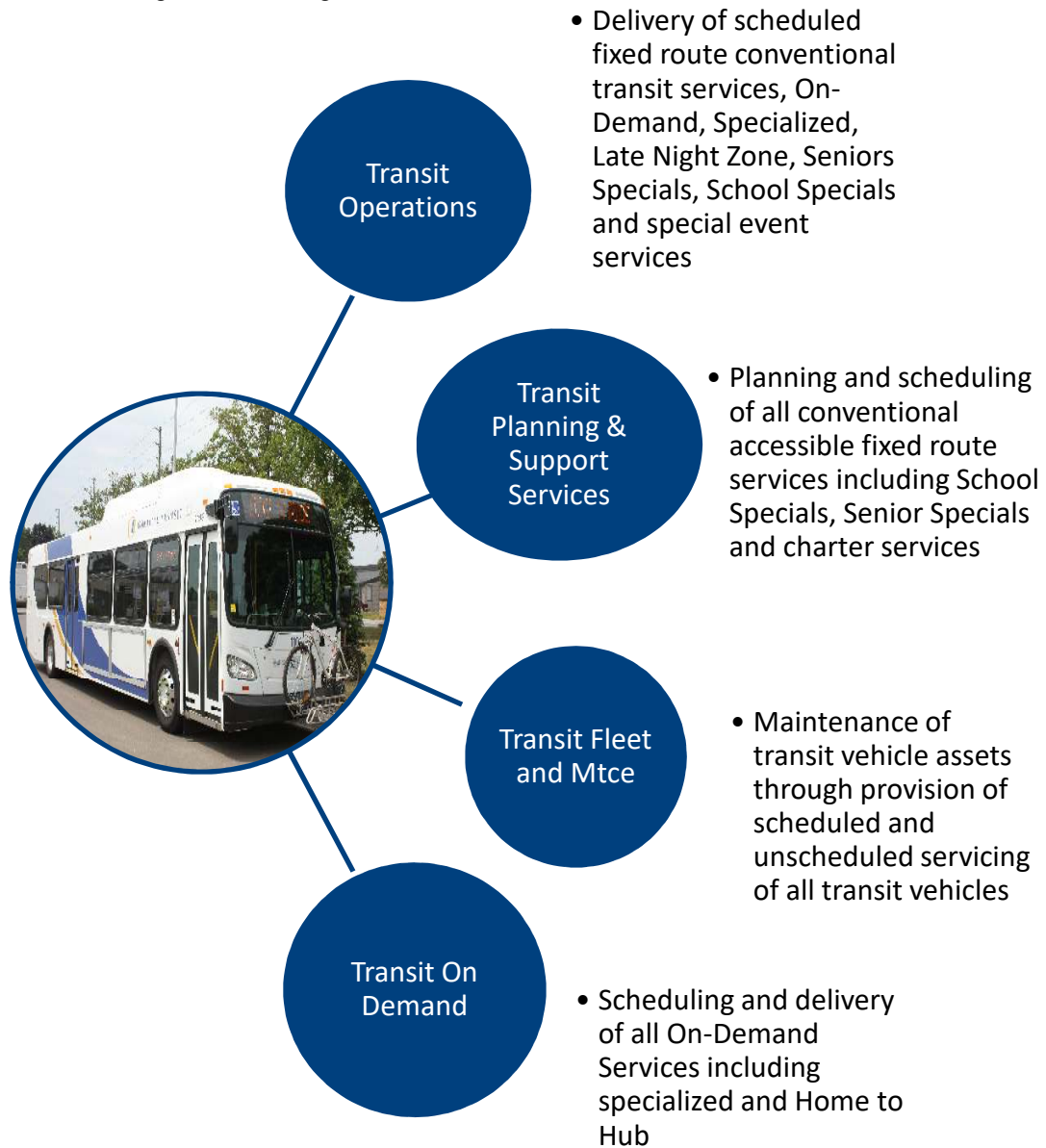
- To provide a viable and sustainable transportation option through innovative, responsive and customer focused service delivery.

Mission

- To provide a safe, reliable, convenient and efficient public transit service.

Program Services

The Oakville Transit program provides activities through the following services:



2022 Program Key Initiatives



Livability

- Launch of fleet wide onboard WiFi
- Safely and efficiently reintroduce service levels in response to increases in demand



Engaged Community

- Launch of mobile app enabling transit customer self-serve trip management capability
- Complete update of Intelligent Transportation System (ITS) enhancing reliability and timeliness of customer facing bus arrival times



Environment

- Award contract for supply, installation and maintenance of electric bus energy infrastructure
- Award contract(s) for acquisition of Battery Electric buses
- Introduce first battery electric On-Demand buses



Mobility

- Launch updated On-Demand real-time scheduling software
- Build back service levels in response to demonstrated demand
- Launch of two year bus stop infrastructure improvement plan to achieve 100% accessibility

Key Performance Indicators

1. Percentage of gross operating budget

2017	2018	2019	2020	2021
12.8%	12.8%	12.9%	12.7%	12.3%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

2. Percentage of total FTEs

2017	2018	2019	2020	2021
14.5%	14.3%	14.3%	14.2%	13.9%
Why Important: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
How Calculated: Total program FTEs including part-time / Total town FTEs including part-time.				

3. Ridership

2017	2018	2019	2020	2021
2,945,877	3,019,421	2,968,776	1,079,549	1,200,000(Projected)
Why Important: Represents the level of use of the services and allows comparison to revenue recovered and costs.				
How Calculated: Total number of passenger boardings less those which are transfers from another bus; based on actuals for 2017-2020 and projected year end for 2021. Note COVID impact on 2020 and 2021				

4. Annual number of public transport trips per capita

2017	2018	2019	2020	2021
15.18	14.98	14.04	5.03	5.60 (Projected)
Why Important: To understand the degree to which transit ridership is either increasing or decreasing relative to the town's population.				
How Calculated: Net ridership divided by the total town population; based on actuals for 2017-2020 and projected year end for 2021. Note COVID impact on 2020 and 2021				

5. Transit on-time performance

2017	2018	2019	2020	2021
84.1%	84.5%	83.1%	84.8%	85.3% (YTD Aug.)
Why Important: This measures the reliability of transit services.				
How Calculated: This KPI relies on ITS to measure deviations from schedule. "On-time" is defined as a bus being no more than 1 minute ahead of schedule and no more than 3 minutes behind schedule; based on actuals for 2017-2020 and year to date for 2021.				

6. Subsidy (tax levy per ride)

2017	2018	2019	2020	2021
5.89	6.27	6.27	19.2	22.4 (YTD July)
Why Important: Measures the degree to which cost of providing service is being shared between transit customers and taxpayers.				
How Calculated: The total net direct operating costs of conventional service divided by the number of conventional service rides; based on actuals for 2017-2020 and year to date for 2021.				

7. Preventable accidents safety rating

2017	2018	2019	2020	2021
0.38	0.56	0.68	0.45	0.52 (YTD Aug.)
Why Important: Measures the effectiveness of driver training and of driver performance.				
How Calculated: The number of preventable collisions per 100,000 kms driven; based on actuals for 2017-2020 and year to date for 2021.				

8. Cost recovery ratio - conventional

2017	2018	2019	2020	2021
29.44%	29.12%	29.52%	12.51%	9.30 (YTD July)
Why Important: Measures the portion of operating costs recovered from external sources (fares, advertising, etc.).				
How Calculated: Total External Revenue / Gross Expenditures; based on actuals for 2017-2020 and year to date for 2021 (excludes Gas Tax funding)				
NOTE: administrative costs and building costs are fully included within the conventional cost recovery ratio.				

9. Cost recovery ratio – specialized

2017	2018	2019	2020	2021
7.92%	7.62%	7.34%	4.31%	3.55% (YTD July)
Why Important: Measures the portion of operating costs recovered from external sources (fares, advertising, etc.).				
How Calculated: Total External Revenue / Gross Expenditures; based on actuals for 2017-2020 and year to date for 2021 (excludes Gas Tax funding).				

Staffing Overview

Program: Oakville Transit	2021 Approved FTE	2022 Adjustments and Reallocations	2022 Service Level Change	2022 Growth and Capital	2022 Total FTE	Net Change 2022 vs 2021
Transit Operations	169.7	(2.6)			167.1	(2.6)
Transit Planning & Support Services	8.0	(0.5)			7.5	(0.5)
Transit on Demand	26.4	3.4			29.8	3.4
Transit Fleet and Maintenance	34.1	(1.0)			33.1	(1.0)
Total Oakville Transit	238.2	(0.7)	0.0	0.0	237.5	(0.7)

Overall, total 2022 staff complement for the Oakville Transit program is 237.5, a decrease of 0.7 FTE. This decrease was due to positions being realigned to establish an On-Demand program to meet the needs of the changing ridership of Oakville's residents.

2022 Operating Budget Overview by Service

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
Oakville Transit											
Transit Operations	9,489,400	-3,578,700	71,500	5,982,200	-3,507,200	-37.0%		3,575,200	9,557,400	68,000	0.7%
Transit Planning & Support Services	1,004,000	44,700		1,048,700	44,700	4.5%		-9,100	1,039,600	35,600	3.5%
Transit On Demand	2,855,600	785,300		3,640,900	785,300	27.5%		-190,600	3,450,300	594,700	20.8%
Transit Fleet & Maintenance	14,817,300	834,400	1,200	15,652,900	835,600	5.6%		-411,900	15,241,000	423,700	2.9%
Total Oakville Transit	28,166,300	-1,914,300	72,700	26,324,700	-1,841,600	-6.5%		2,963,600	29,288,300	1,122,000	4.0%

The overall requested budget of Oakville Transit is \$29,288,300 resulting in an increase of \$1,122,000 or 4.0%. This includes \$2,963,600 for COVID impacts related primarily to a forecasted reduction in revenues as a result of the continued slow recovery of ridership to pre-COVID levels through to the end of 2022. Adjustments to the budget for fuel and taxi services are also included in the COVID impacts column to reflect the continued impact of the pandemic.

Oakville Transit program has a base budget decrease of \$1,841,600 or 6.5% over 2021. The base budget has inflationary increases in expenses; however the inflationary increase in revenue and revenue adjustments outweigh the expense increase resulting in a net decrease to the base budget. This also includes Capital and Growth impacts of \$72,700 which is related to facility and onboard WiFi and the ITS Infrastructure upgrade.

Transit Operations is the second largest component of the net budget at \$9.6 million and is comprised of costs to provide conventional service which is offset by the revenue generated from various Transit services.

Transit Planning & Support Services is comprised of costs associated with planning of all fixed route conventional transit services and co-ordination of office support for a net budget of \$1.0 million.

Transit On Demand is comprised of costs associated with providing on demand transit service, including specialized, and is approximately \$3.5 million in 2022.

Transit Fleet & Maintenance services makes up 52% of the 2022 overall net budget. Transit Fleet & Maintenance is responsible for the maintenance and state of good repair of the conventional and specialized transit fleet.

2022 Operating Budget Overview by Component

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
EXPENSES											
PERSONNEL SERVICES & BENEFITS	20,995,400	1,337,600		22,333,000	1,337,600	6.4%		22,333,000	1,337,600	6.4%	
MATERIALS & SUPPLIES	4,561,900	627,300		5,189,200	627,300	13.8%	-399,800	4,789,400	227,500	5.0%	
CAPITAL OUT OF OPERATIONS	6,100			6,100				6,100			
PURCHASED SERVICES	3,607,900	577,900	71,500	4,257,300	649,400	18.0%	-220,600	4,036,700	428,800	11.9%	
PAYMENTS & GRANTS	905,000	401,100		1,306,100	401,100	44.3%	-305,900	1,000,200	95,200	10.5%	
INTERNAL EXPENSES & TRANSFERS	4,658,000	-2,100	1,200	4,657,100	-900	-		4,657,100	-900	-	
Total EXPENSES	34,734,300	2,941,800	72,700	37,748,800	3,014,500	8.7%	-926,300	36,822,500	2,088,200	6.0%	
REVENUES											
EXTERNAL REVENUES	-4,469,100	-4,956,100		-9,425,200	-4,956,100	-110.9%	3,889,900	-5,535,300	-1,066,200	-23.9%	
INTERNAL RECOVERY & FUND TRSFS	-2,098,900	100,000		-1,998,900	100,000	4.8%		-1,998,900	100,000	4.8%	
Total REVENUES	-6,568,000	-4,856,100		-11,424,100	-4,856,100	-73.9%	3,889,900	-7,534,200	-966,200	-14.7%	
Total Oakville Transit	28,166,300	-1,914,300	72,700	26,324,700	-1,841,600	-6.5%	2,963,600	29,288,300	1,122,000	4.0%	

In 2022, the Oakville Transit program's total expenditures are \$36,822,500 and total revenues are \$7,534,200 resulting in a net budget of \$29,288,300. The net change from the prior year is \$1,122,000 or 4.0% primarily due to contractual obligations and a loss of revenue due to COVID-19. The main drivers are the following:

Personnel Services & Benefits make up 61% of the total expenditures and are the largest driver at \$22.3 million. The majority of the total FTEs are comprised of Transit drivers and mechanics to service the fleet. Personnel Services & Benefits have increased by \$1,337,600 primarily due to inflationary impacts.

Materials & Supplies make up 13% of the total expenditures and is the second largest driver at \$4.8 million. The increase of \$227,500 is primarily due to a budgeted increase of 10 cents in the price per litre of fuel which is partially offset by a reduction in fuel volume given the continued impact of COVID-19.

Purchased Services totals \$4.0 million and make up 11% of the total expenditures which is mainly comprised of contracted vehicle maintenance, contracted taxi services for specialized service, repairs and maintenance for the Transit facility, insurance and advertising. The increase of \$428,800 is primarily due to increases in insurance, capital impacts from the onboard WiFi and ITS Infrastructure upgrade, and taxi services.

Payments & Grants mainly consist of Transit facility property taxes, licenses and presto fare settlement fees. The increase of \$95,200 is primarily due to an increase in the presto fare settlement fee.

External Revenues makes up 73% of total revenues and is the largest revenue source which is comprised of all revenues related to fares, service fees, and passes sales. External Revenues have increased by \$1,066,200. This increase is due to a continued gradual and steady increase in anticipated ridership.

Internal Recovery & Fund Transfers make up 27% of total revenues and is the second largest revenue source. Internal Recovery & Fund Transfers has decreased by 4.8% due to the removal of a transfer from reserves that represented efficiencies anticipated from the new On Demand scheduling software.

2023 - 2024 Operating Budget Forecast

	2022 Requested Budget	2023 Requested Forecast	2022-2023 Change (%)	2024 Requested Forecast	2023-2024 Change (%)
Gross Expenditures by Service					
Oakville Transit					
Transit Operations	16,062,900	17,884,900	11.3%	18,582,300	3.9%
Transit Planning & Support Services	1,156,100	1,189,300	2.9%	1,214,500	2.1%
Transit On Demand	3,854,700	4,940,200	28.2%	5,200,300	5.3%
Transit Fleet & Maintenance	15,748,800	17,546,200	11.4%	18,069,700	3.0%
Total Gross Expenditures by Service	36,822,500	41,560,600	12.9%	43,066,800	3.6%
Tax Levy by Service					
Oakville Transit					
Transit Operations	9,557,400	7,304,600	-23.6%	7,814,100	7.0%
Transit Planning & Support Services	1,039,600	1,072,800	3.2%	1,098,000	2.3%
Transit On Demand	3,450,300	4,534,800	31.4%	4,793,900	5.7%
Transit Fleet & Maintenance	15,241,000	17,038,400	11.8%	17,561,900	3.1%
Total Tax Levy by Service	29,288,300	29,950,600	2.3%	31,267,900	4.4%
Gross Expenditures by Type					
Personnel Services & Benefits	22,333,000	24,894,000	11.5%	25,912,600	4.1%
Materials & Supplies	4,789,400	5,700,300	19.0%	5,922,800	3.9%
Capital out of Operations	6,100	6,200	1.6%	6,300	1.6%
Purchased Services	4,036,700	4,515,800	11.9%	4,639,900	2.7%
Payments & Grants	1,000,200	1,317,800	31.8%	1,322,700	0.4%
Internal Expenses & Transfers	4,657,100	5,126,500	10.1%	5,262,500	2.7%
Total Expenditures	36,822,500	41,560,600	12.9%	43,066,800	3.6%
Revenues by Type					
External Revenue	5,535,300	9,611,100	73.6%	9,800,000	2.0%
Internal Recoveries & Fund Trsfs	1,998,900	1,998,900	0.0%	1,998,900	0.0%
Total Revenues	7,534,200	11,610,000	54.1%	11,798,900	1.6%
Tax Levy	29,288,300	29,950,600	2.3%	31,267,900	4.4%

2023 - 2024 Budget Forecast Highlights

- The 2023 net budget is projected to increase by \$662,300 or 2.3%. The increase in 2023 is primarily as a result of operating impacts from capital, including additional bus drivers, for five specialized vehicle expansion buses and seven conventional buses to continue to service the community. Revenues in 2023 have been adjusted to pre-COVID ridership levels and there are no COVID-19 impacts budgeted.
- The 2024 net budget is projected to increase by \$1,317,300 or 4.4%. This includes operating impacts for one expansion specialized and two conventional buses. Revenues have also been adjusted for a 2% fee increase in 2023 and 2024.

2022 Recommended Capital Budget

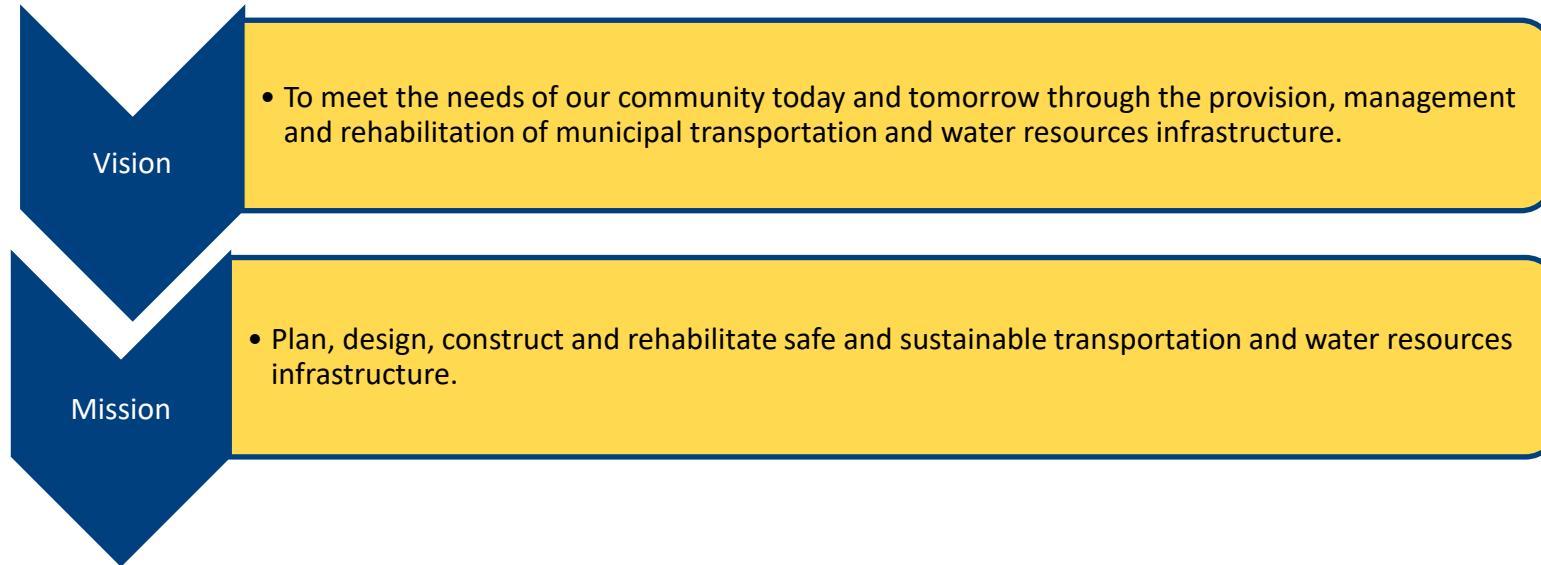
The 2022 capital budget ensures Transit fleet will be maintained in a state of good repair, with funds provided for vehicle refurbishments and replacements based on condition, along with new electric specialized and conventional buses. The recommended capital budget includes projects that have been submitted to the Investing in Canada Infrastructure Program (ICIP) – Public Transit Stream grant intake for the purchase of electric buses and to enhance/acquire new technology. The town's share of these projects is 26.67% with the additional funding coming from the Federal and Provincial governments. These projects will begin to green the transit fleet along with upgrading and acquiring technology that will improve the overall customer experience and efficiency of operations. The 2022 capital budget also includes funds to ensure land can be secured for the future Palermo Bus Terminal.

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2022	2022
54202101	Palermo Terminal	Growth	21,450,000	
54202201	Replacement Shelters	Infrastructure Renewal	216,500	
54202202	New Shelters	Growth	65,100	
54212201	Transit Air Circulation	Infrastructure Renewal	201,000	
54212202	Oakville Transit Lighting System	Infrastructure Renewal	103,000	
54212203	Transit Facility Equipment Replacement	Infrastructure Renewal	897,700	
54212204	Transit Facility Capital Repairs and Replacement	Infrastructure Renewal	142,000	
54412201	Major Vehicle Refurbishment	Infrastructure Renewal	1,507,000	
54412202	Electric Expansion Buses	Growth	4,822,000	
54412203	Specialized Electric Vehicle Replacement	Infrastructure Renewal	3,342,000	
54412204	Specialized Electric Vehicle Expansion	Growth	516,000	
54412205	Supervisory Vehicle Replacement	Infrastructure Renewal	122,200	
54412206	Electric Replacement Buses	Infrastructure Renewal	8,253,000	
54422201	Tablets - On-Demand Vehicles	Infrastructure Renewal	35,000	
TOTAL			41,672,500	

Program: Infrastructure Planning & Improvements

Program Based Budget

2022 - 2024



Program Services

The Infrastructure Planning and Improvements program provides:



2022 Program Key Initiatives



Livability

- Implement Midtown Implementation Strategy.



Engaged Community

- Continue to embed outreach and consultation in plan, strategy and project development.



Environment

- Initiate the implementation of the Town's Storm Water Master Plan.
- Delivery of riverine and shoreline improvement projects to protect people and property.



Mobility

- Complete major infrastructure and AT projects per 10 year capital.
- Ongoing coordination with Metrolinx for the Kerr and Burloak Grade Separations.
- Implement Neighbourhood Traffic Safety Program, including Automated Speed Enforcement cameras and the 40km/h speed limit on local and minor collector roads.
- Continue implementation of the Active Transportation Master Plan, including Crosstown Trail construction
- Initiate RFP for the Transportation Master Plan and Active Transportation Master Plan.

Key Performance Indicators

1. Percentage of gross operating budget

2017	2018	2019	2020	2021
1.6%	1.6%	1.6%	1.6%	1.6%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

2. Percentage of total FTEs

2017	2018	2019	2020	2021
1.7%	1.8%	1.8%	1.8%	1.5%
Why Important: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
How Calculated: Total program FTEs including part-time / Total town FTEs including part-time.				

3. Meters of bicycle paths and lanes per 100,000 population (ISO 37120 supporting indicator 18.7)

2017	2018	2019	2020	2021
103.87	109.84	109.95	114.85	121.00
Why Important: Provides a consistent comparator to other municipalities of varying sizes.				
How Calculated: The town's total inventory (in km) of all (bike trails, cycle lanes, multi-use trails and signed routes) divided by the current year population.				

4. Kilometers of active transportation implemented per year

2017	2018	2019	2020	2021
3.0km	19.5km	12.8km	17.8km	19.2km
Why Important: Monitors the success of implementation of the Active Transportation Master Plan				
How Calculated: Total length of new sidewalks, bike lanes, bike routes, and multiuse trails constructed per year, or total length of sidewalks, bike lanes, bike routes and multi-use trails constructed/total length of active transportation infrastructure (sidewalks, bike lanes, bike routes, multi-use trails) identified on the Active Transportation Master Plan network.				
Comment: Included within the 2021 totals are the Speers Road dedicated bike lanes from 3rd line to 4th line (2km km), bike lanes on Winston Park Boulevard (1.8km) and Bristol Circle (4.8km), 5.9km of multi-use trails and 2.1km of sidewalks				

5. Traffic control system performance (intersection level of service) at acceptable levels

2017	2018	2019	2020	2021
98.6%	98%	98.5%	N/A	N/A
<p>Why Important: Determines whether a signalized intersection is operating at acceptable levels of delay, on a scale of A to F. A location which is operating at LOS A, B, C or D is considered to have satisfactory operation with delays to motorists at acceptable levels (A-C) or reaching the upper limit of tolerable delays (D). When an intersection's LOS is found to be LOS E or F, its levels of delay are not acceptable to motorists.</p> <p>Note: Unable to calculate in 2020 due to COVID. In 2021, traffic volumes were still reduced due to COVID. No counts were conducted in 2021 to confirm LOS, but this KPI can be assumed to be 100% for 2021 due to reduced traffic volumes.</p>				
<p>How Calculated: Percentage of signalized intersections at Level of Service A – D.</p>				
<p>Comment: Information for 2020 and 2021 was not available because the traffic count program was suspended due to the reduced traffic volumes associated with COVID. Traffic counts are required in order to calculate the Level of Service.</p>				

Staffing Overview

Program: Infrastructure Planning & Improvements Services/Activities:	2021 Approved FTE	2022 Adjustments and Reallocations	2022 Service Level Change	2022 Growth and Capital	2022 Total FTE	Net Change 2022 vs 2021
Administration	2.0				2.0	0.0
Road Infrastructure Improvements	21.7				21.7	0.0
Road Corridor Management	6.4				6.4	0.0
Total Infrastructure Planning & Improvements	30.1	0.0	0.0	0.0	30.1	0.0

The 2022 staff complement for Infrastructure Planning and Improvements is 30.1 FTEs, there is no increase from 2021 to 2022.

2022 Operating Budget Overview by Service

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
Infrastructure Planning & Improvements											
Administration	488,700	20,400		509,100	20,400	4.2%			509,100	20,400	4.2%
Road Infrastructure Improvements	1,527,700	87,900		1,615,600	87,900	5.8%	895,000		2,510,600	982,900	64.3%
Road Corridor Management	350,900	-18,700		332,200	-18,700	-5.3%			332,200	-18,700	-5.3%
Total Infrastructure Planning & Improvements	2,367,300	89,600		2,456,900	89,600	3.8%	895,000		3,351,900	984,600	41.6%

In 2022, the Infrastructure Planning & Improvements budget increased by \$984,600 or 41.6% resulting in a net total budget of \$3,351,900 which reflects the costs for the overall management, coordination and implementation of engineering planning, design and construction of Oakville's transportation infrastructure.

Administration increased by \$20,400 which is primarily due to inflationary and contractual increases on personnel and higher insurance costs.

Road Infrastructure Improvements increased by \$982,900. This is largely due to the new Automated Speed Enforcement Program for the purchase and operation of 14 cameras which will be implemented in conjunction with the Provincial Administrative Monetary Penalties System in the summer of 2022. In addition, two contract positions are included to oversee the expanded scope of the Neighbourhood Traffic Safety Program as well funding to improve the communication strategy for the program. An FTE position has also been upgraded from an Engineering Design Tech to a Supervisor, Surveys and Construction. Inflationary and contractual increases on personnel and higher insurance costs have also been included.

Infrastructure Planning and Improvements

Road Corridor Management decreased by \$18,700 mainly due to the reversal of the 2021 COVID impact of \$20,000 for road cut permit revenue as well as an inflationary increase of \$5,000. Inflationary and contractual increases on personnel have also included.

2022 Operating Budget Overview by Component

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
EXPENSES											
PERSONNEL SERVICES & BENEFITS	3,621,900	113,800		3,735,700	113,800	3.1%	260,000		3,995,700	373,800	10.3%
MATERIALS & SUPPLIES	41,100	3,400		44,500	3,400	8.3%			44,500	3,400	8.3%
CAPITAL OUT OF OPERATIONS	5,100	-1,000		4,100	-1,000	-19.6%			4,100	-1,000	-19.6%
PURCHASED SERVICES	266,800	17,400		284,200	17,400	6.5%	635,000		919,200	652,400	244.5%
PAYMENTS & GRANTS	20,500	-900		19,600	-900	-4.4%			19,600	-900	-4.4%
INTERNAL EXPENSES & TRANSFERS	117,700	3,100		120,800	3,100	2.6%			120,800	3,100	2.6%
Total EXPENSES	4,073,100	135,800		4,208,900	135,800	3.3%	895,000		5,103,900	1,030,800	25.3%
REVENUES											
EXTERNAL REVENUES	-421,300	-26,500		-447,800	-26,500	-6.3%			-447,800	-26,500	-6.3%
INTERNAL RECOVERY & FUND TRSFS	-1,284,500	-19,700		-1,304,200	-19,700	-1.5%			-1,304,200	-19,700	-1.5%
Total REVENUES	-1,705,800	-46,200		-1,752,000	-46,200	-2.7%			-1,752,000	-46,200	-2.7%
Total Infrastructure Planning & Improvements	2,367,300	89,600		2,456,900	89,600	3.8%	895,000		3,351,900	984,600	41.6%

The Infrastructure Planning & Improvements program's total expenditures are \$5,103,900 and total revenues are \$1,752,000 resulting in a net budget of \$3,351,900. In 2022, the budget has increased by \$984,600 or 41.6%. The main drivers are highlighted below:

Personnel Services & Benefits is the largest cost component of the budget at \$4 million, representing 78% of the total gross expenditures. In 2022, personnel costs increased by \$373,800, primarily due to 2 additional contract positions which have been included to oversee the expanded scope of the Neighbourhood Traffic Safety Program. Inflationary and contractual increases on personnel as well as an FTE position that was upgraded from an Engineering Design Tech to a Supervisor, Surveys and Construction have also been included.

Materials & Supplies increased by \$3,400 largely due to an increase for gasoline in the Road Permitting business unit to bring it in line with actual expenditures.

Purchased Services increased by \$652,400 largely due to the new Automated Speed Enforcement Program in the amount of \$585,000 for the purchase and operation of 14 cameras which will be implemented in conjunction with the Provincial Administrative Monetary Penalties System in the summer of 2022. In addition, \$50,000 has been included to improve the communication strategy for the expanded scope of the Neighbourhood Traffic Safety Program.

External Revenues increased by \$26,500 or 6.3% primarily due to the reversal of the 2021 COVID impact of \$20,000 for road cut permit revenue as well as an inflationary increase of \$5,000.

Internal Recoveries & Fund Transfers which represents costs recovered from capital projects has increased by \$19,700 or 1.5% due to time allocated to capital projects as well as inflationary and contractual increases.

Infrastructure Planning and Improvements

2023 - 2024 Operating Budget Forecast

	2022 Requested Budget	2023 Requested Forecast	2022-2023 Change (%)	2024 Requested Forecast	2023-2024 Change (%)
Gross Expenditures by Service					
Infrastructure Planning & Improvements					
Administration	548,300	560,300	2.2%	572,400	2.2%
Road Infrastructure Improvements	3,777,700	4,135,100	9.5%	4,063,700	-1.7%
Road Corridor Management	777,900	793,200	2.0%	808,800	2.0%
Total Gross Expenditures by Service	5,103,900	5,488,600	7.5%	5,444,900	-0.8%
Tax Levy by Service					
Infrastructure Planning & Improvements					
Administration	509,100	520,400	2.2%	531,700	2.2%
Road Infrastructure Improvements	2,510,600	2,842,500	13.2%	2,745,300	-3.4%
Road Corridor Management	332,200	338,700	2.0%	345,300	1.9%
Total Tax Levy by Service	3,351,900	3,701,600	10.4%	3,622,300	-2.1%
Gross Expenditures by Type					
Personnel Services & Benefits	3,995,700	4,072,400	1.9%	3,890,700	-4.5%
Materials & Supplies	44,500	45,300	1.8%	46,100	1.8%
Capital out of Operations	4,100	4,200	2.4%	4,300	2.4%
Purchased Services	919,200	1,224,600	33.2%	1,360,000	11.1%
Payments & Grants	19,600	19,900	1.5%	20,200	1.5%
Internal Expenses & Transfers	120,800	122,200	1.2%	123,600	1.1%
Total Expenditures	5,103,900	5,488,600	7.5%	5,444,900	-0.8%
Revenues by Type					
External Revenue	447,800	456,600	2.0%	465,600	2.0%
Internal Recoveries & Fund Trsfs	1,304,200	1,330,400	2.0%	1,357,000	2.0%
Total Revenues	1,752,000	1,787,000	2.0%	1,822,600	2.0%
Tax Levy	3,351,900	3,701,600	10.4%	3,622,300	-2.1%

2023 - 2024 Budget Forecast Highlights

- The 2023 net budget is projected to increase by 10.4% or \$349,700 and reflects inflationary increases to the cost of delivering services.
- The 2024 net budget is projected to decrease by 2.1% or \$79,300 and reflects inflationary increases to the cost of delivering services.

Infrastructure Planning and Improvements

2022 Recommended Capital Budget

Projects include detailed design, land acquisitions and utility relocations for future widening of Speers Road, design of North Service Road Widening and Wyecroft Road Widening, and the construction of new traffic control signals and pedestrian crossovers. The 2022 recommended capital budget also includes projects associated with the Neighbourhood Traffic Safety Program, such as the traffic calming program. Also included is the road resurfacing and preservation program, replacement of St. Jude's Cemetery culvert, and design/construction of storm sewer systems.

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2022	2022
53111901	Transportation Master Plan Update	Growth	1,407,000	
53112201	Transportation and Engineering Cap. Repl.	Infrastructure Renewal	25,000	
53112202	Traffic Bylaw Review and Update	Infrastructure Renewal	101,000	
53112203	Development Engineering Permit Process Review	Strategic Priorities	150,000	
53311006	Sixth Line Urbanization and Widening w/AT - North Park to William Halton Parkway	Growth	22,462,000	41,300
53311502	North Service Rd Urbanization and Widening w/AT - Eighth Line to 1 km East of Invicta Dr	Growth	2,337,100	
53311603	Cross Avenue Realignment - Argus Rd to South Service Rd	Growth	842,000	
53311713	Speers Rd Widening & AT - Fourth Line to Dorval Drive	Growth	21,677,000	26,800
53311914	North Service Road Widening & AT - 3rd Line to 4th Line - Design	Growth	482,000	
53312005	Khalsa Gate Urbanization and Streetscape w/AT - Dundas St to Pine Glen Rd	Strategic Priorities	1,201,000	
53312008	Khalsa Gate Urbanization and Streetscape w/AT - Pine Glen Rd to South Limit	Strategic Priorities	1,738,000	7,400
53312107	Chartwell Road EA Study - South Service Road to Cornwall Road	Growth	251,000	
53312111	Signal Optimization Program	Growth	201,100	
53312112	Wyecroft Road Widening & AT - Bronte Road to 3rd Line - Design	Growth	520,000	
53312202	Lakeshore Rd Improvements w/AT - Mississauga St to Dorval Dr - Design	Growth	5,083,000	
53312209	QEW Royal Windsor Drive Interchange w/AT	Growth	302,100	
53321601	Bridge Rd Urbanization - Sherin Dr to Lee's Ln	Infrastructure Renewal	8,049,000	7,700
53322004	Invicta Dr Urbanization - North Service Rd to North Limit	Infrastructure Renewal	433,000	
53322204	York St and Wallace Rd Reconstruction and Urbanization	Infrastructure Renewal	270,000	
53322205	Reynolds St Streetscape Design	Infrastructure Renewal	251,000	
53322206	Lyons Lane Reconstruction	Infrastructure Renewal	401,000	
53332001	Road Safety Program	Infrastructure Renewal	50,000	
53332101	Road Resurfacing and Preservation Program	Infrastructure Renewal	9,045,000	
53342101	Lakeshore Road Multi-use Pathway - Morrison to Winston Churchill Blvd - Design	Growth	193,000	
53342105	ATMP - Active Transportation Studies	Growth	211,000	
53342107	ATMP - Active Transportation Initiatives	Growth	322,000	
53342108	ATMP Cycle Lanes, Pathways etc.	Growth	279,000	6,800

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2022	2022
53342202	Upper Middle Rd MUP Rehabilitation - Trafalgar Rd to Sixth Line	Infrastructure Renewal	80,000	
53342203	Midtown QEW AT West Crossing	Growth	585,000	
53342204	New Sidewalk Allocation	Growth	251,000	
53361902	RWD @ Metrolinx Bridge Rehab	Infrastructure Renewal	2,255,000	
53362102	South Service Rd Bridge Rehabilitation at Joshua's Creek	Infrastructure Renewal	150,000	
53362103	Bridge Rd Bridge Rehabilitation and Widening w/AT at Fourteen Mile Creek	Infrastructure Renewal	1,392,000	
53362104	St. Judes Cemetery Culvert Replacement - Construction	Infrastructure Renewal	1,726,000	
53362201	Bridge and Culvert Rehabilitation	Infrastructure Renewal	327,000	
53371810	Munn's Creek, Reaches 33-35 - Creek Erosion - Phase 2 Construction	Infrastructure Renewal	968,000	
53372009	North Oakville Creek Monitoring Program	Growth	80,400	
53372204	Shorewood Promenade Rehabilitation	Infrastructure Renewal	271,000	
53372206	Shell Park Shoreline Rehabilitation	Infrastructure Renewal	1,000,000	
53372207	Dingle Shoreline Rehabilitation	Infrastructure Renewal	126,000	
53382102	Westminster Drive Storm Sewer - Hixon Street to Lakeshore Road - Construction	Infrastructure Renewal	1,104,000	900
53382103	Woodhaven Park Dr Storm Sewer - Savoy Cr to Lake Ontario	Infrastructure Renewal	307,000	
53411801	Traffic Signal Construction Program - Design and Construction	Growth	500,000	
53411902	Traffic Calming Program - Design and Construction	Strategic Priorities	100,500	
53412203	Truth and Reconciliation Crosswalk	Strategic Priorities	18,000	
53412204	Neighbourhood Traffic Safety Program	Strategic Priorities	210,000	
TOTAL			89,734,200	90,900

Program: Parking

Program Based Budget

2022 - 2024

Vision

- To provide municipal parking operations for residents and businesses with practices that contribute and complement the “livability” of the entire Oakville community.

Mission

- To effectively plan, deliver and manage municipal parking strategy and business/field operations (infrastructure, services, enforcement) for the residents and businesses of Oakville in a financially self-supporting manner, and with a customer service focus.

Program Services

The Parking program delivers the following services:



2022 Program Key Initiatives



Livability

- Review systems and programs to improve efficiencies and technologies of service delivery.



Engaged Community

- Liaise with commercial BIA's with regard to commercial parking programs and services.



Accountable Government

- Inform the Parking Management Strategy
- Assess, rehabilitate and replace parking system infrastructure that optimizes life cycle costing, public safety and customer convenience.



Environment

- Continue to implement public electric vehicle charging stations.



Mobility

- Implement a parking management system to assist members of the public with finding available parking in downtown Oakville.

Key Performance Indicators

1. Percentage of gross operating budget

2017	2018	2019	2020	2021
1.5%	1.4%	1.5%	1.4%	1.9%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

2. Percentage of total FTEs

2017	2018	2019	2020	2021
1.2%	1.2%	1.3%	1.3%	1.2%
Why Important: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
How Calculated: Total program FTEs including part-time / Total town FTEs including part-time.				

3. Utilization rate of parking spaces by Commercial District

2017	2018	2019	2020	2021
N/A	N/A (no survey in 2018)	N/A (no survey in 2019)	N/A (no survey in 2020 due to COVID)	N/A (no survey in 2021, as of Aug. 31/21)
Why Important: Assesses the available parking in the commercial districts.				
How Calculated: From parking utilization surveys Downtown Oakville /Kerr Village.				

4. Percentage of tickets paid and not disputed

2017	2018	2019	2020	2021
91%	91%	91%	91%	90% (As of Aug. 31/21)
Why Important: Assesses the quality of the tickets.				
How Calculated: Total tickets issued – number of tickets at early resolution and court/total tickets issued.				

5. Percentage of tickets resolved during facilitation sessions

2017	2018	2019	2020	2021
99.5%	99.2%	99.2%	99.6%	99.5% (As of Aug. 31/21)
Why Important: Assesses the value and success of the program.				
How Calculated: Total number of tickets resolved/Total number of tickets at early resolution.				

Staffing Overview

Program: Parking	2021 Approved FTE	2022 Adjustments and Reallocations	2022 Service Level Change	2022 Growth and Capital	2022 Total FTE	Net Change 2022 vs 2021
Commercial District Parking	2.3				2.3	0.0
Parking Operations and Enforcement	18.7	0.7			19.4	0.7
Total Parking	21.0	0.7	0.0	0.0	21.7	0.7

For 2022, Parking complement has increased by 0.7 FTE to 21.7 FTE. The changes to complement are due to the reallocation of 0.7 part-time FTE from Municipal Enforcement to Parking.

2022 Operating Budget Overview by Service

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
Parking											
Commercial District Parking	-273,200	-271,800	17,400	-527,600	-254,400	-93.1%		30,500	-497,100	-223,900	-82.0%
Parking Operations and Enforcement	750,800	-543,900	600	207,500	-543,300	-72.4%		289,600	497,100	-253,700	-33.8%
Total Parking	477,600	-815,700	18,000	-320,100	-797,700	-167.0%		320,100		-477,600	-100.0%

The 2022 Parking program decreased by \$477,600 resulting in a net budget of \$0.

Commercial District Parking has decreased by \$223,900 primarily due to additional permit and parking lot revenue anticipated in 2022 based on new assumptions for the impact from COVID-19. This net decrease has been partially offset by inflationary increases in salary and benefits and small reductions to utilities, security services and office equipment supplies.

Parking Operations and Enforcement has decreased by \$253,700 primarily due to additional fine, permit, and administrative fee revenue based on new assumptions for the impact from COVID-19. In addition, the budget for the eight temporary Mobile Compliance Officers added in 2021 is partially removed as four will continue on as temporary Mobile Compliance Officers and will be funded by Municipal Enforcement through internal expenses resulting in a net zero impact to the Parking program.

2022 Operating Budget Overview by Component

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	\$ Change from 2021	% Change from 2021	2022 Service Level Change	2022 COVID Impacts	2022 Requested Budget	\$ Change from 2021	% Change from 2021
EXPENSES											
PERSONNEL SERVICES & BENEFITS	3,217,700	-655,100		2,562,600	-655,100	-20.4%		450,800	3,013,400	-204,300	-6.3%
MATERIALS & SUPPLIES	268,600	-49,100		219,500	-49,100	-18.3%			219,500	-49,100	-18.3%
CAPITAL OUT OF OPERATIONS			17,400	17,400	17,400				17,400	17,400	
PURCHASED SERVICES	606,000	-58,500	600	548,100	-57,900	-9.6%		29,200	577,300	-28,700	-4.7%
PAYMENTS & GRANTS	553,100	-6,300		546,800	-6,300	-1.1%			546,800	-6,300	-1.1%
INTERNAL EXPENSES & TRANSFERS	1,212,000	18,900		1,230,900	18,900	1.6%			1,230,900	18,900	1.6%
Total EXPENSES	5,857,400	-750,100	18,000	5,125,300	-732,100	-12.5%		480,000	5,605,300	-252,100	-4.3%
REVENUES											
EXTERNAL REVENUES	-3,602,500	-1,122,400		-4,724,900	-1,122,400	-31.2%		320,100	-4,404,800	-802,300	-22.3%
INTERNAL RECOVERY & FUND TRSFS	-1,777,300	1,056,800		-720,500	1,056,800	59.5%		-480,000	-1,200,500	576,800	32.5%
Total REVENUES	-5,379,800	-65,600		-5,445,400	-65,600	-1.2%		-159,900	-5,605,300	-225,500	-4.2%
Total Parking	477,600	-815,700	18,000	-320,100	-797,700	-167.0%		320,100		-477,600	-100.0%

The Parking program's total direct operating expenditures are \$5,605,300 and anticipated revenues are \$5,605,300. Overall program changes are described below.

Personnel Services & Benefits is the largest cost component at \$3.0 million representing 54% of the gross expenditures. In 2022, personnel costs have decreased by \$204,300 primarily due to the reduction of temporary Mobile Compliance Officers from eight to four. These are fully recovered from the Municipal Enforcement program through internal recoveries. Also included are contractual increases to wages and benefits, and the reallocation of part-time hours from Municipal Enforcement.

Materials & Supplies has decreased by \$49,100, as a result of decreases to hydro, gas and office equipment supplies.

Capital out of Operation totals \$17,400. This includes an operating impact for the specialized equipment related to Smart City Initiatives.

Internal Expenses & Transfer comprises \$1.2 million or 22% of the gross budget. The increase of \$18,900 is due to inflationary adjustments made to internal labour charges and adjustments made to winter control costs.

External Revenue represents 78% of the total revenue and has increased by \$802,300. This increase in revenue is due to increases to permit, fine and service fee revenue based on new assumptions for the impact from COVID-19.

Internal Recovery & Fund Transfers has decreased by \$576,800. This net decrease is due to a reduced transfer from the Parking reserve fund required to zero balance the program and the decrease to internal recoveries from Municipal Enforcement for the temporary Mobile Compliance Officers which have been reduced from eight to four.

Parking

2023 - 2024 Operating Budget Forecast

	2022 Requested Budget	2023 Requested Forecast	2022-2023 Change (%)	2024 Requested Forecast	2023-2024 Change (%)
Gross Expenditures by Service					
Parking					
Commercial District Parking	1,541,200	1,554,400	0.9%	1,567,900	0.9%
Parking Operations and Enforcement	4,064,100	3,690,500	-9.2%	3,803,100	3.1%
Total Gross Expenditures by Service	5,605,300	5,244,900	-6.4%	5,371,000	2.4%
Tax Levy by Service					
Parking					
Commercial District Parking	-497,100	-555,300	-11.7%	-584,000	-5.2%
Parking Operations and Enforcement	497,100	555,300	11.7%	584,000	5.2%
Total Tax Levy by Service	0	0	0.0%	0	0.0%
Gross Expenditures by Type					
Personnel Services & Benefits	3,013,400	2,615,000	-13.2%	2,687,600	2.8%
Materials & Supplies	219,500	224,400	2.2%	230,000	2.5%
Capital out of Operations	17,400	17,700	1.7%	18,100	2.3%
Purchased Services	577,300	562,600	-2.5%	592,600	5.3%
Payments & Grants	546,800	546,800	0.0%	546,800	0.0%
Internal Expenses & Transfers	1,230,900	1,278,400	3.9%	1,295,900	1.4%
Total Expenditures	5,605,300	5,244,900	-6.4%	5,371,000	2.4%
Revenues by Type					
External Revenue	4,404,800	4,821,500	9.5%	4,934,600	2.3%
Internal Recoveries & Fund Trsf	1,200,500	423,400	-64.7%	436,400	3.1%
Total Revenues	5,605,300	5,244,900	-6.4%	5,371,000	2.4%
Tax Levy	0	0	0.0%	0	0.0%

Parking

2023 - 2024 Budget Forecast Highlights

- The 2023 and 2024 net budget is projected to have no change.
- Although 2023 and 2024 have changes in expenditures and revenues due inflationary adjustments, contractual obligations and COVID reversals, the transfer from reserves has also been changed to offset these adjustments.

2022 Recommended Capital Budget

The capital budget provides funds to maintain and replace parking assets including lots, the parking garage, on street and lot parking equipment and vehicles. Enhancements to the parking software system are planned, as well as an additional license plate recognition system.

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2022	2022
53512002	Parking Garage - Rehab - FCM	Enterprise Initiatives	155,000	
53512104	AIMS Parking System Enhancements	Enterprise Initiatives	55,300	
53512105	Parking - Minor repairs	Enterprise Initiatives	5,000	
53512106	Lot Maintenance and Repair	Enterprise Initiatives	15,000	
53512201	Annual Parking Utilization	Enterprise Initiatives	30,000	
53521905	Replacement of on Street Parking Equipment	Enterprise Initiatives	15,000	
53522001	Replace Handhelds and Software	Enterprise Initiatives	15,000	
53522204	Additional License Plate Recognition	Enterprise Initiatives	186,900	600
TOTAL			477,200	600

Program: Corporate Revenue and Expenses

Program Based Budget

2022 - 2024

Vision

- The Corporate Revenue and Expenses program pertains to the town operations as a whole and includes all revenues and expenditures not identified with specific programs

Key Initiatives

- The Corporate and Financial Expenses service pertains to town operations as a whole or relating to financing costs versus operating costs. They are not directly identified with specific programs, but are recorded and reported as town expenditures.
- The Town Revenue service pertains to town operations as a whole and includes all revenues not identified as a revenue stream or as cost recoveries within specific programs.

Program Services

The Corporate Revenue and Expenses program provides activities through the following services:



2022-2024 Operating Budget Overview by Component

	2021 Restated Budget	2022 Inflation and Adjustments	2022 Capital and Growth Impacts	2022 Base Budget	2022 Service Level Change	2022 COVID Impacts	2022 Approved Budget	\$ Change from 2021	% Change from 2021	2023 Requested Forecast	2022-2023 Change (%)	2024 Requested Forecast	2023-2024 Change (%)
Corporate Expenses													
Personnel Services & Benefits	167,600	23,200	0	190,800	0	0	190,800	23,200	13.8%	210,800	10.5%	231,200	9.7%
Materials & Supplies	5,000	0	0	5,000	0	0	5,000	0	0.0%	5,100	2.0%	5,200	2.0%
Purchased Services	2,520,400	12,300	0	2,532,700	0	0	2,532,700	12,300	0.5%	2,583,500	2.0%	2,635,100	2.0%
Payments & Grants	11,357,700	-4,104,800	0	7,252,900	0	0	7,252,900	-4,104,800	-36.1%	7,228,600	-0.3%	6,925,000	-4.2%
Internal Expenses & Transfers	67,009,500	3,678,400	0	70,687,900	0	0	70,687,900	3,678,400	5.5%	69,264,900	-2.0%	71,808,900	3.7%
Total Corporate Expenses	81,060,200	-390,900	0	80,669,300	0	0	80,669,300	-390,900	-0.5%	79,292,900	-1.7%	81,605,400	2.9%
Corporate Revenue													
Taxation	215,442,700	6,694,100	0	222,136,800	0	0	222,136,800	6,694,100	3.1%	231,464,200	4.2%	240,900,100	4.1%
Supplementary Taxes	1,250,000	0	0	1,250,000	0	0	1,250,000	0	0.0%	1,250,000	0.0%	1,250,000	0.0%
Payments-in-lieu of Tax	4,474,700	0	0	4,474,700	0	0	4,474,700	0	0.0%	4,474,700	0.0%	4,474,700	0.0%
POA Halton Court Fines	976,000	-146,000	0	830,000	360,000	0	1,190,000	214,000	21.9%	1,206,600	1.4%	1,223,500	1.4%
Penalties & Interest on Tax	3,000,000	300,000	0	3,300,000	0	0	3,300,000	300,000	10.0%	3,366,000	2.0%	3,433,300	2.0%
Interest Income	16,521,700	-23,500	0	16,498,200	0	0	16,498,200	-23,500	-0.1%	16,473,700	-0.1%	16,447,900	-0.2%
Hydro Dividend	6,100,000	0	0	6,100,000	0	0	6,100,000	0	0.0%	6,100,000	0.0%	6,100,000	0.0%
Government Support for COVID-19 impacts	0	0	0	0	0	5,694,400	5,694,400	5,694,400	0.0%	0	-100.0%	0	0.0%
Fund Transfers	14,780,900	-7,344,100	2,400	7,439,200	0	0	7,439,200	-7,341,700	-49.7%	7,494,500	0.7%	7,547,300	0.7%
Internal Recoveries and Other	7,506,900	146,500	0	7,653,400	0	0	7,653,400	146,500	2.0%	7,785,300	1.7%	7,919,400	1.7%
Total Corporate Revenue	270,052,900	-373,000	2,400	269,682,300	360,000	5,694,400	275,736,700	5,683,800	2.1%	279,615,000	1.4%	289,296,200	3.5%

Corporate Expenses have decreased by \$390,900 or 0.5% from 2021 to 2022. This is primarily due to a reduction in debt charges as the final payment for the Sixteen Mile facility was made in 2021. This reduction is partially offset by the 1% capital levy increase for 2022 as well as the 1% capital levy increase which was waived in 2021 as a mitigation measure in order to help offset COVID-19 impacts.

Corporate Revenue has increased by \$5,683,800 or 2.1% from 2021 to 2022. This is primarily due to the increase in the tax levy of \$6.7 million as well as Government Support funding of \$5.7 million which is budgeted as an interim measure in order to offset the COVID-19 impacts in 2022. These increases are partially offset by the removal of \$3.4 million in Tax Stabilization funding which was budgeted for 2021 as a mitigation measure in order to offset COVID-19 impacts as well as the removal of transfers from development charge reserve funds for the Sixteen Mile facility debt charges which are now paid off.

Corporate Revenue and Expenses

Appendix I

Schedule of Full Time Equivalent Complement

Summary of Total 2022 FTEs by Program

Program	Full-time Restated	Part-time Restated	Reallocations and Adjustments	Service Level Change	Capital Impact and Growth	Total
Political Governance	9.0	0.3	-	-	-	9.3
Administrative Executive Management	13.0	-	(1.0)	-	-	12.0
Strategy, Policy and Communications	25.0	3.9	-	-	-	28.9
Economic Development	5.0	-	(1.0)	-	-	4.0
Human Resources	16.0	0.1	-	-	-	16.1
Regulatory Services	6.0	0.3	-	-	-	6.3
Municipal Enforcement Services	11.5	1.0	(0.7)	-	-	11.8
Corporate Asset Management	13.0	-	-	-	-	13.0
Financial Services	50.0	1.6	-	-	-	51.6
Legal Services	8.6	1.1	-	0.2	-	9.9
Information Technology Solutions	53.0	4.1	-	1.0	-	58.1
Facilities and Construction Management	20.0	1.0	-	-	1.0	22.0
Emergency Services	250.0	-	0.3	-	-	250.3
Recreation and Culture Services	149.0	218.7	(0.3)	-	1.6	369.0
Parks & Open Spaces	81.1	79.7	(0.2)	-	3.4	163.9
Cemeteries	3.7	1.7	-	-	-	5.4
Harbours	10.0	9.0	-	-	-	19.0
Infrastructure Maintenance	99.3	40.0	-	1.0	-	140.3
Infrastructure Planning & Improvements	26.8	3.4	-	-	-	30.1
Parking	20.2	0.9	0.7	-	-	21.7
Oakville Transit	214.0	24.2	(0.6)	-	-	237.5
Strategic Business Support	10.0	-	-	-	-	10.0
Building Services	42.1	1.5	0.0	1.0	-	44.5
Planning Services	30.0	-	-	(1.0)	-	29.0
Development Services	24.0	1.5	-	-	-	25.5
Other	1.0	-	2.0	-	-	3.0
Total - Town	1,191.1	393.9	(0.9)	2.2	6.0	1,592.3
Library Services	53.0	56.6	(1.0)	-	(0.3)	108.3
Forestry Temporary Arborists	2.0	-	-	-	-	2.0
Building Temporary Positions	4.0	-	-	-	-	4.0
Consolidated Total	1,250.1	450.6	(1.9)	2.2	5.7	1,706.6

Schedule of Continuous Full-time Positions

Program	2020 Restated	2021 Restated	2022	Reallocations and Adjustments	Service Level Change	Capital Impact and Growth	2022 Proposed FTE
Political Governance	11.5	9.0	9.0	-	-	-	9.0
Administrative Executive Management	10.0	13.0	13.0	(1.0)	-	-	12.0
Service Oakville	9.0	-	-	-	-	-	-
Strategy, Policy and Communications	13.0	25.0	25.0	-	-	-	25.0
Economic Development	4.0	5.0	5.0	(1.0)	-	-	4.0
Human Resources	16.0	16.0	16.0	-	-	-	16.0
Regulatory Services	5.5	6.0	6.0	-	-	-	6.0
Municipal Enforcement Services	11.5	11.5	11.5	-	-	-	11.5
Corporate Asset Management	6.0	13.0	13.0	-	-	-	13.0
Financial Services	51.0	50.0	50.0	-	-	-	50.0
Legal Services	8.6	8.6	8.6	-	-	-	8.6
Information Technology Solutions	54.0	53.0	53.0	-	1.0	-	54.0
Facilities and Construction Management	20.0	20.0	20.0	-	-	1.0	21.0
Emergency Services	250.0	250.0	250.0	-	-	-	250.0
Recreation and Culture Services	150.0	149.0	149.0	-	-	-	149.0
Parks & Open Spaces	81.1	81.1	81.1	-	-	-	81.1
Cemeteries	3.7	3.7	3.7	-	-	-	3.7
Harbours	5.0	10.0	10.0	-	-	-	10.0
Infrastructure Maintenance	99.3	99.3	99.3	-	1.0	-	100.3
Infrastructure Planning & Improvements	25.6	26.8	26.8	-	-	-	26.8
Parking	20.4	20.2	20.2	-	-	-	20.2
Oakville Transit	214.0	214.0	214.0	(2.0)	-	-	212.0
Strategic Business Support	10.0	10.0	10.0	-	-	-	10.0
Building Services	41.8	42.0	42.0	-	1.0	-	43.0
Planning Services	29.5	30.0	30.0	-	(1.0)	-	29.0
Development Services	25.7	24.0	24.0	-	-	-	24.0
Other	5.0	1.0	1.0	2.0	-	-	3.0
Total - Town	1,181.0	1,191.0	1,191.0	(2.0)	2.0	1.0	1,192.0
Library Services	52.0	53.0	53.0	1.0	-	-	54.0
Forestry Temporary Arborists	2.0	2.0	2.0	-	-	-	2.0
Building Temporary Positions	4.0	4.0	4.0	-	-	-	4.0
Consolidated Total	1,239.0	1,250.0	1,250.0	(1.0)	2.0	1.0	1,252.0

Schedule of Seasonal and Part-time Staff Stated as Full-time Equivalents

Program	2020 Restated	2021 Restated	2022	Reallocations and Adjustments	Service Level Change	Capital Impact and Growth	2022 Proposed FTE
Political Governance	0.3	0.3	0.3	-	-	-	0.3
Administrative Executive Management	-	-	-	-	-	-	-
Service Oakville	2.8	-	-	-	-	-	-
Strategy, Policy and Communications	1.0	3.9	3.9	-	-	-	3.9
Economic Development	-	-	-	-	-	-	-
Human Resources	0.1	0.1	0.1	-	-	-	0.1
Regulatory Services	0.3	0.3	0.3	-	-	-	0.3
Municipal Enforcement Services	1.0	1.0	1.0	(0.7)	-	-	0.3
Corporate Asset Management	-	-	-	-	-	-	-
Financial Services	1.1	1.6	1.6	-	-	-	1.6
Legal Services	1.1	1.1	1.1	-	0.2	-	1.3
Information Technology Solutions	4.1	4.1	4.1	-	-	-	4.1
Facilities and Construction Management	1.0	1.0	1.0	-	-	-	1.0
Emergency Services	-	-	-	0.3	-	-	0.3
Recreation Services	206.5	218.7	218.7	(0.3)	-	1.6	220.0
Parks & Open Spaces	77.8	79.7	79.7	(0.2)	-	3.4	82.9
Cemeteries	1.7	1.7	1.7	-	-	-	1.7
Harbours	4.3	9.0	9.0	-	-	-	9.0
Infrastructure Maintenance	39.3	40.0	40.0	-	-	-	40.0
Infrastructure Planning & Improvements	3.4	3.4	3.4	-	-	-	3.4
Parking	0.9	0.9	0.9	0.7	-	-	1.6
Oakville Transit	21.3	24.2	24.2	1.4	-	-	25.5
Strategic Business Support	-	-	-	-	-	-	-
Building Services	1.5	1.5	1.5	-	-	-	1.5
Planning Services	-	-	-	-	-	-	-
Development Services	1.5	1.5	1.5	-	-	-	1.5
Other	-	-	-	-	-	-	-
Total - Town	371.0	394.0	394.0	1.1	0.2	5.0	400.3
Library Services	59.0	56.6	56.6	(2.0)	-	(0.3)	54.3
Consolidated Total	430.0	450.6	450.6	(0.9)	0.2	4.7	454.6

Appendix II

Schedule of Reserves, Reserve Funds and Debt

2022 Projected Reserves, Reserve Funds Balance (\$ Millions)

Reserve/Reserve Fund	Projected 2021 Ending Balance	2022 Activity					Interest	Projected 2022 Ending Balance
		Transfers to/(from) Reserve from Operating	Capital Commitments ¹	Development Charges/ Revenues	Debt Financing	Total		
Obligatory Reserve Funds:								
Development Charges	147.8	-	(158.6)	56.6	26.0	71.8	3.8	75.6
Parkland	61.4	-	(4.0)	10.0	-	67.3	1.6	68.9
CCBF ² /Ontario Gas Tax	28.7	(1.9)	(31.5)	9.0	-	4.3	0.4	4.7
sub-total	237.9	(1.9)	(194.1)	75.6	26.0	143.4	5.8	149.2
Discretionary Reserve Funds:								
Town Building Replacement	18.0	4.2	(6.5)	-	-	15.6	0.4	16.1
Parking	1.7	(0.3)	(0.4)	-	-	1.0	0.0	1.0
Harbours	(6.2)	0.2	(1.3)	-	-	(7.3)	-	(7.3)
Employment Liability	23.9	0.7	-	-	-	24.6	0.6	25.2
Bonus Zoning	2.9	-	-	1.8	-	4.8	0.1	4.9
Other	0.2	-	-	-	-	0.2	0.0	0.3
sub-total	40.5	4.8	(8.3)	1.8	-	38.9	1.2	40.0
Total Reserve Funds	278.4	2.8	(202.4)	77.5	26.0	182.3	6.9	189.2
Town Reserves:								
Operational Reserves ³	34.4	2.3	(0.7)	-	-	36.1	-	36.1
Equipment Reserves	21.1	9.2	(11.6)	-	-	18.8	0.5	19.3
Capital Reserves	99.9	14.7	(27.8)	14.0	-	100.9	2.5	103.4
Stabilization Reserves	73.8	4.3	(0.1)	-	-	78.0	-	78.0
Total Reserves	229.3	30.5	(40.1)	14.0	-	233.7	3.0	236.7
Total Reserves, Reserve Funds	507.7	33.3	(242.5)	91.5	26.0	416.0	9.9	425.9

* Note: Schedule may not add due to rounding

1) The Capital Commitments for Development Charges, Parkland and CCBF/Gas Tax include all commitments from prior year approved budgets.

2) Canada Community-Building Fund (CCBF), formerly known as Federal Gas Tax

3) The balance for Operational reserves includes preliminary estimated 2021 surplus based on Q2 projections.

Schedule of Reserves, Reserve Funds and Debt

2022 Projected Outstanding Debt Principal (\$ '000s)

	2021 Outstanding Debt	2022 Proposed Debt	2022 Debt Principal Payment	2022 Projected Outstanding Debt
Tax Levy Supported Debt:				
Roads	4,709	-	499	4,210
LED Streetlight Conversion	7,440	-	1,058	6,382
Transit	371	-	183	188
Parks and Pier Rehab	175	-	86	88
sub-total	\$ 12,695	\$ -	\$ 1,827	\$ 10,868
Self Supported Debt:				
Harbours	2,248	-	286	1,962
Development (North Park Facility)	-	26,000	-	26,000
Pine Glen Soccer Club	5,171	-	506	4,666
sub-total	\$ 7,420	\$ 26,000	\$ 792	\$ 32,628
Hospital Debt:				
Oakville Trafalgar Memorial Hospital ¹	78,177	-	2,201	75,976
sub-total	\$ 78,177	\$ -	\$ 2,201	\$ 75,976
TOTAL	\$ 98,292	\$ 26,000	\$ 4,819	\$ 119,473

1) Debt Principal Payment for Oakville Trafalgar Memorial Hospital reflects the contribution to the sinking fund.