

# Executive Summary

The 2018 Budget Discussion Document presents the proposed 2018 operating budget, 2019-2020 forecasts and the 2018 Capital Budget for the Town of Oakville. The document represents the outcome of the 2018 staff budget process, presenting the budget recommended by staff, for public comment and the review and approval of the Budget Committee and Council.

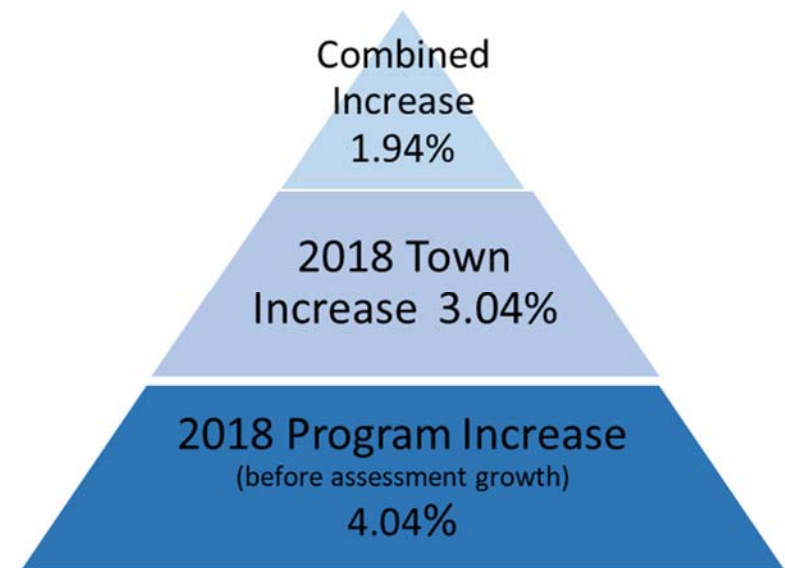
As in prior years, the 2018 budget has been prepared using a performance based program based budgeting (PB2) methodology. PB2 focuses on programs rather than departments and traditional line item budgeting. Emphasis is on the allocation of resources to programs based on desired outcomes and measurement of actual program results against expected outcomes. Performance measures are included in the budget document for all town programs.

Overall, the 2018 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 2018 budget has been prepared in accordance with Council direction to prepare the budget with an overall property tax increase in line with inflation.

The total proposed 2018 tax increase to the town's budget net of assessment growth is 3.04%. When combined with the proposed increase for the Region and Education the overall tax increase is 1.94%.

Assessment growth resulting from additional properties added to the roll or expansions/additions to existing properties reduces the overall tax increase. The 2018 staff recommended budget includes assessment growth of 1% resulting in a proposed 3% tax increase on the town's portion of the property tax bill. While 2018 represents the second year of the phase in of the 2016 current value assessment, the increase in property values does not provide additional revenue to the town. The tax rate is set to ensure the town raises the same tax revenue under the new property values as it did prior to the reassessment.

The program business plans include a detailed budget for 2018 and a forecast by program and service for 2019 and 2020. Business plans for each program provide information on the purpose of the program, define existing service levels and identify strategic initiatives linked to the town's strategic plan. PB2 performance measures for each program are also included in the business plans.



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## OVERALL TOWN BUDGET

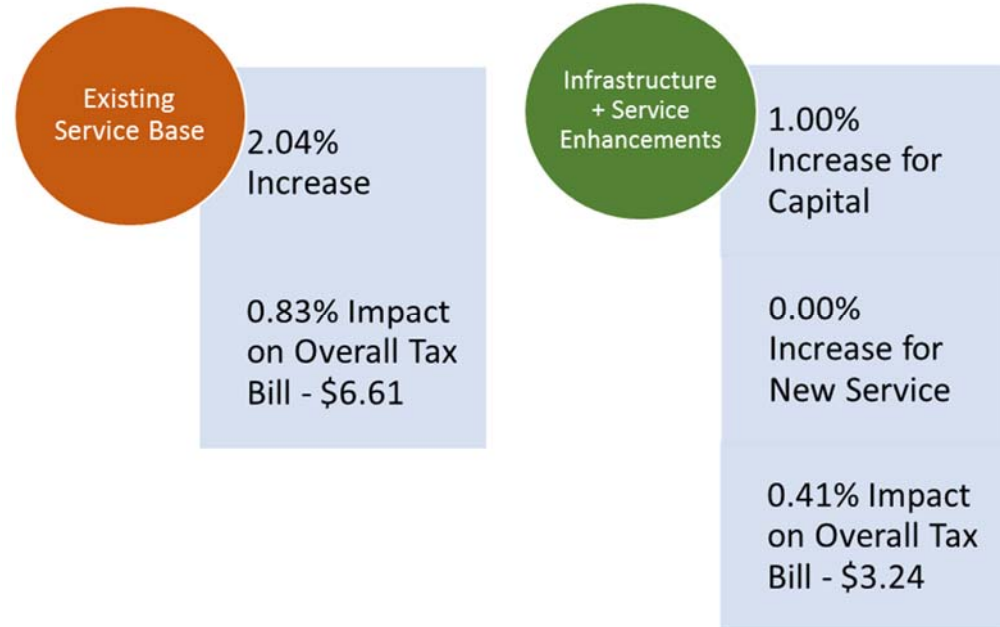
The town base budget is made up of two components.

The first provides for the same level of service as provided in 2017. Program spending at this level reflects the costs to deliver the same level of service as previous years. Increases in program spending and resulting tax levy requirements are driven by the costs of materials and supplies, contracted and other purchased services as well as labour costs. Changes in revenue from user fees and other sources also impact the tax requirement.

In addition, the base budget includes the impact of decisions made in previous years such as the annualized impact of service adjustments and the operating impacts of new facilities and infrastructure resulting from completed capital projects and infrastructure assumed through the development process.

There are several pressures that had to be accommodated within the proposed budget. These include the impact of the minimum wage increase to \$14 from \$11.60 January 1, 2018, increasing software maintenance costs due to the shift by major software vendors to software as a service, an adjustment to part time staffing to reflect program demand in Recreation and Culture and the impact of bringing the transit revenue budget in line with current ridership levels.

To maintain existing service levels, the tax levy requirement for this component is \$185.7 million; representing an increase of \$5.5 million over 2017. The tax impact of the increase on the town's base budget of 2.04% after assessment growth has an impact on the overall tax bill of 0.83% or \$6.61 per \$100,000 of assessment.



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The second component of the budget is the increased funding for the maintenance and replacement of aging infrastructure, demands for new infrastructure and service enhancements required as the town grows. The base budget includes an additional \$1.8 million capital levy. The capital levy is an important source of funding for the town's capital program and helps ensure the infrastructure gap faced by municipalities does not continue to grow. While the levy is a very important source of funding for infrastructure renewal and the town's share of growth related capital projects, it represents an additional 1% of the proposed tax increase on the town's portion of the tax bill and 0.41% or \$3.24 on the overall tax bill.

Table 1 presents a summary of the total tax impact of the proposed budget, including the anticipated increases in the Region of Halton tax budget and education rates. The cost associated with each item is outlined below.

**Table 1 – Total Tax Impact of Proposed Budget**

Purpose	Share of Tax Bill	Increase	Impact on Total Bill	\$ Increase per \$100,000 of Assessment
<b>Town of Oakville</b>	40.6%			
Inflationary Impacts/Revenue Adjustment		2.41%	0.98%	\$7.81
Annualized Impact of 2017 Service Adjustments		0.08%	0.03%	\$0.26
Capital Driven Operating Costs for New Infrastructure		0.55%	0.22%	\$1.78
Assessment Growth		-1.00%	-0.41%	(\$3.24)
<b>Total Base Operating Budget</b>		<b>2.04%</b>	<b>0.83%</b>	<b>\$6.61</b>
Capital Levy		1.00%	0.41%	\$3.24
Additional Funding for Road Resurfacing		0.00%	0.00%	\$0.00
Budget Committee Referrals - Service Enhancements			0.00%	\$0.00
<b>Total Town of Oakville*</b>	<b>40.6%</b>	<b>3.04%</b>	<b>1.23%</b>	<b>\$9.85</b>
<b>Region of Halton**</b>	<b>37.0%</b>	1.9%	0.70%	\$5.61
<b>Education</b>	<b>22.4%</b>	0.00%	0.00%	\$0.00
<b>Total *</b>			<b>1.94%</b>	<b>\$15.47</b>

\*Exclusive of reassessment impacts

\*\*Proposed Region of Halton total tax increase

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## Inflationary Impacts/Revenue Adjustments

While Canada's inflation rate has been in the lower end of the Bank of Canada's inflation target, the factors behind the soft inflation are thought to be temporary. As a result the Bank of Canada expects inflation to return to 2% by the middle of 2018. In line with the Bank's forecast, the budget guideline has been set at 2% for the overall tax levy increase. The budget as presented is in line with the target.

Inflationary pressures and adjustments on the town's base budget total 3.54%. This has been partially offset by an increase to program rates and fees and revenue adjustments bringing the net increase to 2.41%, resulting in an increase of 0.98% on the overall tax bill or an increase of \$7.81 on each \$100,000 of assessment.

The inflationary impacts provide for the town's personnel costs which are driven by collective agreements with the town's four unions. These contracts provide for annual cost of living increases, as well as movement through salary grids and negotiated benefit coverage. The town typically negotiates longer term contracts to ensure stability. In addition to inflationary increases to salaries and benefits, the impact of the minimum wage increase announced by the Province of Ontario adds \$1.1 million to the personnel budget. Personnel costs account for 47.9% of gross expenditures and represent the largest component of inflationary increases.

The net personnel budget reflects an adjustment of \$1.3 million for gapped or vacant positions. This amount includes a provision for the estimated start date of new positions in 2018 as well as \$850,000 to reflect the time positions are vacant due to employee turnover within the organization.

Many of the materials and supplies that the town uses are construction related. The construction price index for Toronto has increased by 3.7% from Q2 2016 to Q2 2017. There is also increased pressure on the budget due to inflation on utilities, materials, supplies and purchased services.



## Inflationary Impacts

- Inflationary pressures and adjustments on the town's base budget total 3.54%.
- Offset by revenue adjustments bringing the net increase to 2.41%.
- resulting in an overall increase of 0.98% on the tax bill or \$7.81 on each \$100,000 of assessment.

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## Annualized Impact of 2017 Service Adjustments

The 2018 base budget includes the phased-in impact of service enhancements approved in 2017. The adjustments have been included in the proposed budget for Council consideration through the budget process. They include funding to continue to implement the Municipal Enforcement Strategy and the second year of the phased in implementation of the Private Tree By-law. The referrals total \$146,100, adding 0.08% to the town tax levy, resulting in a 0.03% increase on the overall tax bill or \$0.26 per \$100,000 of assessment.

## Capital Driven Operating Costs for New Infrastructure

The base budget includes the operating costs for new infrastructure and programs completed as part of the capital budget as well as infrastructure assumed by the town as new developments are completed. The 2018 operating impacts total \$998,000 and include the cost of maintaining new roads and parks added to the town in 2017, software support costs, a partial year impact of Trafalgar Park Community Centre and the impact of the operation and replacement of new fleet equipment. The operating impacts add 0.55% to the town's base budget, resulting in an increase of 0.22% on the overall tax bill or an increase of \$1.78 per \$100,000 of assessment.

## Assessment Growth from New Development

New development within the town results in an increase in the town's assessment base. New assessment generates additional tax revenue without an increase in the town's tax rate. Assessment growth of 1% has been included in the staff recommended budget.



## Operating Cost of New

- Annualize service adjustments from 2016 total \$0.1M
- 2017 impacts for new infrastructure total \$1.0M
- Increase of 0.55% on town programs
- resulting in an overall increase of 0.22% on the tax bill or \$1.78 on each \$100,000 of assessment.

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## Capital Levy

The town implemented a 1% capital levy in 1996. This program recognized the need to set aside additional funding to pay for both the replacement of aging infrastructure as well as demands for new infrastructure, including recreational and other facilities. A capital levy policy is considered a best practice in municipal financing.

The capital levy provides an increasing source of funding to address infrastructure renewal and helps ensure that funding is available to replace assets as required based on the town's asset management plan. The capital levy has a 1% impact on the town's tax rate, or 0.41% impact on the total tax rate or \$3.24 per \$100,000 of assessment.

## Activity Revenue

The 2018 base budget incorporates proposed rates and fee increases. Rates and fees will be reviewed by the Budget Committee at its meeting on November 21, 2017 and its recommendations forwarded to Council for approval on December 18, 2017. Many of these fee increases are effective January 1, 2018 and are required to maintain or improve the cost recovery of town programs and offset the impact of the minimum wage increase where possible. The fee increases, if approved as proposed, result in an additional \$1.3 million in revenue. In addition to fee increases, volume adjustments were made to program revenue budgets where applicable. The most significant volume adjustments were made in Transit and Forestry. In both cases the adjustments reduced revenue in line with current and expected ridership/activity levels. These adjustments, along with volume adjustments in other program areas bring the overall increase in activity revenue to \$2,719,800.

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## SUMMARY

The proposed 2018 budget results in a 3% tax increase on the town's share of the property tax bill after assessment growth. The town budget represents approximately 41% of the total property tax bill. As a result the proposed increase equates to a 1.23% increase on the total tax bill. Overall, the total tax increase including the proposed increase for the Region of Halton and assuming no increase in education rates is 1.94%.

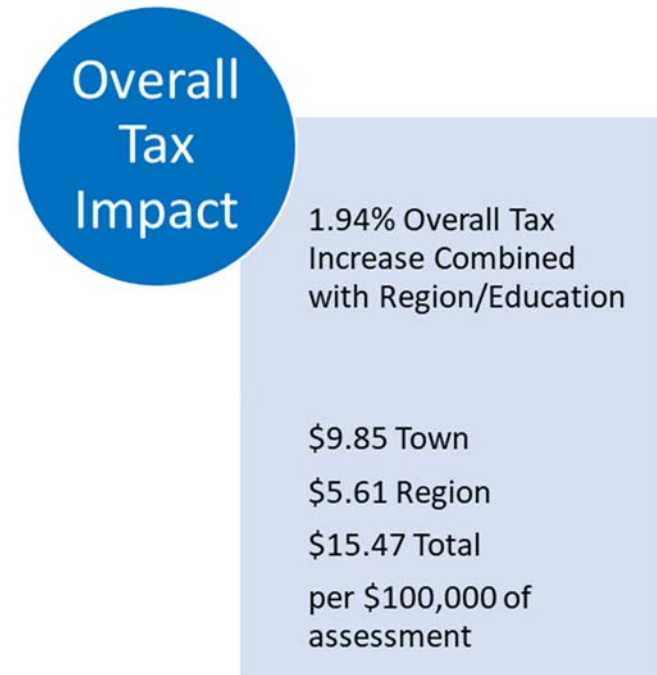
## PERFORMANCE BASED PROGRAM BASED BUDGET

The 2018 budget was prepared using the performance based program based budgeting (PB2) methodology. The 2018 budget and the forecasts for 2019 and 2020 focus on programs, and the services within each program, rather than departments and line item expenditures. In preparing the 2018 budget and 2019 and 2020 forecasts, emphasis is on allocating resources to programs based on the goals and objectives to be achieved by the program.

A key component of PB2 is the development of performance indicators to measure how well programs are meeting objectives.

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 measures show the five year trend for key outcomes based on the approved budget for the program. 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.

In addition to the performance measures included in the budget document, the town achieved ISO 37120 platinum certification with the World Council on City Data in 2017. ISO 37120 Sustainable Development of Communities: Indicators for City Services and Quality of Life is comprised of 100 performance measures that track a city's progress in delivering services and ensuring quality of life for its



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community. Platinum certification acknowledges that the town has achieved the highest standard in data collection and research to drive the delivery of high quality programs and services to the community.

The town web site also includes the Livable Oakville Performance Dashboard which provides residents with 29 measures that show the town's progress toward its goal to be the most livable town in Canada.

## Program Budget Highlights

The net base budget has increased by \$7.3 million. The largest increase can be seen in Corporate Revenue and Expenses. Of the operating programs, the highest increases are seen in Emergency Services, Information Systems and Recreation and Culture. Planning and Development Engineering net budgets have seen an increase as a result of a change in the way permit and application revenue is budgeted. The drivers of the increases are discussed below:



### **Corporate Revenue and Expenses - \$1.56 million.**

Includes the operating contribution to capital, debt charges and corporate expenses and revenues not attached to a particular department. The increase of \$1.6 million is primarily due to the capital levy increase in accordance with town practice of adding 1% to the capital levy annually.



### **Emergency Services - \$1 million.**

Includes Fire Prevention, Training, Emergency Planning as well as Suppression. The increase is primarily due to increased personnel costs resulting from inflationary impacts on wages and benefits as well as progression of firefighters through the grid. Personnel costs also reflect the recent fire arbitration award for 2016 and 2017.



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## **Information Services - \$0.89 million.**

Includes the annual software maintenance and software as a service costs for software used throughout the town such as JD Edwards, AMANDA and Class as well as the many smaller applications used to support town programs. The 2018 budget includes an increase of \$737,900 to the software maintenance and software as a service budgets; accounting for 83% of the program budget increase. The increase relates not only to increased costs associated with existing software but also the costs associated with new software purchased through the capital budget such as the CRM, Library RFID, AMANDA Public Portal and Fuels and Liquid Management Software.



## **Recreation and Culture - \$0.71 million.**

Includes Recreation and Culture Hubs, Cultural Services and Program Development and Support. There are additional pressures over and above inflation which impact the Recreation and Culture budget. These include the minimum wage increase and additional part-time staffing required to meet program demand. To the extent possible these pressures were offset with fee increases, additional revenues reflecting the increased demand and expenditure reductions. Tax Stabilization reserve funding has been used to further mitigate the impact. The reserve funding is temporary and will be removed from the budget as a service delivery and fee review is completed.

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## Planning and Development Programs



Includes Planning, Building and Development Engineering programs. Revenue in these programs is now being budgeted based on a historical averages adjusted for known factors which may influence revenue in the coming year. As a result the transfer from reserves used to balance cost recovery in the planning and development engineering programs has been removed and revenues reflect average volumes over the development cycle. Variances over/under budgeted revenues will be offset by a transfer to/from the tax stabilization reserve. Budgeting based on average revenues will mitigate the impact of fluctuations in development activity seen over a development cycle.

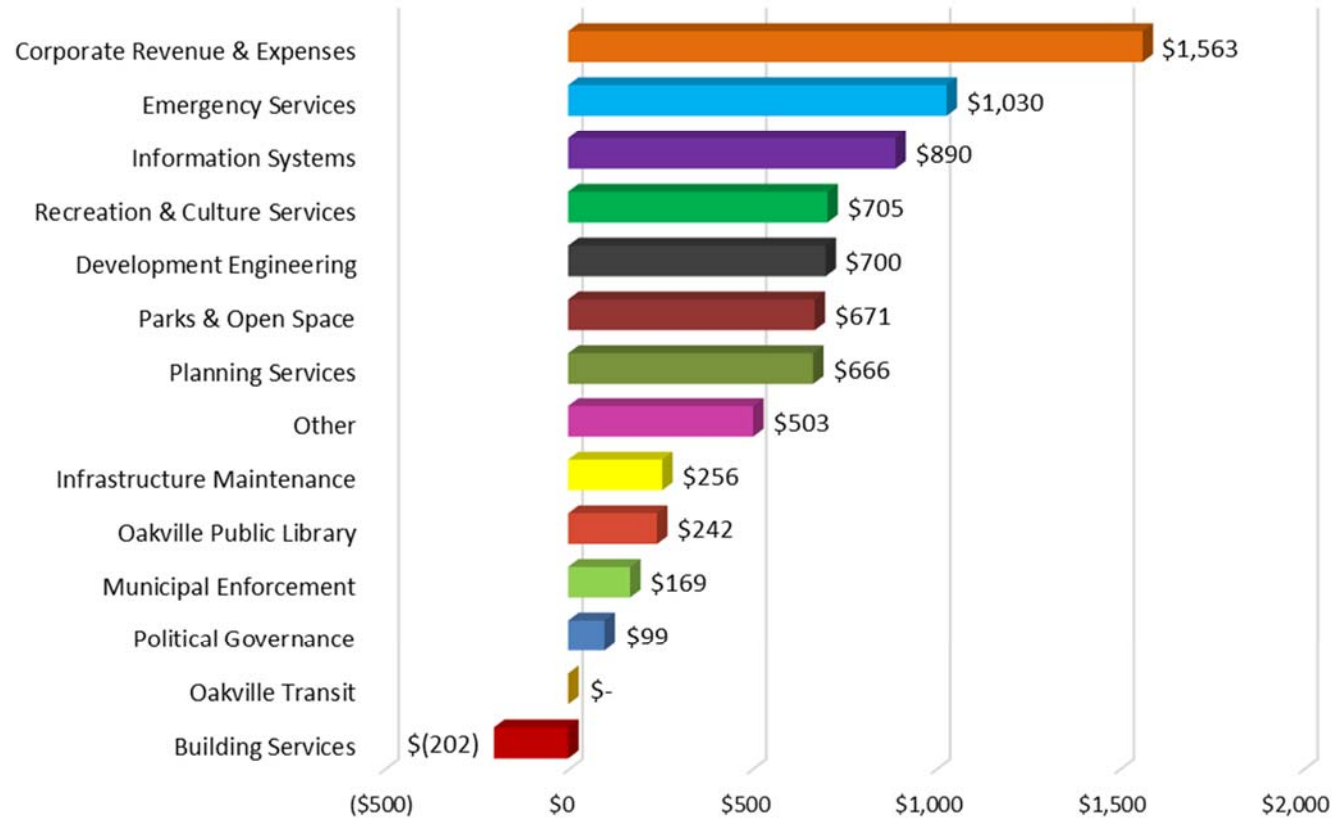
The balance of the increase is spread between the remaining programs. Further details can be found in the program business plans.

Table 2 on the next page shows the breakdown of the increased tax requirement for the base budget by program.

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**Table 2 - Net Base Budget Increase By Program (millions)**

2018 Base Budget Increase \$7.3 Million - By Program

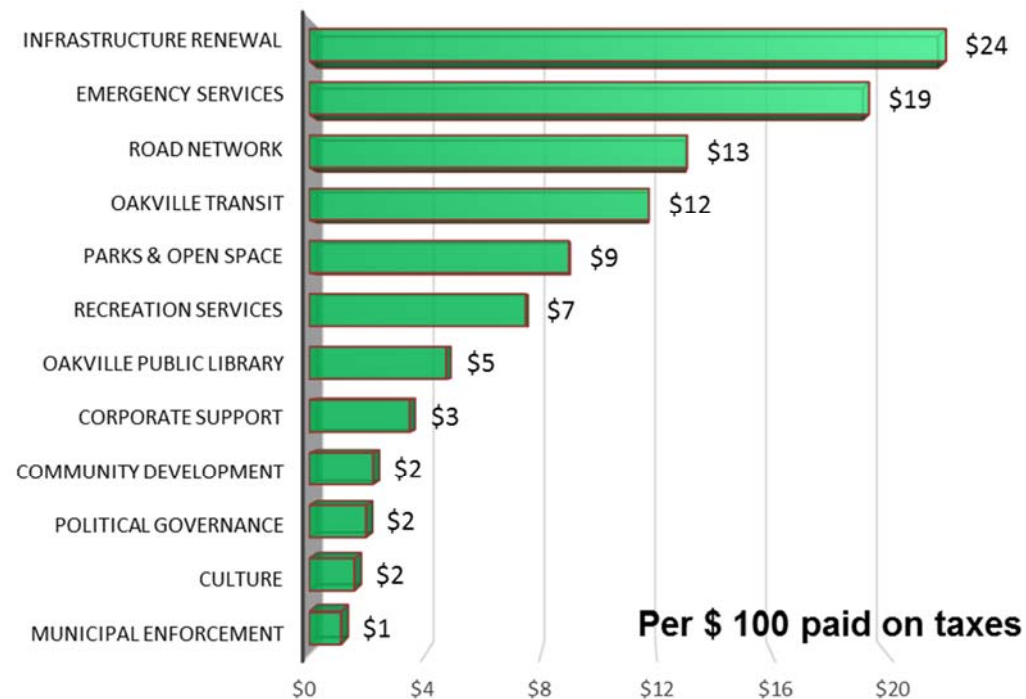


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## 2018 Tax Levy Requirement

The total 2018 tax levy requirement to support town programs is \$187,670,500 million and is shown by program in Table 10 on page 23. The forecasts for 2019 and 2020 are shown in Table 12 on page 25. Table 3 below shows how much of each tax dollar is spent on specific town services. The allocation of tax dollars differs from the allocation of gross expenditures as many town programs are supported partially or entirely from user fees. The largest share of the tax dollar is spent on Infrastructure Renewal followed by Emergency Services.

**Table 3 – How Your Tax Dollars Are Spent**



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## 2018 BUDGET COMMITTEE PROCESS

The recommendations included in this book reflect the direction to date provided by Council through its Budget Committee. The budget process provides the Committee with the opportunity to provide further direction and request additional information from staff. The following meetings have been scheduled for the review of the 2018 Operating and Capital Budgets:

- November 21, 2017
  - Distribution of Operating Budget Document and Overview Presentation
  - Rates and Fees
- November 23, 2017
  - Staff Presentations
- November 28, 2017
  - Public Delegations
- November 30, 2017
  - Public Delegations
- December 12, 2017
  - Deliberations and Recommendations
- Council Approval – December 18, 2017

Residents can also contribute by email to [budget@oakville.ca](mailto:budget@oakville.ca).

## Total 2018 Operating Expenditures by Cost Component

The gross expenditures proposed in the 2018 operating budget total \$321.5 million including service adjustments for the town's 27 programs.

The chart on page 15 (Table 4) shows the town's total 2018 base operating budget expenditures by cost component. In total gross expenditures have increased by \$11.6 million. The details are provided in Table 9 on page 22. The forecast budget for 2019 and 2020 is shown in Table 11 on page 24.

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Salaries and Benefits account for 48% or \$154.1 million of the operating budget. This is an increase of \$6.7 million over 2017 as a result of anticipated wage and benefit costs, movement through salary grids, and the cost of positions required as a result of growth in the municipality, software implementations and capital infrastructure.

Purchased Services includes costs for items such as communication, contracted services, professional fees, training and development, insurance and printing. They comprise 11% of the budget and have increased \$2.1 million due to inflationary pressures, increased software maintenance costs, increased taxi costs to meet care-A-van demand and equipment rental for the upcoming election.

Materials and Supplies include expenditures for utilities, fuel, office supplies, construction and other materials. They represent 7% of the town's gross expenditures and have increased by \$265,800. Most expenditure items in this category have risen in line with inflation.

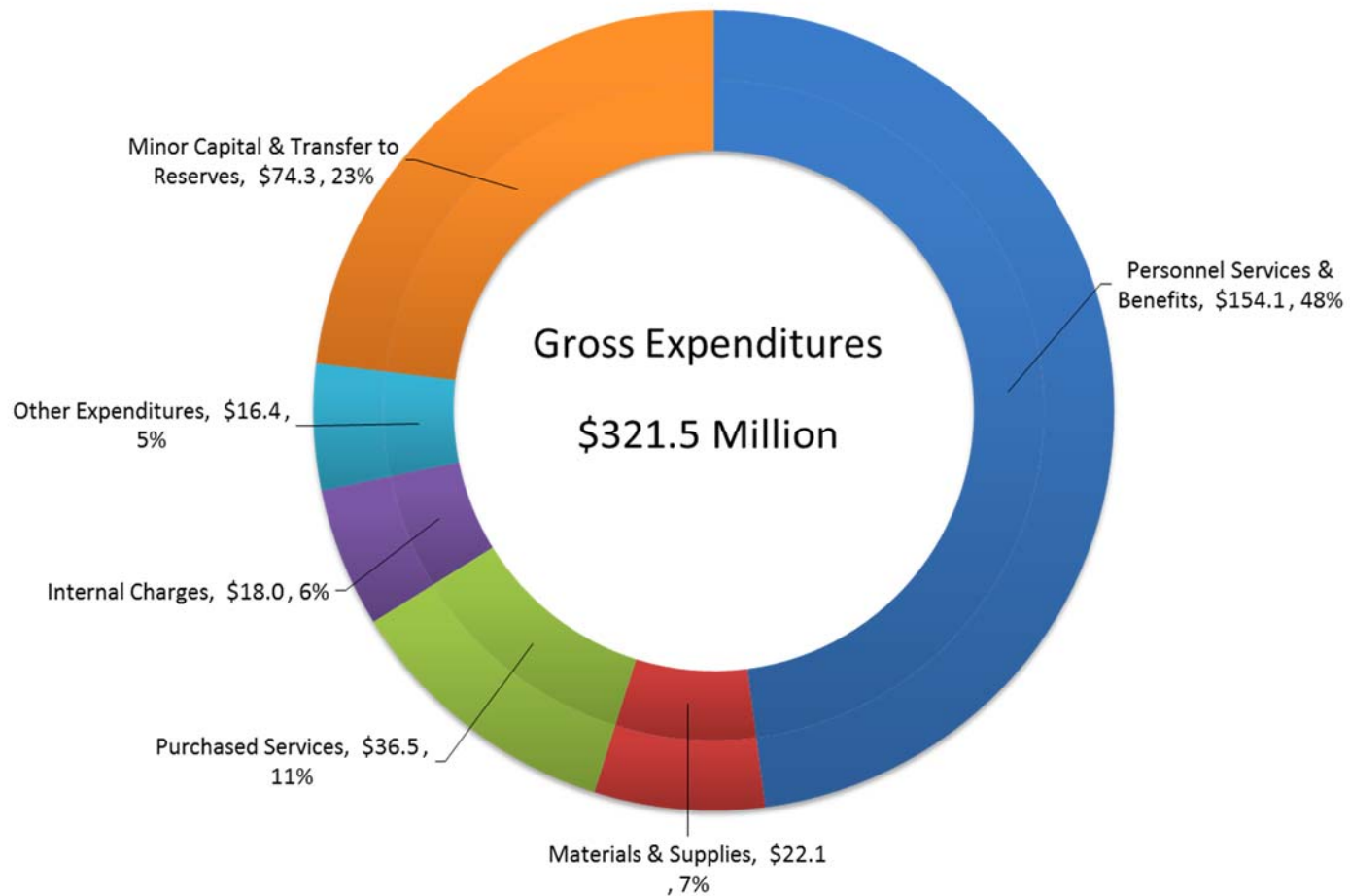
Other expenditures include community grants, financial expenses and debt charges. Other expenditures have decreased by \$1.6 million due to a reduction in debt charges as outstanding debt is retired.

Transfers to reserves including provisions for future expenditures, e.g. equipment replacement and transfers to tax stabilization reserves account for 13% of expenditures. The capital from operating includes the funding transferred to the capital budget of \$31.3 million and minor capital in the operating budget of \$484,800 and accounts for 10% of expenditures.

The increase in expenditures is offset by an increase in revenues including activity revenue which has increased by \$2.7 million. Activity revenue includes items such as Recreation and Culture user fees, Transit fares and Planning application fees.

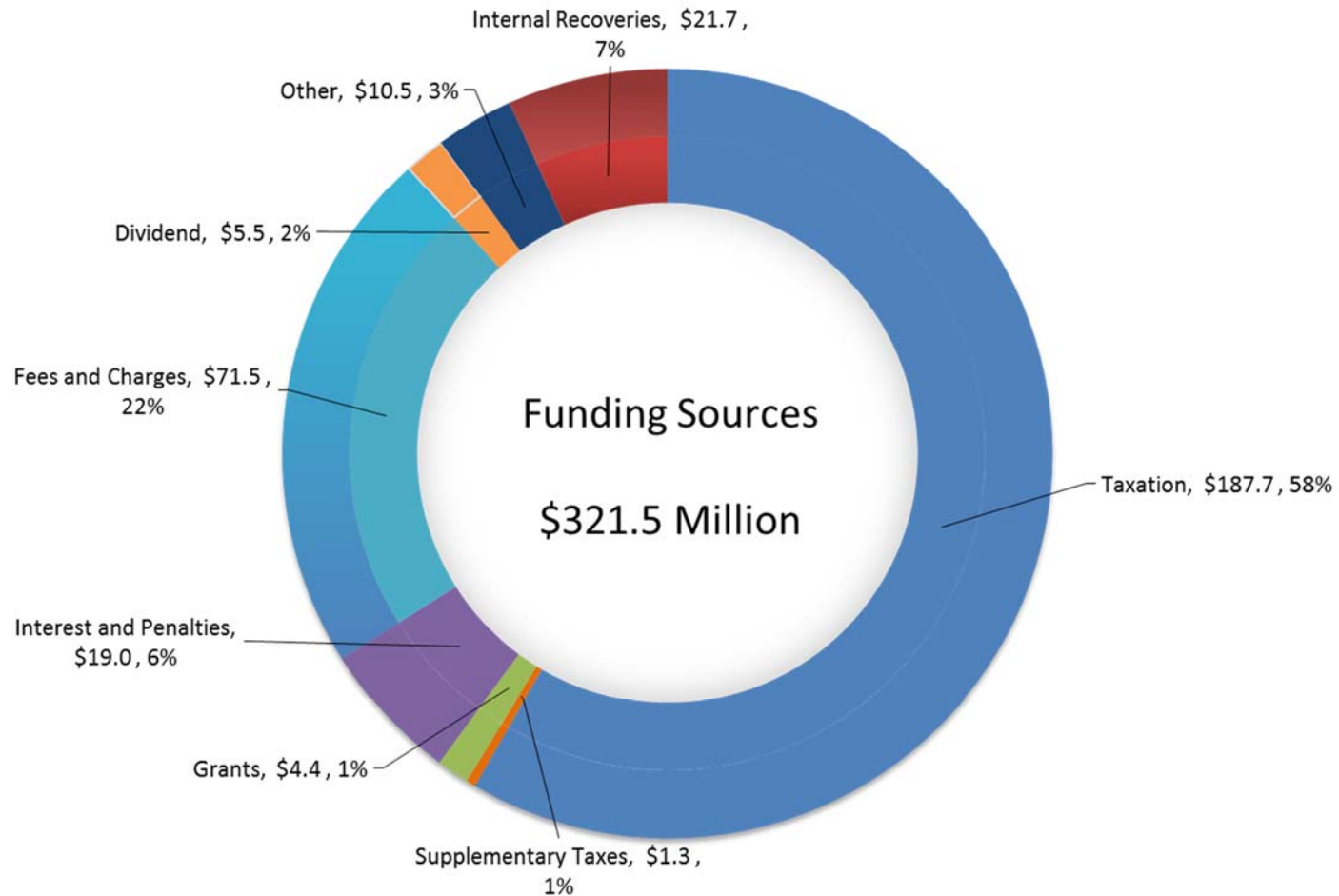
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Table 4 - Total 2018 Operating Expenditures by Cost Component,



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**Table 5 - Total 2018 Operating Revenues by Type,**





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## **Total 2018 Operating Revenues**

Table 5 shown on the previous page illustrates the funding sources for the 2018 operating budget. Taxation revenues provide 58% (2017 – 58%) of the funding. Fees and charges are the next largest source of funding at \$71.5 million or 22%. Included in the fees and charges are increases to maintain cost recovery ratios for all programs.

The 2018 budget includes a \$5.5 million dividend from Oakville Hydro of which \$1.9 million is included in the base budget. The balance of the dividend is transferred to the hydro reserve which supports the hospital debt charges.

## **SERVICE ADJUSTMENTS**

The demand for new programs and services is continuing to grow. Every year the town must identify the costs to provide programs and services to its newest residents, while also responding to demands for new programs and services from current residents. In addition, requests for new programs or services may be the result of legislative requirements or to address health and safety concerns.

In order to meet Council's guideline of an overall increase in line with inflation no new requests have been identified for 2018.

## **BUDGET COMMITTEE REFERRALS**

During the course of 2017, items have been referred to the Budget Committee for consideration. The referrals are listed below (Table 6) for consideration by the Budget Committee.

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**Table 6 - 2018 Budget Committee Referrals**

Item	Date of Meeting	Dept. Responsible.	Outstanding
Fire Master Plan	CSC 11/7/2016	Fire Department and Finance Department	That the implementation strategy as outlined in Appendix B from the Fire Department and the Finance Department dated August 17, 2016, be referred to the 2018 Budget Committee for their consideration as part of the 2018 budget process.
Events Strategy Implementation Update	CSC 05/23/2017	Recreation & Culture	That the budget implications of the 2017 Events Strategy Update be referred to the 2018 Budget Committee.
Flashing 40km/h Zone Sign Program	CSC 06/19/2017	Engineering & Construction	That the costs (\$156,000) for the Flashing 40 km/h Zone Sign Program be referred to the 2018 Budget Committee for a planned implementation in 2018.
Pedestrian Safety Program	CSC 10/23/2017	Engineering & Construction	That an annual capital cost of \$200,000 to implement the Pedestrian Safety Program be referred to the 2018 Budget Committee.
Cultural Plan Implementation Update	CSC 10/23/2017	Engineering & Construction	That funding required to further advance the implementation of the Cultural Plan as outlined in the report be referred to the 2018 Budget Committee.

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## FORECAST FOR 2019 AND 2020

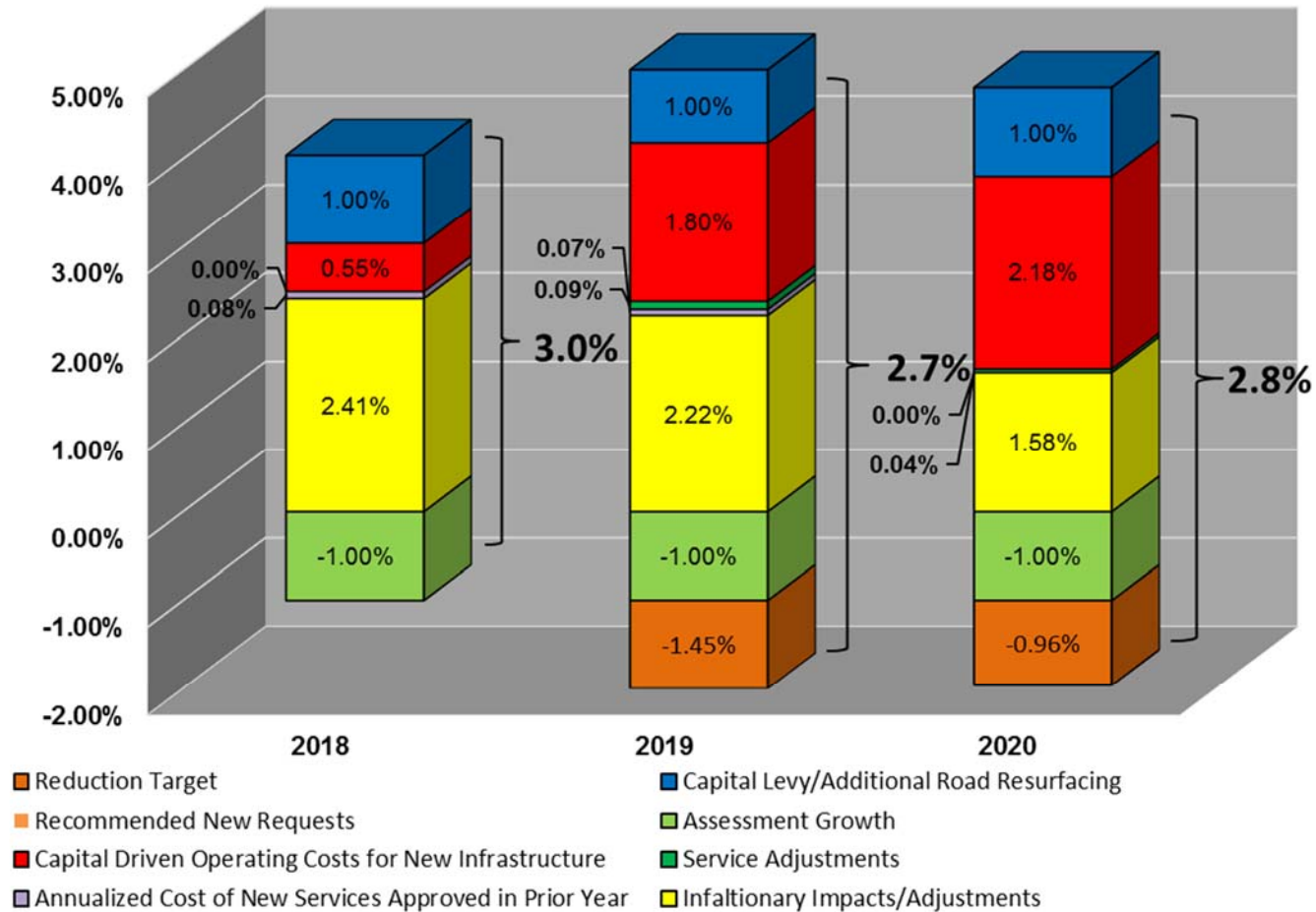
The Budget Document also includes a forecast of the 2019 and 2020 operating budgets, incorporating inflation, related expenditure increases and the increased operating costs resulting from capital projects undertaken in 2018 and 2019.

The forecasted increase for 2019 is 4.2% and 3.8% in 2020 net of assessment growth, for base budget purposes only. Reduction targets of 1.45% in 2019 and 0.96% in 2020 have been set to bring the budget in line with Council's direction for overall increases in line with inflation. Net of the reduction targets, the overall increase including the region and education is projected to be 2% in both years.

These increases are largely due to new infrastructure constructed as part of the capital budget and inflationary adjustments. The operating impacts from capital include Trafalgar Park Community Centre, Southeast Community Centre, a new Temporary North Library Branch and Fire Station 8. Table 7 shows the total base budget increase for 2018, 2019 and 2020 by cost driver.

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Table 7 - Forecast Budget Increase



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Table 8 shows the projected overall tax impact in 2019 and 2020, including the town's base budget and the forecast increases for the Region of Halton and Education tax requirements. As noted above, the overall increase including the region and education is projected to be 2% after reduction targets are achieved.

**Table 8 – Overall Tax Impact**

	2018 Requested Budget	2019 Forecast Budget	2020 Forecast Budget
Inflationary Impacts/Revenue & Reserve Transfer Adjustment	2.41%	2.22%	1.58%
Annualized Cost of New Services Approved in Prior Year	0.08%	0.07%	0.00%
Capital Driven Operating Costs for New Infrastructure	0.55%	1.80%	2.18%
Assessment Growth	-1.00%	-1.00%	-1.00%
<b>Total Base Operating Budget</b>	<b>2.04%</b>	<b>3.09%</b>	<b>2.76%</b>
Capital Levy/Additional Road Resurfacing Funding	1.00%	1.00%	1.00%
Service Adjustments	0.00%	0.09%	0.04%
<b>Reduction Target</b>		<b>-1.45%</b>	<b>-0.96%</b>
<b>Total Recommended Budget</b>	<b>3.04%</b>	<b>2.73%</b>	<b>2.84%</b>
<b>Total Town Budget</b>	<b>3.04%</b>	<b>2.73%</b>	<b>2.84%</b>
Province of Ontario	0.00%	0.00%	0.00%
Region of Halton (1)	1.90%	2.40%	2.30%
<b>Overall Tax Bill Impact (%) (2)</b>	<b>1.94%</b>	<b>2.00%</b>	<b>2.00%</b>
<b>Overall Tax Bill Impact (\$'s per \$100,000 of assessment) (3)</b>	<b>\$15.47</b>	<b>\$16.25</b>	<b>\$16.64</b>

(1) Based on Region's proposed increase for 2019 and 2020 forecast as identified in 2017 budget

(2) Total Tax Bill is 37.% Region, 40.6Town, 22.4% Education

(3) Exclusive of reassessment impacts

Table may not add due to rounding

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**Table 9 - 2018 Operating Budget by Program**

	2017	2018	Base	2018	2018	2017-2018	2017 - 2018
	Restated	Base	Budget	Service	Requested	Change	Change
	Budget	Budget	Change	Adjustments	Budget	(\$)	(%)
<b>EXPENDITURE BY PROGRAM</b>							
Political Governance	3,598,800	4,307,500	19.7%	0	4,307,500	708,700	19.7%
Administrative Executive Management	2,087,400	2,115,500	1.3%	0	2,115,500	28,100	1.3%
Service Oakville	915,500	1,037,500	13.3%	0	1,037,500	122,000	13.3%
Strategy, Policy & Communications	1,287,500	1,305,600	1.4%	0	1,305,600	18,100	1.4%
Human Resources	2,662,200	2,714,800	2.0%	0	2,714,800	52,600	2.0%
Regulatory Services	793,200	814,700	2.7%	0	814,700	21,500	2.7%
Financial Services	6,793,600	6,928,200	2.0%	0	6,928,200	134,600	2.0%
Environmental Policy	967,200	981,400	1.5%	0	981,400	14,200	1.5%
Legal Services	2,236,000	2,355,500	5.3%	0	2,355,500	119,500	5.3%
Information Systems	10,091,400	11,038,600	9.4%	0	11,038,600	947,200	9.4%
Facilities & Construction Management	4,059,700	4,130,000	1.7%	0	4,130,000	70,300	1.7%
Emergency Services	35,629,200	36,671,400	2.9%	0	36,671,400	1,042,200	2.9%
Recreation and Culture	34,332,400	36,051,100	5.0%	702,600	36,753,700	2,421,300	7.1%
Oakville Public Library	9,380,500	9,671,000	3.1%	0	9,671,000	290,500	3.1%
Parks & Open Space	20,784,900	21,639,500	4.1%	11,900	21,651,400	866,500	4.2%
Cemeteries	1,074,300	975,200	-9.2%	0	975,200	(99,100)	-9.2%
Harbours	1,838,500	2,021,100	9.9%	0	2,021,100	182,600	9.9%
Infrastructure Maintenance	33,601,300	34,733,400	3.4%	0	34,733,400	1,132,100	3.4%
Infrastructure Planning & Improvements	3,665,700	3,718,200	1.4%	0	3,718,200	52,500	1.4%
Parking	4,406,200	4,630,600	5.1%	0	4,630,600	224,400	5.1%
Municipal Enforcement	2,152,300	2,211,200	2.7%	110,800	2,322,000	169,700	7.9%
Oakville Transit	33,048,000	33,056,600	0.0%	645,000	33,701,600	653,600	2.0%
Strategic Business Support	1,070,000	1,206,500	12.8%	0	1,206,500	136,500	12.8%
Building Services	9,562,200	9,555,200	-0.1%	0	9,555,200	(7,000)	-0.1%
Planning Services	6,728,000	6,944,500	3.2%	0	6,944,500	216,500	3.2%
Development Engineering	4,626,200	4,652,600	0.6%	0	4,652,600	26,400	0.6%
Economic Development	786,600	794,000	0.9%	0	794,000	7,400	0.9%
Corporate Revenue & Expenses	71,771,400	73,787,500	2.8%	0	73,787,500	2,016,100	2.8%
<b>Total EXPENDITURE BY PROGRAM</b>	<b>309,950,200</b>	<b>320,048,900</b>	<b>3.3%</b>	<b>1,470,300</b>	<b>321,519,200</b>	<b>11,569,000</b>	<b>3.73%</b>

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**Table 10 – 2018 Operating Budget –Tax Levy by Program**

	2017 Restated Budget	2018 Base Budget	Base Budget Change (%)	2018 Service Adjustments	2018 Requested Budget	2017-2018 Change (\$)	2017 - 2018 Change (%)
<b>TAX LEVY BY PROGRAM</b>							
Political Governance	3,587,200	3,686,100	2.76%	-	3,686,100	98,900	2.76%
Administrative Executive Management	1,868,900	1,893,500	1.32%	-	1,893,500	24,600	1.32%
Service Oakville	740,500	871,500	17.69%	-	871,500	131,000	17.69%
Strategy, Policy & Communications	1,287,500	1,305,600	1.41%	-	1,305,600	18,100	1.41%
Human Resources	2,654,600	2,707,200	1.98%	-	2,707,200	52,600	1.98%
Regulatory Services	(442,800)	(455,300)	2.82%	-	(455,300)	(12,500)	2.82%
Financial Services	5,524,300	5,577,300	0.96%	-	5,577,300	53,000	0.96%
Environmental Policy	942,200	956,400	1.51%	-	956,400	14,200	1.51%
Legal Services	2,196,500	2,227,000	1.39%	-	2,227,000	30,500	1.39%
Information Systems	9,824,500	10,714,900	9.06%	-	10,714,900	890,400	9.06%
Facilities & Construction Management	2,736,200	2,772,600	1.33%	-	2,772,600	36,400	1.33%
Emergency Services	35,268,700	36,298,300	2.92%	-	36,298,300	1,029,600	2.92%
Recreation and Culture	16,269,200	16,974,600	4.34%	-	16,974,600	705,400	4.34%
Oakville Public Library	8,648,400	8,890,300	2.80%	-	8,890,300	241,900	2.80%
Parks & Open Space	16,028,100	16,687,100	4.11%	11,900	16,699,000	670,900	4.19%
Cemeteries	137,700	139,800	1.53%	-	139,800	2,100	1.53%
Infrastructure Maintenance	21,969,200	22,225,200	1.17%	-	22,225,200	256,000	1.17%
Infrastructure Planning & Improvements	2,231,200	2,283,600	2.35%	-	2,283,600	52,400	2.35%
Municipal Enforcement	1,896,600	1,954,500	0.00%	110,800	2,065,300	168,700	0.00%
Oakville Transit	22,033,700	22,033,700	0.00%	-	22,033,700	-	0.00%
Strategic Business Support	256,200	349,700	36.49%	-	349,700	93,500	36.49%
Building Services	280,200	78,200	0.00%	-	78,200	(202,000)	0.00%
Planning Services	1,672,500	2,338,700	39.83%	-	2,338,700	666,200	39.83%
Development Engineering	(118,600)	581,800	590.56%	-	581,800	700,400	590.56%
Economic Development	786,600	794,000	0.94%	-	794,000	7,400	0.94%
Corporate Revenue & Expenses	22,098,600	23,661,500	7.07%	-	23,661,500	1,562,900	7.07%
<b>Total TAX LEVY BY PROGRAM</b>	<b>180,377,900</b>	<b>187,547,800</b>	<b>3.97%</b>	<b>122,700</b>	<b>187,670,500</b>	<b>7,292,600</b>	<b>4.04%</b>
<b>Assessment Growth</b>							<b>-1.00%</b>
<b>Tax Levy Requirement</b>							<b>3.04%</b>

# Executive Summary

**Table 11 – 2018 – 2020 Operating Budget by Program**

	2018 Requested Budget	2019 Forecast Requested Budget	2018-2019 Change (%)	2020 Forecast Requested	2019-2020 Change (%)
<b>GROSS EXPENDITURES</b>					
Political Governance	4,307,500	3,900,900	-9.4%	3,971,000	1.8%
Administrative Executive Management	2,115,500	2,165,400	2.4%	2,207,800	2.0%
Service Oakville	1,037,500	1,065,700	2.7%	1,086,700	2.0%
Strategy, Policy & Communications	1,305,600	1,333,500	2.1%	1,359,600	2.0%
Human Resources	2,714,800	2,768,500	2.0%	2,822,900	2.0%
Regulatory Services	814,700	833,900	2.4%	852,500	2.2%
Financial Services	6,928,200	7,069,300	2.0%	7,209,200	2.0%
Environmental Policy	981,400	1,003,900	2.3%	1,023,800	2.0%
Legal Services	2,355,500	2,410,600	2.3%	2,458,900	2.0%
Information Systems	11,038,600	11,383,500	3.1%	11,669,400	2.5%
Facilities & Construction Management	4,130,000	4,211,300	2.0%	4,291,000	1.9%
Emergency Services	36,671,400	38,458,600	4.9%	40,784,300	6.0%
Recreation and Culture	36,753,700	38,272,700	4.1%	40,222,300	5.1%
Oakville Public Library	9,671,000	10,250,600	6.0%	11,371,200	10.9%
Parks & Open Space	21,651,400	22,499,900	3.9%	23,018,500	2.3%
Cemeteries	975,200	997,600	2.3%	1,012,100	1.5%
Harbours	2,021,100	2,173,400	7.5%	2,192,300	0.9%
Infrastructure Maintenance	34,733,400	36,645,000	5.5%	37,690,500	2.9%
Infrastructure Planning & Improvements	3,718,200	3,784,400	1.8%	3,855,600	1.9%
Parking	4,630,600	4,412,900	-4.7%	4,496,700	1.9%
Municipal Enforcement	2,322,000	2,524,000	8.7%	2,654,200	5.2%
Oakville Transit	33,701,600	34,364,500	2.0%	35,084,800	2.1%
Strategic Business Support	1,206,500	1,230,400	2.0%	1,254,700	2.0%
Building Services	9,555,200	10,136,900	6.1%	10,016,800	-1.2%
Planning Services	6,944,500	7,026,500	1.2%	7,110,200	1.2%
Development Engineering	4,652,600	4,725,000	1.6%	4,795,600	1.5%
Economic Development	794,000	809,500	2.0%	825,200	1.9%
Corporate Revenue & Expenses	73,787,500	75,945,400	2.9%	77,847,200	2.5%
<b>Total GROSS EXPENDITURES</b>	<b>321,519,200</b>	<b>332,403,800</b>	<b>3.4%</b>	<b>343,185,000</b>	<b>3.2%</b>



# Executive Summary

**Table 12 – 2018 – 2020 Operating Budget – Tax Levy by Program**

	2018 Requested Budget	2019 Forecast Requested Budget	2018-2019 Change (%)	2020 Forecast Requested Budget	2019-2020 Change (%)
<b>TAX LEVY</b>					
Political Governance	3,686,100	3,889,300	5.5%	3,959,400	1.8%
Administrative Executive Management	1,893,500	1,943,400	2.6%	1,985,800	2.2%
Service Oakville	871,500	899,700	3.2%	920,700	2.3%
Strategy, Policy & Communications	1,305,600	1,333,500	2.1%	1,359,600	2.0%
Human Resources	2,707,200	2,760,900	2.0%	2,815,300	2.0%
Regulatory Services	(455,300)	(436,100)	-4.2%	(417,500)	-4.3%
Financial Services	5,577,300	5,695,000	2.1%	5,822,600	2.2%
Environmental Policy	956,400	978,900	2.4%	998,800	2.0%
Legal Services	2,227,000	2,282,100	2.5%	2,330,400	2.1%
Information Systems	10,714,900	11,050,000	3.1%	11,330,800	2.5%
Facilities & Construction Management	2,772,600	2,820,100	1.7%	2,882,100	2.2%
Emergency Services	36,298,300	38,085,500	4.9%	40,411,200	6.1%
Recreation and Culture	16,974,600	17,992,300	6.0%	19,101,600	6.2%
Oakville Public Library	8,890,300	9,465,400	6.5%	10,604,000	12.0%
Parks & Open Space	16,699,000	17,424,800	4.3%	17,830,800	2.3%
Cemeteries	139,800	149,300	6.8%	154,800	3.7%
Infrastructure Maintenance	22,225,200	23,782,500	7.0%	24,809,100	4.3%
Infrastructure Planning & Improvements	2,283,600	2,325,700	1.8%	2,373,000	2.0%
Municipal Enforcement	2,065,300	2,264,600	9.6%	2,392,000	5.6%
Oakville Transit	22,033,700	22,676,700	2.9%	23,223,400	2.4%
Strategic Business Support	349,700	373,000	6.7%	396,700	6.4%
Building Services	78,200	66,700	-14.7%	54,800	-17.8%
Planning Services	2,338,700	2,336,400	-0.1%	2,334,200	-0.1%
Development Engineering	581,800	580,900	-0.2%	593,500	2.2%
Economic Development	794,000	809,500	2.0%	825,200	1.9%
Corporate Revenue & Expenses	23,661,500	25,833,500	9.2%	27,758,500	7.5%
<b>Total TAX LEVY</b>	<b>187,670,500</b>	<b>197,383,600</b>	<b>5.2%</b>	<b>206,850,800</b>	<b>4.8%</b>
<b>Assessment Growth</b>			<b>-1.00%</b>		<b>-1.00%</b>
<b>Total Tax Levy Requirement</b>	<b>187,670,500</b>	<b>197,383,600</b>	<b>4.2%</b>	<b>206,850,800</b>	<b>3.8%</b>

# Executive Summary

**Table 13 – Town Revenue Operating Budget Summary**

	2017 Budget	2018 Base Budget	Base Budget Change (%)	Requested 2018 Adjustments	2018 Requested Budget	% Change 2018/2017	Forecast 2019 Budget	Forecast 2020 Budget
<b>SOURCES OF REVENUE</b>								
Corporate Revenue								
Taxation	180,377,900	187,547,800	4.0%	122,700	<b>187,670,500</b>	4.0%	197,383,600	206,850,800
Supplementary Taxes	1,250,000	1,250,000	0.0%	0	<b>1,250,000</b>	0.0%	1,250,000	1,250,000
Payments in Lieu of Taxes	4,418,800	4,383,000	-0.8%	0	<b>4,383,000</b>	-0.8%	4,383,000	4,383,000
Income from Investments	11,202,800	11,390,000	1.7%	0	<b>11,390,000</b>	1.7%	11,390,000	11,390,000
POA Halton Court Fines	812,000	812,000	0.0%	0	<b>812,000</b>	0.0%	812,000	812,000
Tax Penalty & Interest	3,000,000	3,000,000	0.0%	0	<b>3,000,000</b>	0.0%	3,000,000	3,000,000
Oakville Hydro Revenue	9,768,100	11,055,900	13.2%	0	<b>11,055,900</b>	13.2%	11,055,900	11,055,900
Fund Balance and Transfer	10,850,900	9,591,100	-11.6%	0	<b>9,591,100</b>	-11.6%	9,577,000	9,553,800
<b>Total Corporate Revenue</b>	<b>221,680,500</b>	<b>229,029,800</b>	<b>3.3%</b>	<b>122,700</b>	<b>229,152,500</b>	<b>3.4%</b>	<b>238,851,500</b>	<b>248,295,500</b>
<b>Departmental Revenue</b>	<b>67,587,700</b>	<b>69,361,300</b>	<b>2.6%</b>	<b>1,347,600</b>	<b>70,708,900</b>	<b>4.6%</b>	<b>71,429,800</b>	<b>72,682,500</b>
<b>Internal Recoveries</b>	<b>20,682,000</b>	<b>21,657,800</b>	<b>4.7%</b>	<b>0</b>	<b>21,657,800</b>	<b>4.7%</b>	<b>22,122,500</b>	<b>22,207,000</b>
<b>TOTAL REVENUE</b>	<b>309,950,200</b>	<b>320,048,900</b>	<b>3.3%</b>	<b>1,470,300</b>	<b>321,519,200</b>	<b>3.7%</b>	<b>332,403,800</b>	<b>343,185,000</b>

# Executive Summary

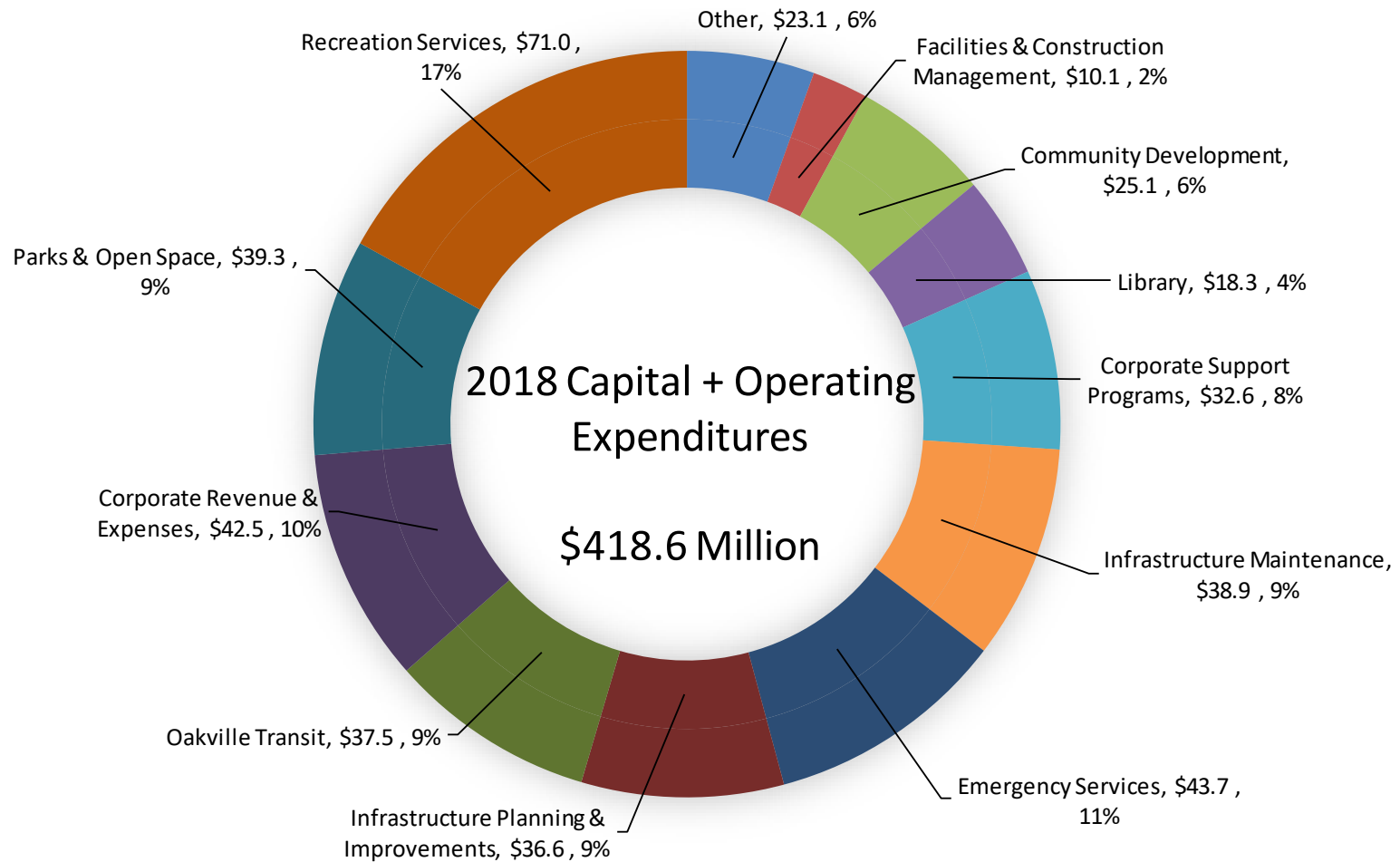
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## 2018 TOTAL EXPENDITURES

Table 14 on page 28 sets out the 2018 expenditure needs for all programs for both operating and capital. Total combined gross spending in 2018 is projected at \$418.6 million.

# Executive Summary

**Table 14 – 2018 Capital & Operating Expenditures**



Other includes Political Governance, Regulatory Services, Environmental Policy, Culture, Parking, Strategic Business Support, Municipal Enforcement, Cemeteries and Harbours.

# Executive Summary

**Table 15 – Capital Budget and Financing Summary by Program**

	Total Project Budget	Development Charges	Gas Tax Funding	Program Specific Reserve Funds	Grants and Other Revenues	Total External Financing	Total Town Reserves	Building Maintenance Reserve Fund	Capital Levy	Total Corporate Financing	Total Proposed Financing
<b>CORPORATE INITIATIVES</b>											
Corporate Initiatives	756,000								756,000	756,000	756,000
<b>Total CORPORATE INITIATIVES</b>	<b>756,000</b>								<b>756,000</b>	<b>756,000</b>	<b>756,000</b>
<b>CORPORATE SERVICES</b>											
Facilities and Construction Mgmt	5,974,200						2,722,000	2,476,200	776,000	5,974,200	5,974,200
Information Systems	3,525,400						3,000		3,522,400	3,525,400	3,525,400
<b>Total CORPORATE SERVICES</b>	<b>9,499,600</b>						<b>2,725,000</b>	<b>2,476,200</b>	<b>4,298,400</b>	<b>9,499,600</b>	<b>9,499,600</b>
<b>COMMUNITY SERVICES</b>											
Parks and Open Space	17,601,600	5,999,800		3,139,400		9,139,200	1,580,200		6,882,200	8,462,400	17,601,600
Cemeteries	96,000			96,000		96,000					96,000
Harbours	5,322,600			4,053,600		4,053,600	1,269,000			1,269,000	5,322,600
Emergency Services	6,997,900	4,989,400				4,989,400	1,384,000	457,000	167,500	2,008,500	6,997,900
Recreation and Culture	34,187,000	3,219,500				3,219,500	25,402,500	1,263,000	4,302,000	30,967,500	34,187,000
Oakville Public Library	8,656,000	4,754,800			125,000	4,879,800	1,217,000	1,216,000	1,343,200	3,776,200	8,656,000
Oakville Galleries	17,000								17,000	17,000	17,000
Infrastructure Maintenance	4,171,100	688,000				688,000	2,098,100	75,000	1,310,000	3,483,100	4,171,100
Oakville Transit	3,781,000	76,200	237,800			314,000	3,393,000	47,000	27,000	3,467,000	3,781,000
<b>Total COMMUNITY SERVICES</b>	<b>80,830,200</b>	<b>19,727,700</b>	<b>237,800</b>	<b>7,289,000</b>	<b>125,000</b>	<b>27,379,500</b>	<b>36,343,800</b>	<b>3,058,000</b>	<b>14,048,900</b>	<b>53,450,700</b>	<b>80,830,200</b>
<b>COMMUNITY DEVELOPMENT</b>											
Infrastructure Planning	36,230,000	14,108,300	4,666,500		2,360,000	21,134,800	3,149,600		11,945,600	15,095,200	36,230,000
Parking	274,000	62,100		205,000		267,100			6,900	6,900	274,000
Environmental Policy	151,000						151,000			151,000	151,000
Building Services	251,000						251,000			251,000	251,000
Planning Services	353,000	136,800				136,800	5,100		211,100	216,200	353,000
Dev Eng/Economic Dev	25,000								25,000	25,000	25,000
<b>Total COMMUNITY DEVELOPMENT</b>	<b>37,284,000</b>	<b>14,307,200</b>	<b>4,666,500</b>	<b>205,000</b>	<b>2,360,000</b>	<b>21,538,700</b>	<b>3,556,700</b>		<b>12,188,600</b>	<b>15,745,300</b>	<b>37,284,000</b>
<b>TOTAL</b>	<b>128,369,800</b>	<b>34,034,900</b>	<b>4,904,300</b>	<b>7,494,000</b>	<b>2,485,000</b>	<b>48,918,200</b>	<b>42,625,500</b>	<b>5,534,200</b>	<b>31,291,900</b>	<b>79,451,600</b>	<b>128,369,800</b>

# Executive Summary

## 2018 CAPITAL BUDGET

The 2018 capital budget 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. The 2018 capital budget has been developed with the following financing policies and assumptions:

- Debt re-payment levels including the hospital commitment 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 total 2018 recommended gross capital budget is \$128.4 million. As indicated in the Table 16, \$41.5 million or 32% of the capital budget has been allocated to Infrastructure Renewal projects. Growth represents \$38.2 million or 30% of the total 2018 budget and Community Enhancements represent \$34.2 million or 27% of the total 2018 budget.

**Table 16 – Capital Forecast by Category (Millions)**

<b>Classification</b>	<b>2018</b>
Infrastructure Renewal	\$41.5
Growth	38.2
Strategic Priorities	8.6
Community Enhancements	34.2
Enterprise Initiatives	5.9
<b>Total</b>	<b>\$128.4</b>

# Executive Summary

As shown above, the total value of town capital projects in 2018 is \$128.4 million. The following table provides highlights of the projects included in the 2018 capital budget. These projects represent 57.4% of the 2018 capital budget.

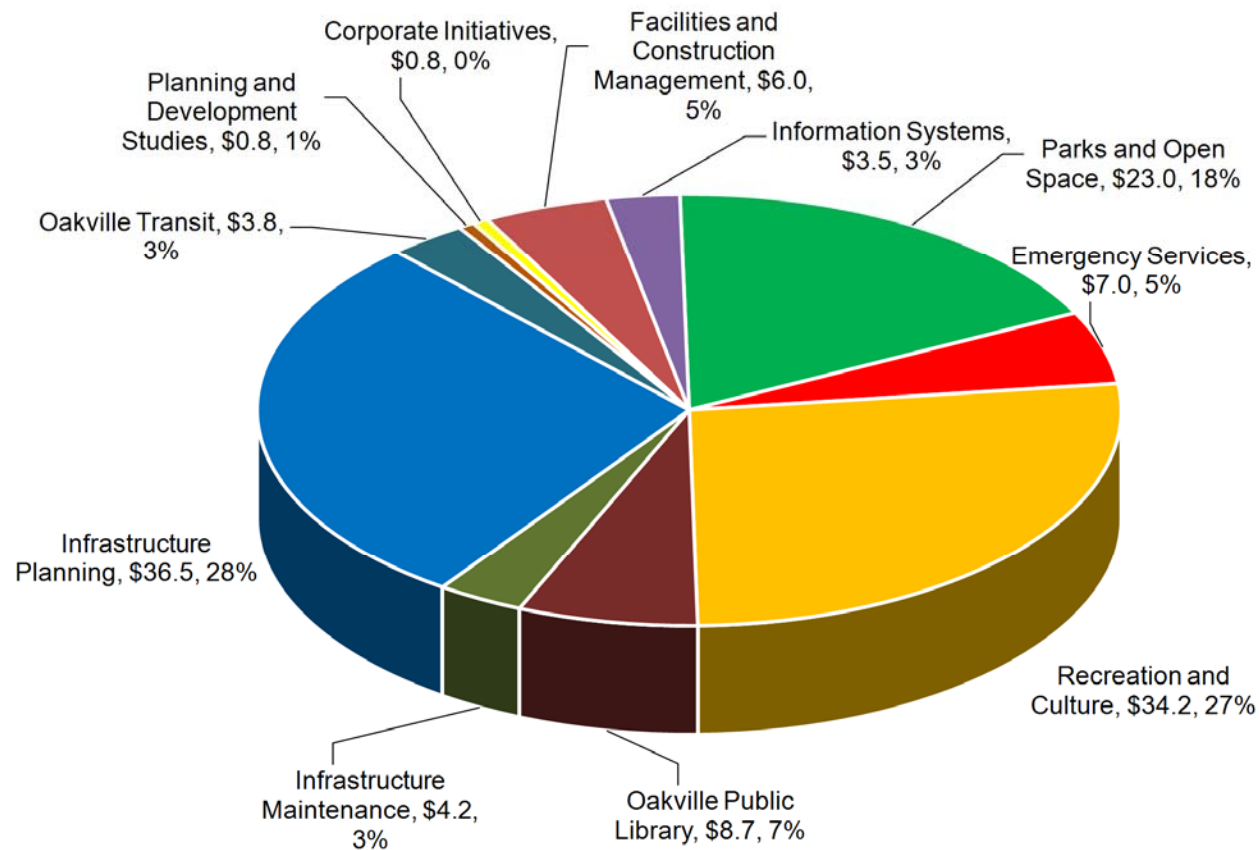
**Table 17 – Top 10 Largest Capital Projects**

<b>2018 Capital Budget</b>		
<b>Top 10 Largest Capital Projects (\$ Millions)</b>		
<b>Program</b>	<b>Project</b>	<b>2018</b>
Recreation & Culture	46311301 Trafalgar Park Revitalization	\$21.1
Recreation & Culture	46601701 South East Community Centre	\$10.8
Infrastructure Planning	53331702 Road Resurfacing and Preservation Program	\$9.6
Infrastructure Planning	53311410 Speers Rd - GO Station W of 3rd Line to 4th Line	\$7.1
Infrastructure Planning	53311006 Sixth Line Phase 1-Threshing Mill Rd to Dundas	\$4.9
Infrastructure Planning	53310703 Kerr St Widening and Grade Separation	\$4.6
Harbours	52901802 Bronte Outer Harbour Dockage	\$3.9
Parks and Open Space	52271702 EAB Management Program	\$3.7
Oakville Transit	54411705 Replacement Buses	\$2.7
Emergency Services	43301402 Fire Station 9 - Land	\$2.7
Oakville Public Library	71101811 New Branch Library Trafalgar North - Land	\$2.6
<b>Total</b>		<b>\$73.7</b>

# Executive Summary

The following chart illustrates the 2018 capital budget by program. As shown in the graph, the Infrastructure Planning program has the largest capital budget totaling \$36.5 million or 28% of the 2018 capital budget.

**Table 18 – 2018 Capital Budget by Program - \$128.4M**





# Executive Summary

Highlights include \$9.6 million for Road Resurfacing & Preservation, \$7.1 million for the reconstruction and widening of Speers Road from the GO Station west of Third Line to 4th Line, \$4.9 million for reconstruction and widening of Sixth Line from Threshing Mill Road to Dundas Street, and \$4.6 million for Kerr Street Widening and Grade Separation which is planned to begin construction in 2022.

The second largest capital program is Recreation and Culture with \$34.2 million or 27% of the capital budget. Major projects included in this program are \$21.1 million for the Trafalgar Park Revitalization and \$10.8 million for the South East Community Centre, along with funding to keep recreation and culture infrastructure in a state of good repair.

The Parks and Open Space capital budget is \$23.0 million or 18% of the total capital budget. Included in the Parks and Open Space program is \$3.7 million to continue work on Emerald Ash Borer (EAB) management in street trees and woodlots, \$2.5 million for the construction of a neighbourhood park in North Oakville, and \$1.2 million for Waterfront Trail Improvements at Tannery Park.

The Oakville Public Library plans to add a temporary branch in the north, as well as renovating and constructing a creation hub at the Glen Abbey branch. The 2018 capital budget totals \$8.7 million or 7%.

Emergency Services is requesting \$7.0 million of the total budget. The new Station 8 and the Station 4 expansion will undergo design, with the construction of Station 8 also beginning in 2018.

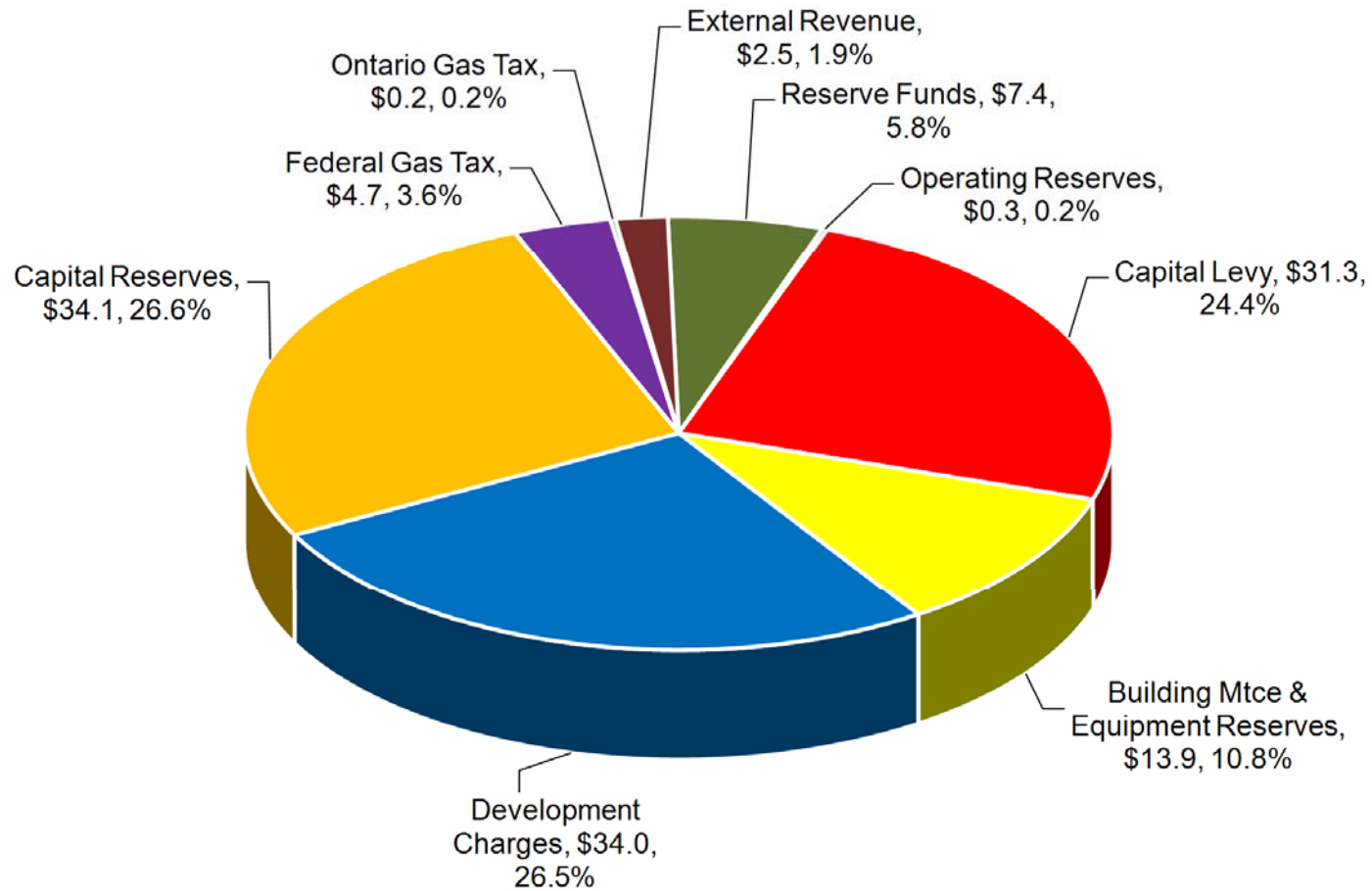
The Facilities and Construction Management program has requested \$6.0 million to refurbish and replace building components at town facilities.

## 2018 Capital Financing Overview

Financing of the 2018 capital budget is provided by several different funding sources as illustrated in table 19 below. The Capital Reserve is being used to fund the largest portion of the budget with \$34.1 million or 26.6% of the 2018 budget. Development Charges will finance \$34.0 million representing 26.5%. The third largest source of funding is the Capital Levy with \$31.3 million or 24.4%. The Capital Levy is a primary source of funding for infrastructure renewal projects and allows capital work to be completed without the issuance of debt. Other funding sources include Equipment and Building Maintenance reserves, Gas Tax reserve funds, Program Specific reserve funds, External Revenue and Operating Reserves.

# Executive Summary

Table 19 – 2018 Capital Budget Financing - \$128.4M



# Executive Summary

## Operating Impacts from Capital Projects

Operating impacts from capital projects total \$772,000 for 2018, and include 4.9 new FTEs.

<b>Operating Impacts by Program</b>	<b>FTE</b>	<b>2018</b>
<b>CAO/Town Manager</b>		
Service Oakville	1.0	111,000
<b>Total CAO/Town Manager</b>	<b>1.0</b>	<b>111,000</b>
<b>Corporate Services</b>		
Information Systems		641,500
<b>Total Corporate Services</b>	<b>-</b>	<b>641,500</b>
<b>Community Services</b>		
Parks and Open Space		66,500
Emergency Services		3,800
Recreation and Culture	3.0	81,000
Oakville Public Library	0.9	8,700
Infrastructure Maintenance		(179,700)
Oakville Transit		43,000
<b>Total Community Services</b>	<b>3.9</b>	<b>23,300</b>
<b>Community Development</b>		
Parking		(3,800)
<b>Total Community Development</b>	<b>-</b>	<b>(3,800)</b>
<b>Total Operating Impacts by Program</b>	<b>4.9</b>	<b>\$772,000</b>

The largest operating impact at \$641,500 is in Information Systems primarily for various software licensing for new and on-going system implementations and enhancements. This includes Customer Relationship Management (CRM) Infrastructure, Radio-Frequency Identification (RFID) System and Fuels and Liquids Management System.

The next largest operating impact is a reduction of \$179,700 primarily as a result of savings in utilities from the conversion of LED Streetlighting which is partially offset by an increase to debt charges from the installations. Also included are impacts due to additional vehicles and equipment for roads and parks maintenance.

# Executive Summary

The next largest impact is from Service Oakville at \$111,000 which represents the addition of a new Supervisor of Performance position.

Recreation and Culture has an impact of \$81,000 which primarily relates to the opening of Trafalgar Park. There are also some savings in utilities due to the implementation of various energy management initiatives.

The \$66,500 impact in Parks & Open Spaces are for the ongoing maintenance and operating requirements of Uptown Core – Memorial Park, Burloak Waterfront Park, and the conversion of the tennis courts at Trafalgar Park to include an outdoor skating rink. This includes additional seasonal and part-time hours for park maintenance, hydro, contracted services and various materials and supplies.

Oakville Transit has \$43,000 in operating impacts which includes additional transfers to reserves for new fleet due to the purchase of a new specialized bus, as well as software maintenance and contracted services for the Transit information and communication system.

Library has an impact from capital of \$8,700. Partial year impacts of the new temporary branch in North Park are included, which are mostly offset by anticipated efficiencies from the RFID System Installation.

Emergency Services has operating impacts of \$3,800 for utilities at the new Station #3.

Lastly, Parking has a reduction of \$3,800 for the operations of new parking lots on Water Street (Lot 14) and in Kerr Village.

# Executive Summary

## Regulation 284/09

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 2018 proposed budget excludes amortization expenses which are currently estimated at \$45.0 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 2018 proposed budget includes \$54.5 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 2018 capital forecast and financing strategy, annual budgeted transfers provide 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 the 2018 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 reserve 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 \$54.5 million noted above is \$0.2 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 2016 which provided an updated estimate of the liability for financial reporting. The town's current estimated liability reported in its financial statements is \$28.2 million (\$25.7 million for post-employment benefits and \$2.5 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 \$17.8 million at the end of 2017. Thus, the town has an estimated unfunded post-employment liability of \$10.4 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 \$725,800.



**Program: Political Governance**

**Program Based Budget**

**2018 - 2020**

## 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.

## Key Initiatives

- Mayor and Members of Council ensure the short-term and long-term well being of the community by effectively governing the Corporation of the Town of Oakville.
- Mayor and Members of Council provide strategic planning and priority setting ensuring accountability and transparency, maintaining financial integrity, establishing internal controls and policy and representing public interest.
- Provides Council, Committee and local boards meeting support facilitating the governing process in accordance with applicable legislation and ensuring transparency and accountability.
- Ensures the administration of the municipal election process is in accordance with the requirements of the *Municipal Elections Act* and other legislative requirements.
- Provides a centralized print and mail operation for the corporation.
- Facilitates the implementation of corporate policies and procedures.



# Program Services

Political Governance provides activities through the following services:



# Key Performance Indicators

## 1. Percentage of gross operating budget

2013	2014	2015	2016	2017
1.6%	2.0%	1.6%	1.5%	1.5%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> 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

2013	2014	2015	2016	2017
0.7%	0.8%	0.8%	0.8%	0.7%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTE's.				
<b>How Calculated:</b> Total program FTEs including part-time / Total town FTEs including part-time				

## 3. Percentage of meeting time spent in open session

2013	2014	2015	2016	2017
96.5%	97.8%	95.7%	90.0%	94.9% Sept. 30, 2017
<b>Why Important:</b> Monitors transparency in terms of time spent in closed session of Council.				
<b>How Calculated:</b> Total number of minutes spent in meetings/ total number of minutes spent in open session in camera				

## Staffing Overview

<b>Program: Political Governance</b>	<b>2017 Approved FTE</b>	<b>2018 Capital Impact</b>	<b>2018 Service Adjustment</b>	<b>2018 Reallocation of Staff</b>	<b>2018 Total FTE</b>	<b>Net Change 2018 vs 2017</b>
<b>Services/Activities:</b>						
Mayor and Council and Secretariat	0.0				0.0	0.0
Council and Committee Services	7.5				7.5	0.0
Elections	0.0				0.0	0.0
Print and Mail Services	4.3				4.3	0.0
<b>Total Political Governance</b>	<b>11.8</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>11.8</b>	<b>0.0</b>

For 2018, the total complement for Political Governance remains unchanged at 11.8 FTEs.

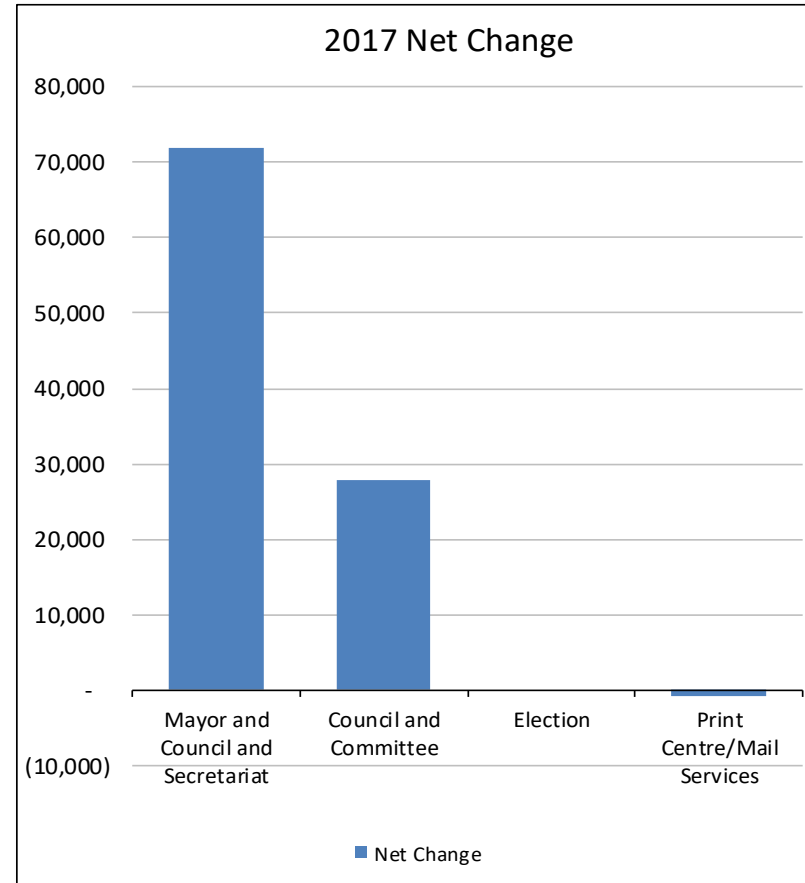
## Program Services Budget Overview

<b>Services/Activities:</b>	<b>2017 Restated</b>		<b>2018 Requested</b>		<b>Net Change 2018 vs 2017</b>	<b>Net Change 2018 vs 2017 (%)</b>
	<b>Gross Budget</b>	<b>Net Budget</b>	<b>Gross Budget</b>	<b>Net Budget</b>		
Mayor and Council and Secretariat	1,548,200	1,540,800	1,620,100	1,612,700	71,900	4.7%
Council and Committee	989,000	989,000	1,016,800	1,016,800	27,800	2.8%
Election	425,000	425,000	1,034,800	425,000	-	0.0%
Print Centre/Mail Services	636,600	632,400	635,800	631,600	(800)	(0.1%)
<b>Total</b>	<b>\$3,598,800</b>	<b>\$3,587,200</b>	<b>\$4,307,500</b>	<b>\$3,686,100</b>	<b>\$98,900</b>	<b>2.8%</b>

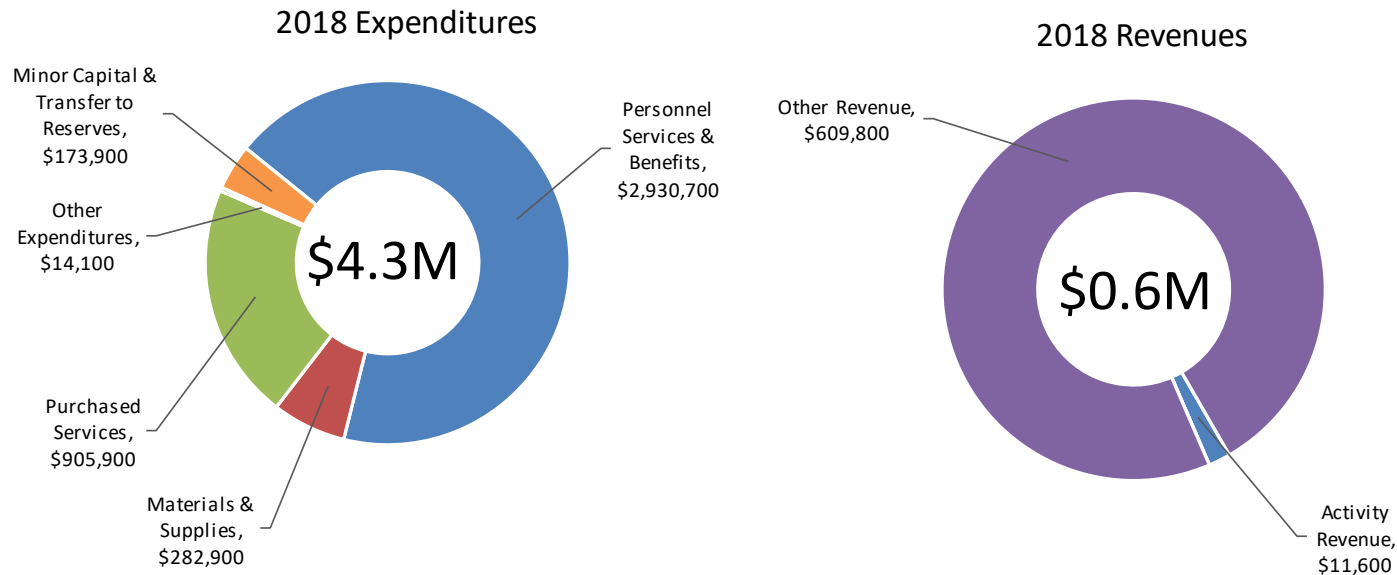
In 2018, the Political Governance program increased by \$ 98,900 or 2.76% resulting in a net total budget of \$ 3,686,100. The Mayor and Council and Secretariat represents the largest portion of the budget at \$1.6 million which are the costs for governance responsibilities including strategic planning, ensuring accountability and transparency, financial integrity and representing public interests. Council and Committee Services is the second largest portion at \$1.0 million which represents costs to perform Council/committee meeting services and facilitate the implementation of policies and procedures. Other services include Election at \$0.4 million and Print Centre and Mail Services at \$0.6 million.

## Net Program Budget Change

- **Mayor and Council and Secretariat** has increased by \$71,900 due to inflationary increases for wages and benefits and the partial year personnel costs for two new Members of Council to commence after the election. The additional Council budget represents the prorated amount for 1 month which will be annualized in 2019.
- **Council and Committee** has increased by \$27,800. In addition to inflation increases, an annual budget for Ombudsmen fees has been included.
- **Election** has no change for 2018. To ensure the efficient execution of the 2018 Election process, budgeted increases for: personnel services for temporary support (\$330,300); contracted services (\$130,000); equipment rental (\$103,300); postage and courier fees (\$80,000); and external reproduction (\$55,000) have been included. The 2018 election is funded through a transfer from the Election reserve, therefore there is zero net impact on the tax levy.
- **Print Centre/Mail Services** has decreased by \$800. Inflationary increases have been offset with decreases to office supplies, processing supplies and repairs and maintenance.



## 2018 Program Budget by Component – Net \$3,686,100



In 2018, the Political Governance program's total expenditures are \$4,307,500 and total revenues are \$621,400, resulting in a net budget of \$3,686,100. The net change from the prior year is \$98,900 or 2.76%. The increase for 2018 relate to costs required for the upcoming election. The main drivers for this change are noted in the details below:

- **Personnel Services & Benefits** is the largest cost component of the budget at \$2.9 million, representing 68% of the total gross expenditures. In 2018 Personnel costs have increased by \$413,800, primarily due to a budgeted increase for temporary employment for part-time staff required during the Election. Additional personnel budget has been included for two new Members of Council to accommodate one position for Town Councillor, Ward 7 and one position for Regional Councillor, Ward 7.
- **Purchased Services** increased by \$291,900 for equipment rental and contracted services related to the election.
- **Materials & Supplies** increased by \$133,700 for required supplies related to the election including postage and external reproductions.
- **Minor Capital & Transfers to Reserves** decreased by \$130,700 and is related to the transfer to the election reserve. During non-election years a transfer to the election reserves is budgeted and alternatively in an Election year a transfer from the reserves is included to fund the program. For 2018, the Town has reduced the reserve transfer to \$0.
- **Activity Revenue** includes the reserve transfer from the election reserve detailed above. To fund the upcoming 2018 election the department budgeted a \$609,800 transfer from reserves.

## 2019 - 2020 Operating Budget Forecast

	2018 Requested Budget	2019 Forecast	2018-2019 Change (%)	2020 Forecast	2018-2020 Change (%)
<b>Political Governance</b>					
<b>Gross Expenditures By Service</b>					
Mayor and Council and Secretariat	1,620,100	1,776,900	9.7%	1,810,900	1.9%
Council and Committee	1,016,800	1,036,700	2.0%	1,057,000	2.0%
Election	1,034,800	438,800	(57.6%)	442,100	0.8%
Print Centre/Mail Services	635,800	648,500	2.0%	661,000	1.9%
<b>Total Gross Expenditures</b>	<b>4,307,500</b>	<b>3,900,900</b>	<b>(9.4%)</b>	<b>3,971,000</b>	<b>1.8%</b>
<b>Tax Levy By Service</b>					
Mayor and Council and Secretariat	1,612,700	1,769,500	9.7%	1,803,500	1.9%
Council and Committee	1,016,800	1,036,700	2.0%	1,057,000	2.0%
Election	425,000	438,800	3.2%	442,100	0.8%
Print Centre/Mail Services	631,600	644,300	2.0%	656,800	1.9%
<b>Total Tax Levy</b>	<b>3,686,100</b>	<b>3,889,300</b>	<b>5.5%</b>	<b>3,959,400</b>	<b>1.8%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	2,930,700	2,769,000	(5.5%)	2,822,600	1.9%
Materials & Supplies	282,900	148,400	(47.5%)	151,100	1.8%
Purchased Services	905,900	603,300	(33.4%)	615,000	1.9%
Internal Charges	-	-	0.0%	-	0.0%
Other Expenditures	14,100	114,100	709.2%	16,100	(85.9%)
Minor Capital & Transfer to Reserves	173,900	266,100	53.0%	366,200	37.6%
<b>Total Expenditures</b>	<b>4,307,500</b>	<b>3,900,900</b>	<b>(9.4%)</b>	<b>3,971,000</b>	<b>1.8%</b>
<b>Revenues By Type</b>					
Activity Revenue	11,600	11,600	0.0%	11,600	0.0%
Internal Recoveries	-	-	0.0%	-	0.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	609,800	-	(100.0%)	-	0.0%
<b>Total Revenues</b>	<b>621,400</b>	<b>11,600</b>	<b>(98.1%)</b>	<b>11,600</b>	<b>0.0%</b>
<b>Tax Levy</b>	<b>\$3,686,100</b>	<b>\$3,889,300</b>	<b>5.5%</b>	<b>\$3,959,400</b>	<b>1.8%</b>

## 2019 - 2020 Budget Forecast Highlights

- The 2019 net budget is projected to increase by 5.5% or \$203,200 primarily due to the annualization costs of 2 new Councilors required for the new ward 7. Budgets have been adjusted for inflation where necessary and election related budgets have been removed.
- The 2020 budget is increasing by \$70,100 or 1.8% which reflects inflationary increases to the cost of delivering services.

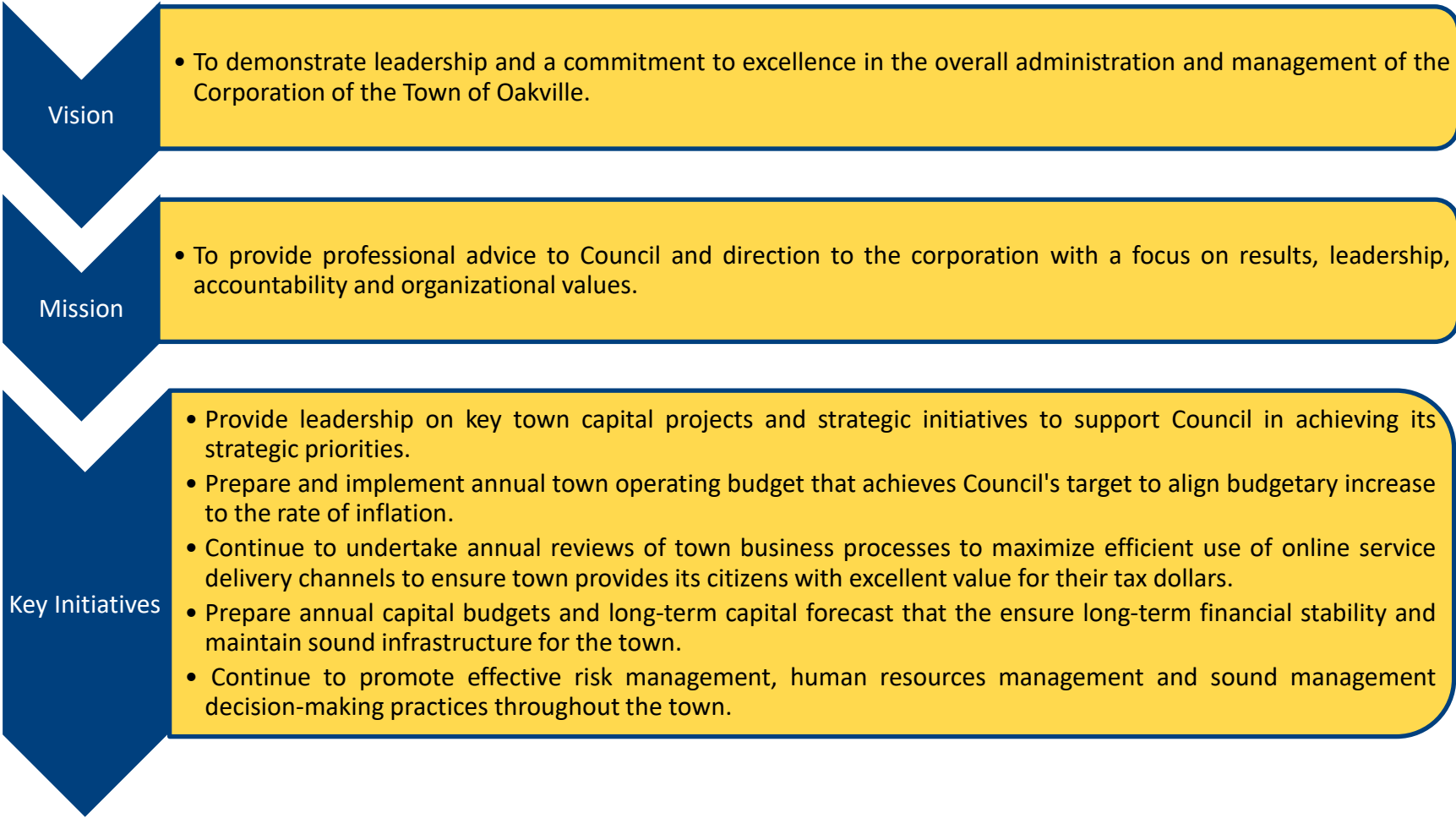




**Program: Administrative Executive Management**

**Program Based Budget**

**2018 - 2020**



## Program Services

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



# Key Performance Indicators

## 1. Percentage of gross operating budget

2013	2014	2015	2016	2017
1.1%	0.9%	0.9%	0.9%	0.9%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> 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

2013	2014	2015	2016	2017
0.8%	0.6%	0.6%	0.6%	0.6%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTE's.				
<b>How Calculated:</b> Total program FTEs including part-time / Total town FTEs including part-time				

## 3. Annual overall tax rate increase

2013	2014	2015	2016	2017
1.6%	0.7%	1.6%	1.6%	2.4%*
<b>Why Important:</b> Overall tax rate increase is the increase residents see on their tax bill.				
<b>How Calculated:</b> Based on final overall tax increase as identified in the Region of Halton annual tax policy report.				
* In 2017, Council approved an increase of 3.14 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 1.99 per cent compared to an inflation rate target of 2.0 per cent at time of budget preparation. However, in early January, the province mandated a levy restriction for the multi-residential class. The town then reduced the multi-residential tax ratio and the result was an overall tax levy increase to 2.42% and 0.4% increase in education rates.				

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

2013	2014	2015	2016	2017
88%	88%(2013 survey)	85%	85%(2015 survey)	89%
<b>Why Important:</b> The town is committed to surveying its residents to provide statistically valide measures of satisfaction. This data assists Council and town staff in allocating program funds to meet public expectations.				
<b>How Calculated:</b> 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.				

## 5. Employee turnover rate

2013	2014	2015	2016	2017
3.9%	3.3%	8.0%	3.2%	2.0% Sept. 30 ,2017
<b>Why Important:</b> Tracking employee turnover is important due to the financial costs associated with hiring, as well as impact on organizational effectiveness.				
<b>How Calculated:</b> Total employees leaving organization/Total program FTEs				

## Staffing Overview

<b>Program: Admin Executive Management</b>	<b>2017 Approved FTE</b>	<b>2018 Capital Impact</b>	<b>2018 Service Adjustment</b>	<b>2018 Reallocation of Staff</b>	<b>2018 Total FTE</b>	<b>Net Change 2018 vs 2017</b>
Services/Activities:						
CAO/Executive Management	9.0				9.0	0.0
Internal Audit	1.0				1.0	0.0
<b>Total Admin Executive Management</b>	<b>10.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>10.0</b>	<b>0.0</b>

Overall, the total 2018 staff complement for this program is 10.0FTE. There is no change for this year.

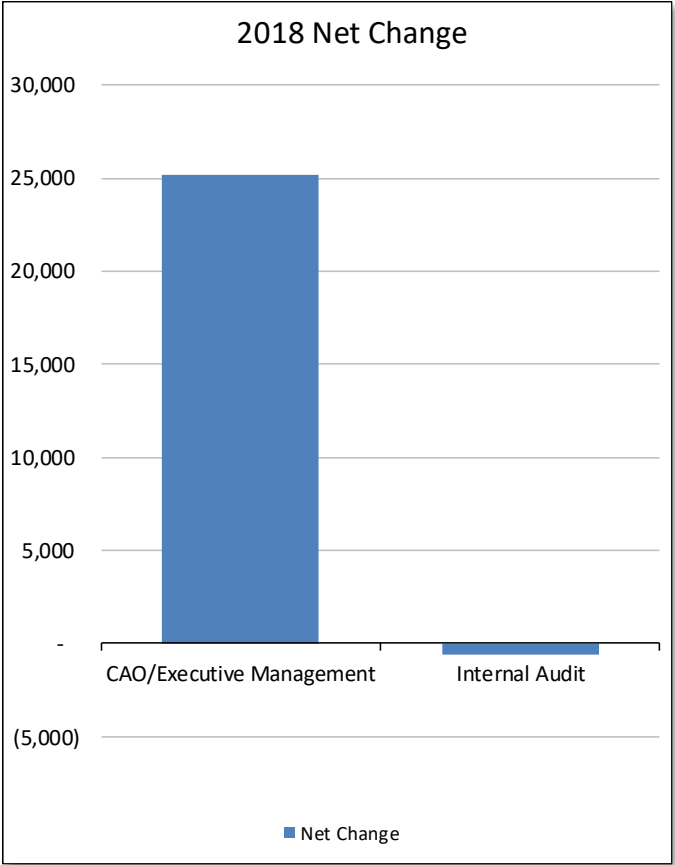
## Program Services Budget Overview

<b>Services/Activities:</b>	<b>2017 Restated</b>		<b>2018 Requested</b>		<b>Net Change 2018 vs 2017</b>	<b>Net Change 2018 vs 2017 (%)</b>
	<b>Gross Budget</b>	<b>Net Budget</b>	<b>Gross Budget</b>	<b>Net Budget</b>		
CAO/Executive Management	1,883,500	1,700,500	1,908,700	1,725,700	25,200	1.5%
Internal Audit	203,900	168,400	206,800	167,800	(600)	(0.4%)
<b>Total</b>	<b>\$2,087,400</b>	<b>\$1,868,900</b>	<b>\$2,115,500</b>	<b>\$1,893,500</b>	<b>\$24,600</b>	<b>1.3%</b>

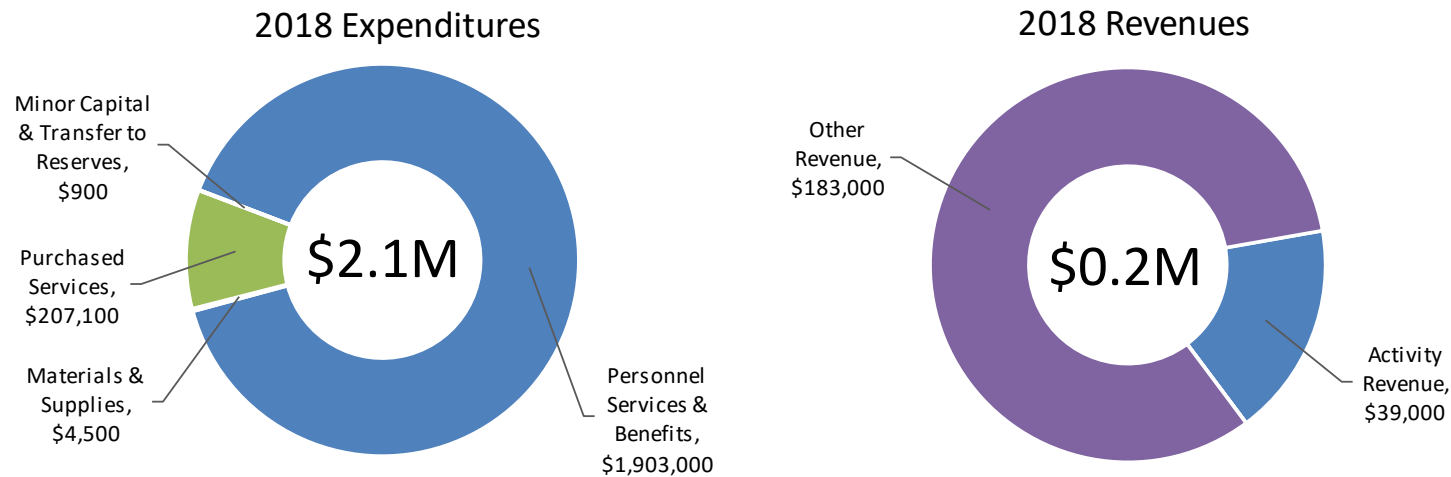
In 2018, the Administrative Executive Management program increased by \$24,600 or 1.3%, resulting in a net total budget of \$1,893,500. The CAO/Executive Management service area represents the largest portion of the budget at \$ 1,725,700, which are the costs of leadership and policy implementation to enable the organization to achieve Council's visions & goals. With a net budget of \$ 167,800, the Internal Audit service area provides accountability and oversight for the town by managing adequacy and effectiveness related to the town's processes for controlling activities and managing risk.

# Net Program Budget Change

- **CAO/Executive Management** has increased by \$ 25,200 primarily due to inflationary adjustments for wages and benefits.
- **Internal Audit** has decreased by \$ (600). All personnel increases for inflation have been offset with increases to the Hydro recovery.



## 2018 Program Budget by Component – Net \$1,893,500



In 2018, the Administrative Executive Management program's total expenditures are \$ 2,115,500 and total revenues are \$222,000, resulting in a net budget of \$1,893,500. The net change from the prior year is \$24,600 or 1.3%. The main drivers for this increase are the following:

- **Personnel Services & Benefits** is the largest component of the budget at \$1.9 million, representing 90% of the total gross expenditures. This amount also includes the Director of Digital Strategy. This is a contract position, where the associated wages and benefits are offset by a transfer from Tax Rate Stabilization reserve. The category also includes annual inflationary and compensatory adjustments. The budget increase is \$28,100.
- **External Revenues** has increased by \$3,500 to reflect recovery of internal audit services from Oakville Hydro.



## 2019 - 2020 Operating Budget Forecast

<b>Administrative Executive Management</b>	<b>2018 Requested Budget</b>	<b>2019 Forecast</b>	<b>2018-2019 Change (%)</b>	<b>2020 Forecast</b>	<b>2018-2020 Change (%)</b>
<b>Gross Expenditures By Service</b>					
CAO/Executive Management	1,908,700	1,954,500	2.4%	1,992,700	2.0%
Internal Audit	206,800	210,900	2.0%	215,100	2.0%
<b>Total Gross Expenditures</b>	<b>2,115,500</b>	<b>2,165,400</b>	<b>2.4%</b>	<b>2,207,800</b>	<b>2.0%</b>
<b>Tax Levy By Service</b>					
CAO/Executive Management	1,725,700	1,771,500	2.7%	1,809,700	2.2%
Internal Audit	167,800	171,900	2.4%	176,100	2.4%
<b>Total Tax Levy</b>	<b>1,893,500</b>	<b>1,943,400</b>	<b>2.6%</b>	<b>1,985,800</b>	<b>2.2%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	1,903,000	1,949,000	2.4%	1,987,400	2.0%
Materials & Supplies	4,500	4,500	0.0%	4,500	0.0%
Purchased Services	207,100	211,000	1.9%	215,000	1.9%
Internal Charges	-	-	0.0%	-	0.0%
Other Expenditures	-	-	0.0%	-	0.0%
Minor Capital & Transfer To Reserves	900	900	0.0%	900	0.0%
<b>Total Expenditures</b>	<b>2,115,500</b>	<b>2,165,400</b>	<b>2.4%</b>	<b>2,207,800</b>	<b>2.0%</b>
<b>Revenues By Type</b>					
Activity Revenue	39,000	39,000	0.0%	39,000	0.0%
Internal Recoveries	-	-	0.0%	-	0.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	183,000	183,000	0.0%	183,000	0.0%
<b>Total Revenues</b>	<b>222,000</b>	<b>222,000</b>	<b>0.0%</b>	<b>222,000</b>	<b>0.0%</b>
<b>Tax Levy</b>	<b>\$1,893,500</b>	<b>\$1,943,400</b>	<b>2.6%</b>	<b>\$1,985,800</b>	<b>2.2%</b>

## 2019 - 2020 Budget Forecast Highlights

- Forecast includes inflationary increases for personnel services and benefits for 2019 and 2020. Revenue forecast includes increased recovery anticipated in Internal Audit from Oakville Hydro.



**Program: ServiceOakville**  
**Program Based Budget**  
**2018 - 2020**

## Vision

- To deliver citizen focused services that combine people, processes and technology to maximize value to the public.

## Mission

- To help the town achieve its goals and objectives by delivering services valued by the organization and the community; providing leadership in the implementation of the town's customer service strategy by working with other departments; and delivering accessible, integrated customer service solutions to the public.

## Key Initiatives

- Continue to migrate additional department inquiries into the ServiceOakville contact centre to expand capacity to provide first contact call resolution to the community.
- Continue to work jointly with departmental partners to implement "Digital First" service delivery solutions including the expansion of online opportunities to report and track service requests.
- Continue implementation of Internal Service Hub focused on the creation of town-wide customer service strategy and to support responsive data-driven decisions.

## Program Services

The program enhances the customer experience by:



ServiceOakville  
\$0.9M

- Providing live answers during the town's business hours
- Effectively managing service requests to applicable business area
- Leveraging the Customer Relationship Management application to escalate outstanding items appropriately

# Key Performance Indicators

## 1. Percentage of gross operating budget

2013	2014	2015	2016	2017
0.4%	0.4%	0.4%	0.4%	0.4%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> 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

2013	2014	2015	2016	2017
0.6%	0.5%	0.5%	0.6%	0.6%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTE's.				
<b>How Calculated:</b> Total program FTEs including part-time / Total town FTEs including part-time				

## 3. Percentage of calls answered within 30 seconds

2013	2014	2015	2016	2017
88%	85%	83%	80%	75% Sept. 30 ,2017
<b>Why Important:</b> 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.				
<b>How Calculated:</b> 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 ServiceOakville CSR in less than 20 seconds.				

## 4. Abandon rate

2013	2014	2015	2016	2017
4%	4%	4%	5%	7% Sept. 30 ,2017
<b>Why Important:</b> 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.				
<b>How Calculated:</b> 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.				

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

2013	2014	2015	2016	2017
89%	89%	88%	81%	74% Sept. 30 ,2017
<b>Why Important:</b> A critical driver of customer satisfaction is having their issue addressed in a "one-and-done" capacity.				
<b>How Calculated:</b> The total number of CRM requests logged as "FCR" (First Call Resolution) / Total number of cases handled (both FCR and SR – Service Requests)				

## Staffing Overview

<b>Program: ServiceOakville</b>	<b>2017 Approved FTE</b>	<b>2018 Capital Impact</b>	<b>2018 Service Adjustment</b>	<b>2018 Reallocation of Staff</b>	<b>2018 Total FTE</b>	<b>Net Change 2018 vs 2017</b>
Services/Activities:						
ServiceOakville	9.8	1.0			10.8	1.0
<b>Total ServiceOakville</b>	<b>9.8</b>	<b>1.0</b>	<b>0.0</b>	<b>0.0</b>	<b>10.8</b>	<b>1.0</b>

Overall, the total staff complement for this program is 10.8FTE. This increase is an impact from capital for the new Supervisor of Performance position.

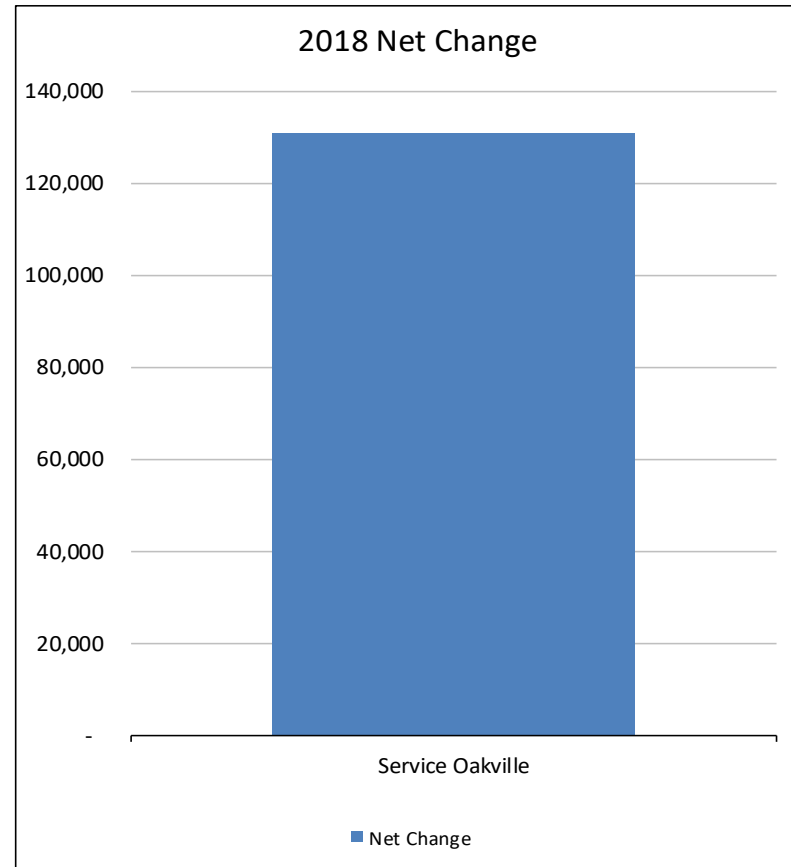
## Program Services Budget Overview

<b>Services/Activities:</b>	<b>2017 Restated</b>		<b>2018 Requested</b>		<b>Net Change 2018 vs 2017</b>	<b>Net Change 2018 vs 2017 (%)</b>
	<b>Gross Budget</b>	<b>Net Budget</b>	<b>Gross Budget</b>	<b>Net Budget</b>		
Service Oakville	915,500	740,500	1,037,500	871,500	131,000	17.7%
<b>Total</b>	<b>\$915,500</b>	<b>\$740,500</b>	<b>\$1,037,500</b>	<b>\$871,500</b>	<b>\$131,000</b>	<b>17.7%</b>

Overall the ServiceOakville program has a net budget of \$871,500, which provides the cost to deliver a one-window approach to customer service that tracks and handles walk-in, email and telephone inquiries on behalf of Road and Works, Parks and Open Space, Parking Enforcement, Parking Operations, Development Engineering, Engineering and Construction and Tourism. Staff are equipped and trained to answer inquiries on behalf of partner departments and log all service requests through the town's customer relationship management application. This application is integrated into the town's work order management system to provide efficient and effective service delivery to residents. The 2018 budget has increased \$131,000 or 17.7% primarily as a result of the new Supervisor of Performance position. Several expenses were reallocated to align evolving program requirements.

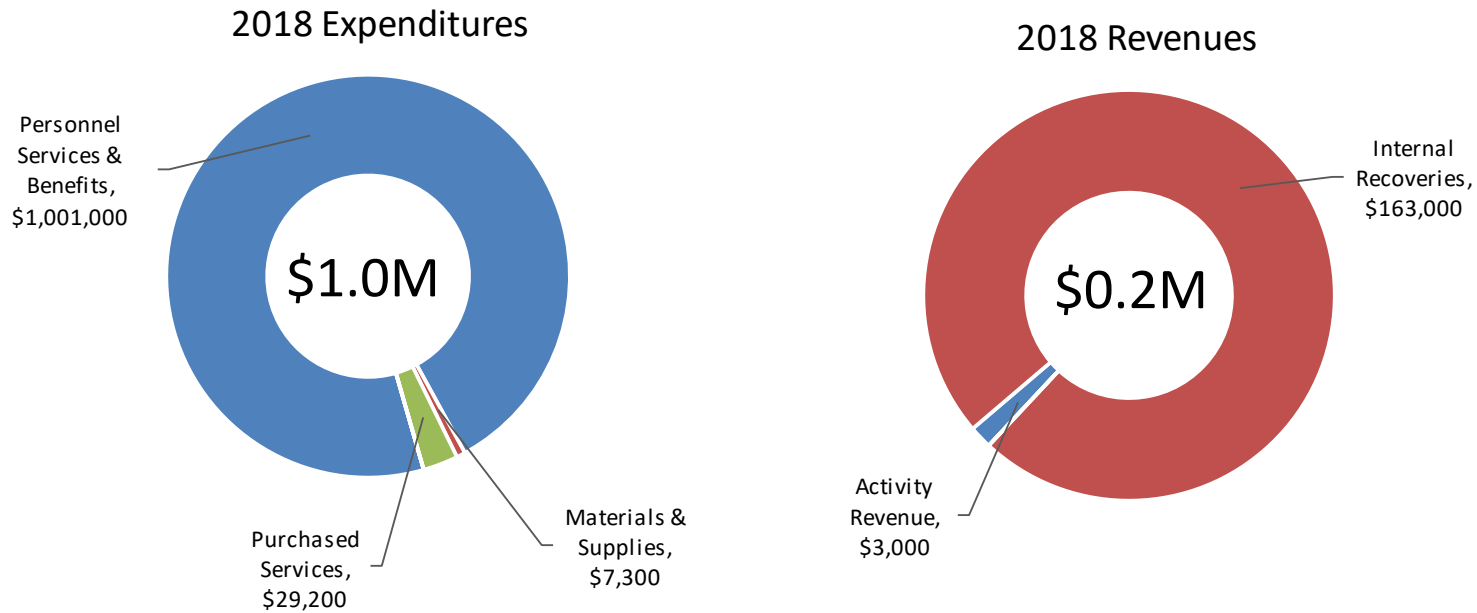
## Net Program Budget Change

- **Service Oakville** has increased by \$131,000 primarily due to a new supervisory position. This position is an operating impact from capital for 2018. Inflationary adjustments for wages and benefits were also included.





## 2018 Program Budget by Component– \$871,500



The ServiceOakville program's total expenditures are \$1,037,500; total revenues are \$ 166,000, resulting in a net budget of \$871,500. In 2018 the budget has increased \$131,000 or 17.7%. The main components of the budget are:

- **Personnel Services & Benefits** represents 96% of the total gross expenditures. In 2018, personnel costs increased \$122,000 as a result of the new Supervisor of Performance position referred to above. Additional inflationary and compensation increases are also included.
- **Internal Recoveries** represents 98% of the total revenue, which have decreased by \$8,000 as a result of the elimination of the windrow recovery.

## 2019 - 2020 Operating Budget Forecast

Service Oakville	2018 Requested Budget	2019 Forecast	2018-2019 Change (%)	2020 Forecast	2019-2020 Change (%)
<b>Gross Expenditures By Service</b>					
Service Oakville	1,037,500	1,065,700	2.7%	1,086,700	2.0%
<b>Total Gross Expenditures</b>	<b>1,037,500</b>	<b>1,065,700</b>	<b>2.7%</b>	<b>1,086,700</b>	<b>2.0%</b>
<b>Tax Levy By Service</b>					
Service Oakville	871,500	899,700	3.2%	920,700	2.3%
<b>Total Tax Levy</b>	<b>871,500</b>	<b>899,700</b>	<b>3.2%</b>	<b>920,700</b>	<b>2.3%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	1,001,000	1,028,600	2.8%	1,049,000	2.0%
Materials & Supplies	7,300	7,400	1.4%	7,500	1.4%
Purchased Services	29,200	29,700	1.7%	30,200	1.7%
Internal Charges	-	-	0.0%	-	0.0%
Other Expenditures	-	-	0.0%	-	0.0%
Minor Capital & Transfer To Reserves	-	-	0.0%	-	0.0%
<b>Total Expenses</b>	<b>1,037,500</b>	<b>1,065,700</b>	<b>2.7%</b>	<b>1,086,700</b>	<b>2.0%</b>
<b>Revenues By Type</b>					
Activity Revenue	3,000	3,000	0.0%	3,000	0.0%
Internal Recoveries	163,000	163,000	0.0%	163,000	0.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	-	-	0.0%	-	0.0%
<b>Total Revenues</b>	<b>166,000</b>	<b>166,000</b>	<b>0.0%</b>	<b>166,000</b>	<b>0.0%</b>
<b>Tax Levy</b>	<b>\$871,500</b>	<b>\$899,700</b>	<b>3.2%</b>	<b>\$920,700</b>	<b>2.3%</b>

## 2019 - 2020 Budget Forecast Highlights

- The 2019-2020 forecasted budgets reflects inflationary increases to the cost of service delivery.

## 2018 - 2020 Recommended Capital Budget

A new Customer Relationship Management (CRM) system was installed in late 2017. Through the design and migration from the old system to the new system, features and new on-line case types were identified to empower the public to submit and track their own requests. In 2018, it is expected that two additional feature updates will be required. Operating impacts relate to software maintenance for the new Software as a Service (SaaS) software license.

Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2018	2019	2020	2018	2019	2020
36101606	CRM Infrastructure Replacement	Infrastructure Renewal	251,000			214,000	54,000	
<b>TOTAL</b>			<b>251,000</b>			<b>214,000</b>	<b>54,000</b>	



**Program: Strategy, Policy and Communications**

**Program Based Budget**

**2018 - 2020**

## Vision

- To be recognized leaders in providing high-quality strategic advice, communications and customer service programs and services that serve to engage and inform the community, our stakeholders and employees.

## Mission

- To provide corporate leadership by creating and maintaining an effective strategic framework to help the town achieve its goals and objectives and to assist departments in providing accessible and responsive communications to the community.

## Key Initiatives

- Conduct further enhancements to oakville.ca with a focus on gathering public feedback on navigation, content and online services; investigating and implementing a new online search tool; and, improving web content accessibility to meet or exceed public expectations and web standards.
- Continue to support open data and maintain the town's ISO 37120 certification through the World Council on City Data
- Continue to develop and implement effective communications strategies to support town programs and services, ensure open and transparent government, and increase public awareness and understanding on town priorities and emerging issues.
- Continue to encourage civic participation by supporting public engagement through multiple channels and tools.
- Complete final update to town's 2014-18 strategic plan including 2017 accomplishments and 2018 goals.

## Program Services

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



Strategy, Policy  
and  
Communications  
\$1.3M

- Supports Council's vision to engage and serve all stakeholders, including staff and the community

# Key Performance Indicators

## 1. Percentage of gross operating budget

2013	2014	2015	2016	2017
0.5%	0.6%	0.6%	0.6%	0.6%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> 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

2013	2014	2015	2016	2017
0.5%	0.6%	0.6%	0.6%	0.6%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTE's.				
<b>How Calculated:</b> 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

2013	2014	2015	2016	2017
88%	88%(based on 2013 survey)	86%	86%(based on 2015 survey)	84%(based on 2017 survey)
<b>Why Important:</b> 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.				
<b>How Calculated:</b> 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.				

## 4. Number of unique visitors on Oakville.ca

2013	2014	2015	2016	2017
656,433 visitors viewed a total of 3,649,760 pages averaging 2.72 pages per visit	709,066 visitors viewed a total of 3,644,463 pages averaging 2.6 pages per visit	736,100 visitors viewed a total of 3,711,134 pages averaging 2.6 pages per visit	806,467 visitors viewed a total of 3,856,706 pages averaging 2.5 pages per visit	As of Sept. 30, 2017: 614,205 visitors viewed a total of 3,192,477 pages averaging 2.53 pages per visit
<b>Why Important:</b> Oakville.ca is the town's primary tool to provide information to residents, and 73 percent of respondents to the town's 2017 Citizen Survey identified <a href="http://oakville.ca">oakville.ca</a> as their preferred way to access town information.				
<b>How Calculated:</b> The town uses Google web analytics to track web statistics.				



## 5. Number of followers on town social media sites

2013	2014	2015	2016	2017
10,715	17,759	25,028	34,185	As of Sept 30, 2017 40,303 Annual Projection: 41,800
<p><b>Why Important:</b> 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.</p>				
<p><b>How Calculated:</b> Twitter and Facebook analytical tools are used to calculate totals.</p>				

## Staffing Overview

<b>Program: Strategy, Policy &amp; Communications</b>	<b>2017 Approved FTE</b>	<b>2018 Capital Impact</b>	<b>2018 Service Adjustment</b>	<b>2018 Reallocation of Staff</b>	<b>2018 Total FTE</b>	<b>Net Change 2018 vs 2017</b>
Services/Activities:						
Strategy, Policy & Communications	9.8				9.8	0.0
<b>Total Strategy, Policy &amp; Communications</b>	<b>9.8</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>9.8</b>	<b>0.0</b>

Overall, the total 2018 staff complement for this program is 9.8 FTE. There is no change for this year.

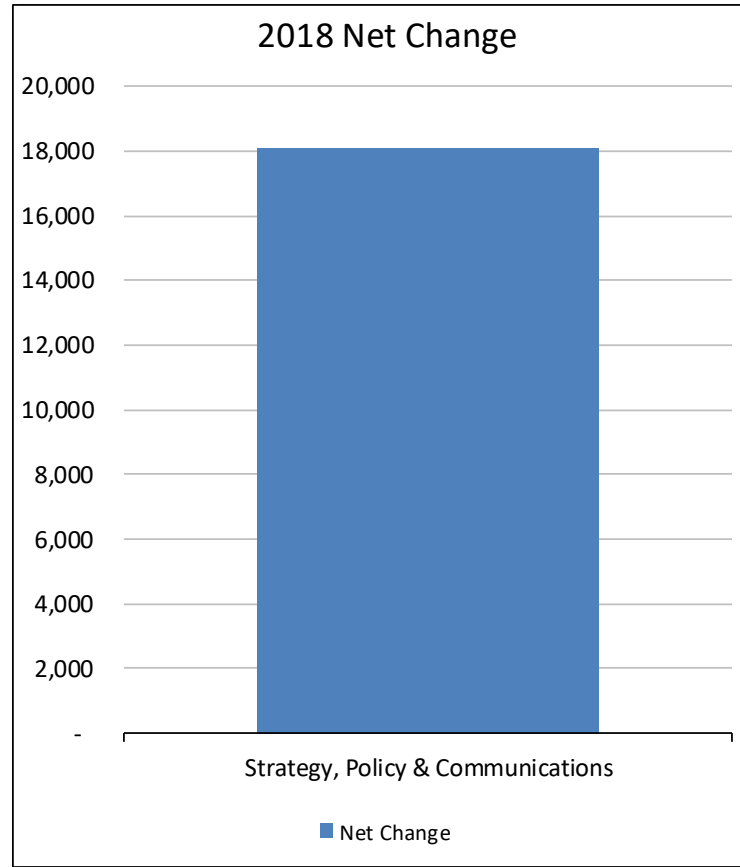
## Program Services Budget Overview

<b>Services/Activities:</b>	<b>2017 Restated</b>		<b>2018 Requested</b>		<b>Net Change 2018 vs 2017</b>	<b>Net Change 2018 vs 2017 (%)</b>
	<b>Gross Budget</b>	<b>Net Budget</b>	<b>Gross Budget</b>	<b>Net Budget</b>		
Strategy, Policy & Communications	1,287,500	1,287,500	1,305,600	1,305,600	18,100	1.4%
<b>Total</b>	<b>\$1,287,500</b>	<b>\$1,287,500</b>	<b>\$1,305,600</b>	<b>\$1,305,600</b>	<b>\$18,100</b>	<b>1.4%</b>

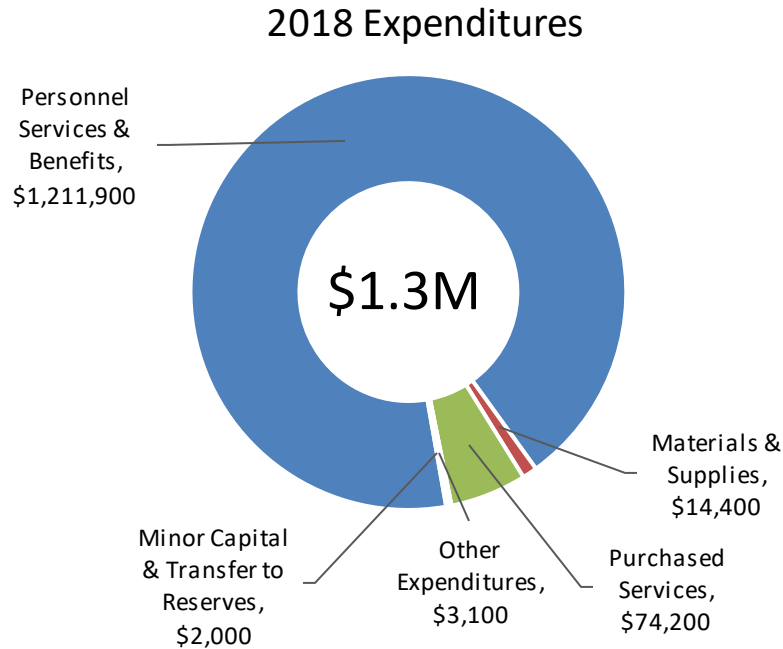
Overall the Strategy, Policy & Communications program has a net budget of \$1,305,600 which represents the cost to support the development and execution of Council's strategic plan and to help create awareness and promote the town's many diverse programs and services through strategic communication plans and materials. In addition, the department supports the town's commitment to accessibility and inclusion. In 2018, the budget has increased \$18,100 or 1.4%, mainly as a result of inflationary increases for wages and benefits.

## Net Program Budget Change

- **Strategy, Policy and Communication** has increased \$18,100 primarily due to inflationary adjustments for wages and benefits.



## 2018 Program Budget by Component – Net \$1,305,600



The Strategy, Policy and Communication program’s total expenditures are \$1,305,600. This program has no revenues. In 2018, the budget has increased by \$18,100 or 1.4%. The main drivers for this increase are the following:

- **Personnel Services & Benefits** is the largest cost component of the budget at \$1.2 million, representing 93% of total gross expenditures. In 2018, personnel costs have increased \$18,100. This is due to contractual and inflationary increases.
- **Materials and Supplies** has increased by \$500 for external reproduction, postage and special events supplies, which better align current spending trends.
- **Purchased Services** has decreased by \$800 for various accounts including meals, advertising, mileage and training.
- **Payments and Grants** has increased by \$800 for accessibility costs.

## 2019 - 2020 Operating Budget Forecast

Strategy, Policy & Communications	2018 Requested Budget	2019 Forecast	2018-2019 Change (%)	2020 Forecast	2019-2020 Change (%)
<b>Gross Expenditures By Service</b>					
Strategy, Policy & Communications	1,305,600	1,333,500	2.1%	1,359,600	2.0%
<b>Total Gross Expenditures</b>	<b>1,305,600</b>	<b>1,333,500</b>	<b>2.1%</b>	<b>1,359,600</b>	<b>2.0%</b>
<b>Tax Levy By Service</b>					
Strategy, Policy & Communications	1,305,600	1,333,500	2.1%	1,359,600	2.0%
<b>Total Tax Levy</b>	<b>1,305,600</b>	<b>1,333,500</b>	<b>2.1%</b>	<b>1,359,600</b>	<b>2.0%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	1,211,900	1,238,200	2.2%	1,262,700	2.0%
Materials & Supplies	14,400	14,700	2.1%	15,000	2.0%
Purchased Services	74,200	75,500	1.8%	76,800	1.7%
Internal Charges	-	-	0.0%	-	0.0%
Other Expenditures	3,100	3,100	0.0%	3,100	0.0%
Minor Capital & Transfer To Reserves	2,000	2,000	0.0%	2,000	0.0%
<b>Total Expenses</b>	<b>1,305,600</b>	<b>1,333,500</b>	<b>2.1%</b>	<b>1,359,600</b>	<b>2.0%</b>
<b>Revenues By Type</b>					
Activity Revenue	-	-	0.0%	-	0.0%
Internal Recoveries	-	-	0.0%	-	0.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	-	-	0.0%	-	0.0%
<b>Total Revenues</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
<b>Tax Levy</b>	<b>\$1,305,600</b>	<b>\$1,333,500</b>	<b>2.1%</b>	<b>\$1,359,600</b>	<b>2.0%</b>

## 2019 - 2020 Budget Forecast Highlights

- The 2019 net budget is projected to increase by 2.1% or \$27,900 and reflects inflationary increases to the cost of delivering services.
- The 2020 net budget is projected to increase by 2.0% or \$26,100 and reflects inflationary increases to the cost of delivering services.

## 2018 - 2020 Recommended Capital Budget

The following chart details the requested capital budget. The Web Based Services project was launched in 2011 to completely redevelop the Oakville.ca web site. Base functionality was created with the initial site built in 2011, while phase two in 2012 continued to enhance the website's functionality. Work will continue on enhancements to site functionality and online services including improvements to online documents and forms, a new Corporate KPI dashboard and application development.

Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2018	2019	2020	2018	2019	2020
21101101	Web Based Services	Strategic Priorities	310,000	493,000	493,000			
<b>TOTAL</b>			<b>310,000</b>	<b>493,000</b>	<b>493,000</b>			

**Program: Human Resources**

**Program Based Budget**

**2018 - 2020**

### Vision

- To be the principal authority for human resources management and a key strategic contributor to corporate success.

### Mission

- To support the town in achieving organizational goals and objectives by enhancing individual, team, group and corporate effectiveness.

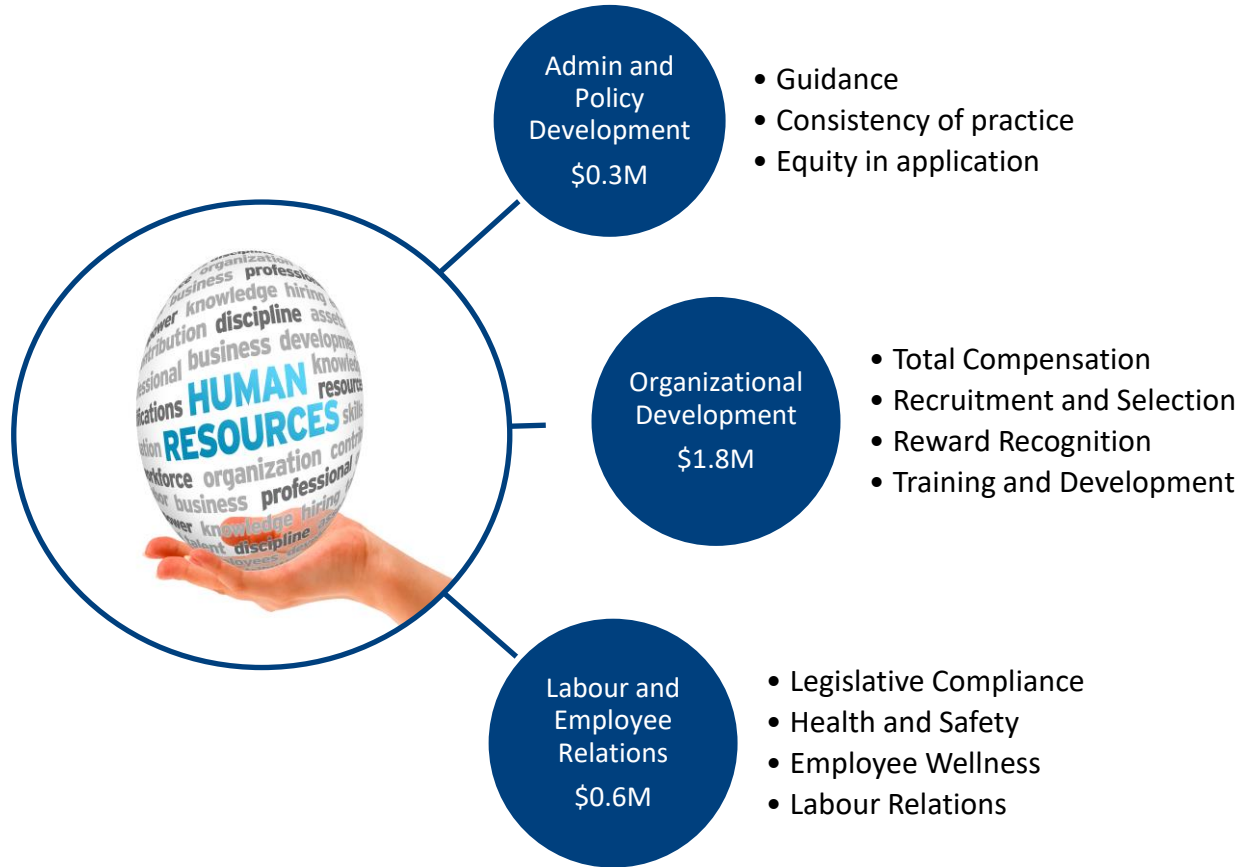
### Key Initiatives

- Support implementation of the Leadership Plan with specific responsibility for building a dynamic and resilient workforce.
- Develop attraction and talent management programs, including an Inclusion Plan and succession management approach.
- Increase the use of automation and workflow to increase efficiency and effectiveness of administrative processes, particularly in the areas of recruitment and learning.
- Implement a corporate-wide Learning Management System.



# 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 administration and contribute to an organization that has a competitive advantage in the employment market place.



# Key Performance Indicators

## 1. Percentage of gross operating budget

2013	2014	2015	2016	2017
1.3%	1.2%	1.2%	1.1%	1.2%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> 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

2013	2014	2015	2016	2017
1.1%	1.1%	1.0%	1.0%	1.0%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTE's.				
<b>How Calculated:</b> Total program FTEs including part-time / Total town FTEs including part-time.				

## 3. Average days per short term disability claims

2013	2014	2015	2016	2017
24.7	28.8	14.3	31.8	22.6 Sept. 30 ,2017
<b>Why Important:</b> Indicates trends in case managed short term disability absences. Includes only medical absences that are managed corporately by Human Resources.				
<b>How Calculated:</b> Total number of case-managed short term disability days/Total number of case-managed short term disability claims.				

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

2013	2014	2015	2016	2017
94%	96.3%	97%	97.5%	96.7% Sept. 30 ,2017
<b>Why Important:</b> Reflects the value and relevance of the training and development programs to the participants.				
<b>How Calculated:</b> Summary of data from LEADS program evaluation sheets (self-evaluation of level of knowledge pre and post learning).				

## 5. Claims settled prior to grievance arbitration

2013	2014	2015	2016	2017
96%	75%	96%	91%	50% Sept. 30 ,2017
<b>Why Important:</b> Shows the effectiveness of the relationship in resolving disputes with the bargaining units.				
<b>How Calculated:</b> % of grievances settled prior to arbitration.				

## 6. Health and Safety – Lost time frequency rate

2013	2014	2015	2016	2017
1.9	2.1	2.1	2.3	2.2 Sept. 30 ,2017
<b>Why Important:</b> Assesses the effectiveness of our safety program.				
<b>How Calculated:</b> (# 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

2013	2014	2015	2016	2017
5	0	2	0	3 Sept. 30 ,2017
<b>Why Important:</b> Indicator of the effectiveness of organization's health and safety practices.				
<b>How Calculated:</b> Number of orders issued, to ensure compliance, by the Ministry of Labour.				

## Staffing Overview

<b>Program: Human Resources</b>	<b>2017 Approved FTE</b>	<b>2018 Capital Impact</b>	<b>2018 Service Adjustment</b>	<b>2018 Reallocation of Staff</b>	<b>2018 Total FTE</b>	<b>Net Change 2018 vs 2017</b>
<b>Services/Activities:</b>						
Administration and Policy Development	5.0			(3.0)	2.0	(3.0)
Recruitment	4.0			5.0	9.0	5.0
Organizational Development	2.0				2.0	0.0
Reward and Recognition	1.0				1.0	0.0
Health, Safety & Wellness	3.1			(2.0)	1.1	(2.0)
Labour Relations	1.0				1.0	0.0
<b>Total Human Resources</b>	<b>16.1</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>16.1</b>	<b>0.0</b>

Overall, the total 2018 staff complement for Human Resources is 16.1 FTEs. This remains unchanged from 2017. In 2018, there is a minor staff restructuring planned, in which 5 positions will be realigned from Administration and Health and Safety into a new section called Advisory Services (formerly Recruitment).

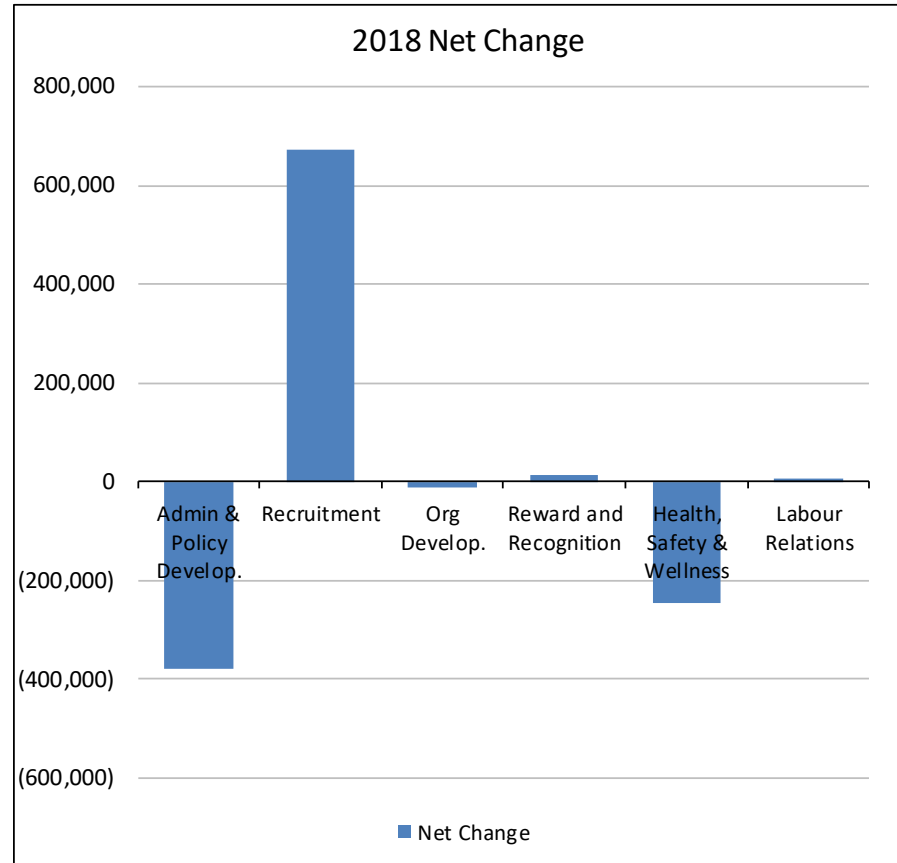
## Program Services Budget Overview

<b>Services/Activities:</b>	<b>2017 Restated</b>		<b>2018 Requested</b>		<b>Net Change 2018 vs 2017</b>	<b>Net Change 2018 vs 2017 (%)</b>
	<b>Gross Budget</b>	<b>Net Budget</b>	<b>Gross Budget</b>	<b>Net Budget</b>		
Administration and Policy Development	707,500	707,100	327,600	327,200	(379,900)	(53.7%)
Recruitment	503,500	503,500	1,175,500	1,175,500	672,000	133.5%
Organizational Development	414,200	413,000	402,500	401,300	(11,700)	(2.8%)
Reward and Recognition	186,100	186,100	198,800	198,800	12,700	6.8%
Health, Safety & Wellness	583,700	577,700	337,000	331,000	(246,700)	(42.7%)
Labour Relations	267,200	267,200	273,400	273,400	6,200	2.3%
<b>Total</b>	<b>2,662,200</b>	<b>2,654,600</b>	<b>2,714,800</b>	<b>2,707,200</b>	<b>52,600</b>	<b>2.0%</b>

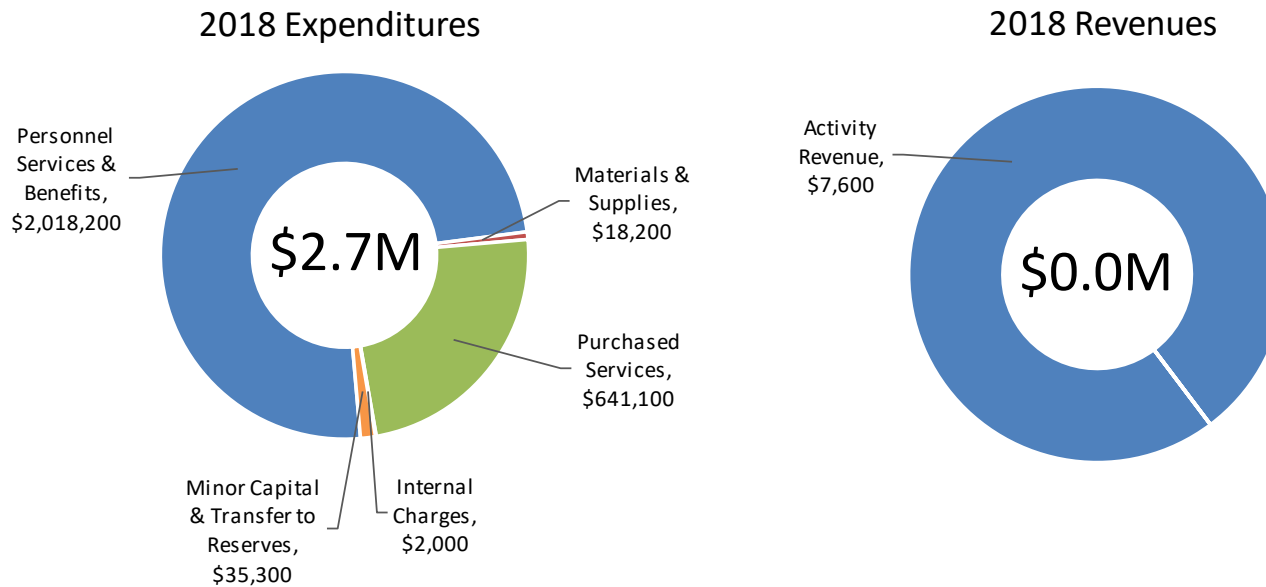
The 2018 budget increased by \$52,600 or 2.0% resulting in a net total budget of \$ 2,707,200. The budget reflects a careful consideration of expenditures required to fulfill the business plan, based on a five year historical analysis. In addition, several budget adjustments were completed to reallocate resources within the entire program.

## Net Program Budget Change

- **Administration & Policy Development** has decreased \$379,900 due to position movements of 1 Advisory Manager and 2 HR Consultants related to the upcoming re-organization to Advisory Services. In addition, professional development and skills improvement were consolidated to Administration and removed from previous sections.
- **Recruitment** has increased \$672,000 due to 5 position movements for staff re-alignment planned in 2018, including renaming to Advisory Services. Compensatory increases and expense realignment due to re-org are also included.
- **Organization Development** has decreased by \$11,700. Salary adjustments, budget efficiencies and reallocations are also included.
- **Reward and Recognition** has increased \$12,700 for compensation and professional fee increases for consultations.
- **Health, Safety & Wellness** has decreased \$246,700 due to position movements of 1 Disability Coordinator and 1 Disability Associate moving to Advisory Services in 2018. Budget adjustments due to restructuring are also included.
- **Labour Relations** has increased \$6,200 for legal fees and inflation on salaries and benefits.



## 2018 Program Budget by Component – Net \$2,707,200



In 2018, Human Resources program's total expenditures are \$2,714,800 and total revenues are \$ 7,600, resulting in a net budget of \$ 2,707,200. The net change from the prior year is \$52,600 or 2.0%. The main drivers for this change are the following:

- **Personnel Services and Benefits** is the largest component of the budget at \$2.0 million representing 74% of the total gross expenditures. In 2018, personnel costs have increased by \$49,700 due to inflationary and compensation increases, incumbent salary adjustments and position movements within the program.
- **Purchased Services** is the second largest component of the budget at \$0.6 million and includes the budgets for corporate training, recruitment, staff and volunteer recognition and external professional fees. In 2018, Purchased Services decreased by \$100. Although this is minimal, several efficiencies helped mitigate larger impacts of cost delivery increases from external sources.
- **Activity Revenue** is budgeted at \$7,600 and is primarily registration fees for town staff fitness classes and external recoveries for staff training programs.

## 2019 - 2020 Operating Budget Forecast

<b>Human Resources</b>	<b>2018 Requested Budget</b>	<b>2019 Forecast</b>	<b>2018-2019 Change (%)</b>	<b>2020 Forecast</b>	<b>2019-2020 Change (%)</b>
<b>Gross Expenditures By Service</b>					
Administration and Policy Development	327,600	334,000	2.0%	340,500	1.9%
Recruitment	1,175,500	1,198,800	2.0%	1,222,800	2.0%
Organizational Development	402,500	410,200	1.9%	418,100	1.9%
Reward and Recognition	198,800	202,700	2.0%	206,700	2.0%
Health, Safety & Wellness	337,000	343,800	2.0%	350,200	1.9%
Labour Relations	273,400	279,000	2.0%	284,600	2.0%
<b>Total Gross Expenditures</b>	<b>2,714,800</b>	<b>2,768,500</b>	<b>2.0%</b>	<b>2,822,900</b>	<b>2.0%</b>
<b>Tax Levy By Service</b>					
Administration and Policy Development	327,200	333,600	2.0%	340,100	1.9%
Recruitment	1,175,500	1,198,800	2.0%	1,222,800	2.0%
Organizational Development	401,300	409,000	1.9%	416,900	1.9%
Reward and Recognition	198,800	202,700	2.0%	206,700	2.0%
Health, Safety & Wellness	331,000	337,800	2.1%	344,200	1.9%
Labour Relations	273,400	279,000	2.0%	284,600	2.0%
<b>Total Tax Levy</b>	<b>2,707,200</b>	<b>2,760,900</b>	<b>2.0%</b>	<b>2,815,300</b>	<b>2.0%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	2,018,200	2,058,400	2.0%	2,099,000	2.0%
Materials & Supplies	18,200	18,600	2.2%	19,000	2.2%
Purchased Services	641,100	653,500	1.9%	666,200	1.9%
Internal Charges	2,000	2,000	0.0%	2,000	0.0%
Other Expenditures	-	-	0.0%	-	0.0%
Minor Capital & Transfer To Reserves	35,300	36,000	2.0%	36,700	1.9%
<b>Total Expenses</b>	<b>2,714,800</b>	<b>2,768,500</b>	<b>2.0%</b>	<b>2,822,900</b>	<b>2.0%</b>
<b>Revenues By Type</b>					
Activity Revenue	7,600	7,600	0.0%	7,600	0.0%
Internal Recoveries	-	-	0.0%	-	0.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	-	-	0.0%	-	0.0%
<b>Total Revenues</b>	<b>7,600</b>	<b>7,600</b>	<b>0.0%</b>	<b>7,600</b>	<b>0.0%</b>
<b>Tax Levy</b>	<b>\$ 2,707,200</b>	<b>\$ 2,760,900</b>	<b>2.0%</b>	<b>\$ 2,815,300</b>	<b>2.0%</b>

## **2019 - 2020 Budget Forecast Highlights**

- The 2019 net budget is projected to increase by 2.0% or \$53,700 and reflects inflationary increases to the cost of delivering services.
- The 2020 net budget is projected to increase by 2.0% or \$54,400 and reflects inflationary increases to the cost of delivering services.



**Program: Financial Services**

**Program Based Budget**

**2018 - 2020**

## Vision

- To manage and protect the town's financial resources and assets in an equitable and accountable manner, to ensure the long term fiscal sustainability of the town.

## Mission

- To provide financial services to support the Corporation, in order to assist in the delivery of town programs and to ensure compliance with government policies.

## Key Initiatives

- Analyze the 2017 MPAC reassessment shifts and ensure MPAC meets the needs of the town.
- Complete Asset Management Plans and policies to meet ministry guideline.
- Create curriculum for internal customers on financial services functions, continue to train staff on systems and processes.
- New Development Charges By-law to be passed in February 2018.
- Complete update to the Long-term Financial Forecast and Financing plan in accordance with the DC Study and Asset Management Plan.
- Develop customized dashboards for senior management to provide key financial and program information.
- Complete ISO 37120 certification through World Council on City Data on 100 standardized performance measures.

## Program Services

The Financial Services teams provides professional financial and accounting, payroll & benefits, revenue, procurement & asset management 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. The Deputy Treasurer's ensure that quality services are provided in a manner aligned with Council-approved policies and directions.



Financial  
Planning  
\$2.1M

- Financial Planning and Policy
- Development Financing and Investment
- Purchasing and Risk Management

Financial  
Operations  
\$3.4M

- Accounting Operations
- Revenue and Taxation
- Asset Management
- Payroll and Benefit Services

# Key Performance Indicators

## 1. Percentage of gross operating budget

2013	2014	2015	2016	2017
2.8%	2.9%	2.9%	3.0%	3.1%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> 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

2013	2014	2015	2016	2017
3.4%	3.4%	3.7%	3.6%	3.6%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTE's.				
<b>How Calculated:</b> Total program FTEs including part-time / Total town FTEs including part-time				

## 3. Stabilization Reserves as a percentage of own source revenues

2013	2014	2015	2016	2017
17%	20%	21%	21%	19%
<b>Why Important:</b> 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%.				
<b>How Calculated:</b> Total Stabilization Reserves divided by total town own revenue. For 2017, the projected ending balance for stabilization reserves has been used.				

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

2013	2014	2015	2016	2017
3.87%	4.63%	4.55%	5.62%	5.34%
<b>Why Important:</b> Debt service ratio is an indication of financial flexibility of the organization. The Ministry of Housing limit is 25% and Council Policy is 12%.				
<b>How Calculated:</b> Total debt charges divided by total town own revenue sources as per the Ministry of Housing and Municipal Affairs				

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

2013	2014	2015	2016	2017
N/A	78%	67%	71%	TBD
<b>Why Important:</b> Own-source revenue is an indication of the town's ability to plan effectively and demonstrates control over own resources.				
<b>How Calculated:</b> Own-source revenue divided by total revenue, where own source revenues includes all permit, user fees and taxes collected.				

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

2013	2014	2015	2016	2017
95.77%	95.96%	95.95%	96.17%	TBD
<b>Why Important:</b> Provides an indicator of the financial health of the community at end of each fiscal year.				
<b>How Calculated:</b> (Total taxes collected – taxes receivable)/Total taxes				

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

2013	2014	2015	2016	2017
1.6%	-4.8%	-0.6%	-0.9%	TBD
<b>Why Important:</b> Ensures proper budget practices are followed and spending is in accordance with approved budget.				
<b>How Calculated:</b> Net variance on town programs excluding Corporate Revenue & Expenses/ Approved budget				

### 8. Achieve full expected life of assets

2013	2014	2015	2016	2017
70.00%	64.38%	76.09%	77.9%	90.00% Sept. 30 ,2017
<b>Why Important:</b> To ensure that all Tangible Capital Assets are set up with the correct useful life and that they are disposed of with a NBV of zero. Having the correct useful life enables the town to better plan replacements and schedule preventative maintenance and the associated costs at the correct time.				
<b>How Calculated:</b> (# of disposed assets at end of Useful Life or greater/Total # of TCA disposed * 100)				

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

2013	2014	2015	2016	2017
Achieved	Achieved	Achieved	Achieved	TBD
<b>Why Important:</b> 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				
<b>How Calculated:</b> External auditors provide an opinion after the interim and final audit of the annual statements, which is presented to Council.				

## 10. Return on Investment Portfolio

2013	2014	2015	2016	2017
3.9%	3.5%	3.1%	3.0%	3.0% Sept. 30 ,2017
<b>Why Important:</b> 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.				
<b>How Calculated:</b> Average annual rate of return				

## Staffing Overview

<b>Program: Financial Services</b>	<b>2017 Approved FTE</b>	<b>2018 Capital Impact</b>	<b>2018 Service Adjustment</b>	<b>2018 Reallocation of Staff</b>	<b>2018 Total FTE</b>	<b>Net Change 2018 vs 2017</b>
<b>Services/Activities:</b>						
Administration	3.3				3.3	0.0
Asset Management	6.0				6.0	0.0
Accounting Operations	9.0				9.0	0.0
Payroll and Benefit Services	7.0				7.0	0.0
Revenue and Taxation	11.6				11.6	0.0
Financial Planning and Policy	10.2				10.2	0.0
Development Financing and Investment	3.0				3.0	0.0
Purchasing and Risk Management	8.0				8.0	0.0
<b>Total Financial Services</b>	<b>58.1</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>58.1</b>	<b>0.0</b>

The total 2018 staff complement for Financial Services is 58.1 FTEs, which remains unchanged from 2017.

## Program Services Budget Overview

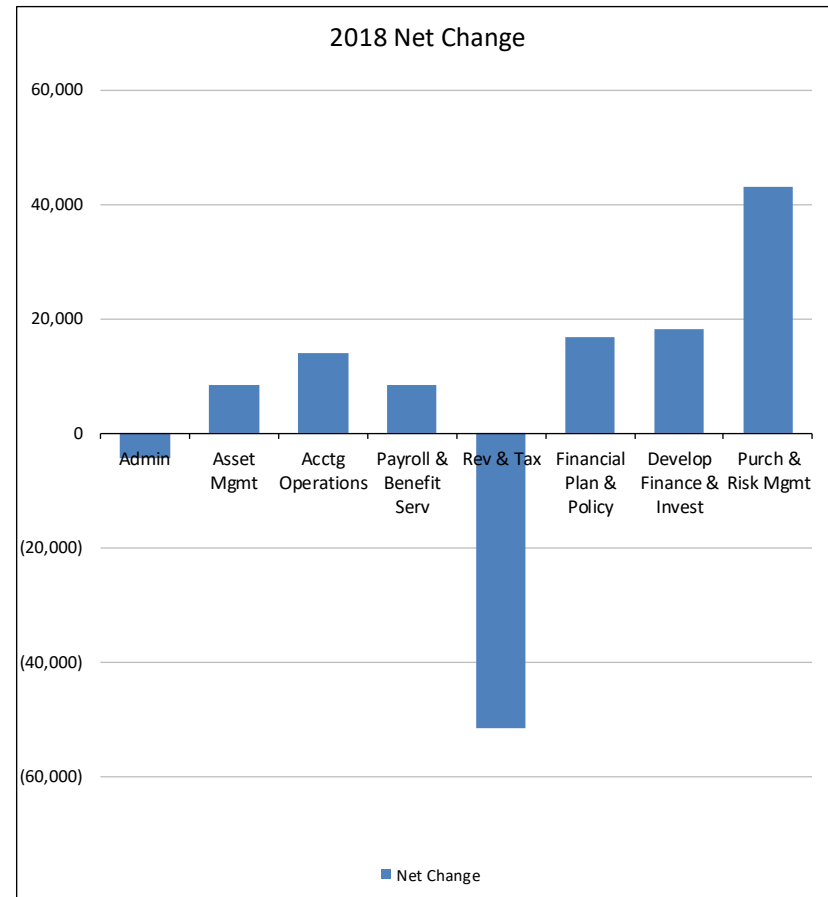
Services/Activities:	2017 Restated		2018 Requested		Net Change 2018 vs 2017	Net Change 2018 vs 2017 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
<b>Administration</b>	<b>568,800</b>	<b>568,800</b>	<b>564,500</b>	<b>564,500</b>	<b>(4,300)</b>	<b>(0.8%)</b>
<b>Financial Operations:</b>						
Asset Management	713,900	713,900	722,300	722,300	8,400	1.2%
Accounting Operations	908,100	908,100	922,200	922,200	14,100	1.6%
Payroll & Benefit Services	734,400	734,400	742,800	742,800	8,400	1.1%
Revenue & Taxation	1,366,100	844,100	1,393,500	792,500	(51,600)	(6.1%)
<b>sub-total</b>	<b>3,722,500</b>	<b>3,200,500</b>	<b>3,780,800</b>	<b>3,179,800</b>	<b>(20,700)</b>	<b>(0.6%)</b>
<b>Financial Planning:</b>						
Financial Planning & Policy	1,242,000	771,100	1,277,500	787,800	16,700	2.2%
Development Financing & Investments	354,600	194,400	372,900	212,700	18,300	9.4%
Purchasing & Risk Management	905,700	789,500	932,500	832,500	43,000	5.4%
<b>sub-total</b>	<b>2,502,300</b>	<b>1,755,000</b>	<b>2,582,900</b>	<b>1,833,000</b>	<b>78,000</b>	<b>4.4%</b>
<b>Total</b>	<b>\$6,793,600</b>	<b>\$5,524,300</b>	<b>\$6,928,200</b>	<b>\$5,577,300</b>	<b>\$53,000</b>	<b>1.0%</b>

In 2018, the Financial Services program increased by \$53,000 or 1.0% resulting in a net total budget of \$ 5,577,300. Financial Services are delivered by two departments within the town, Financial Operations and Financial Planning. Financial Operations includes Asset Management, Accounting Operations, Payroll and Benefits services and Revenue & Taxation. This represents \$3.2 million of the net budget. Financial Planning includes Financial Planning & Policy, Development Financing and Investments and Purchasing and Risk Management and represents \$1.8 million of the net budget. Administration provides strategic direction and support to both departments and has a budget of \$0.6 million for 2018.

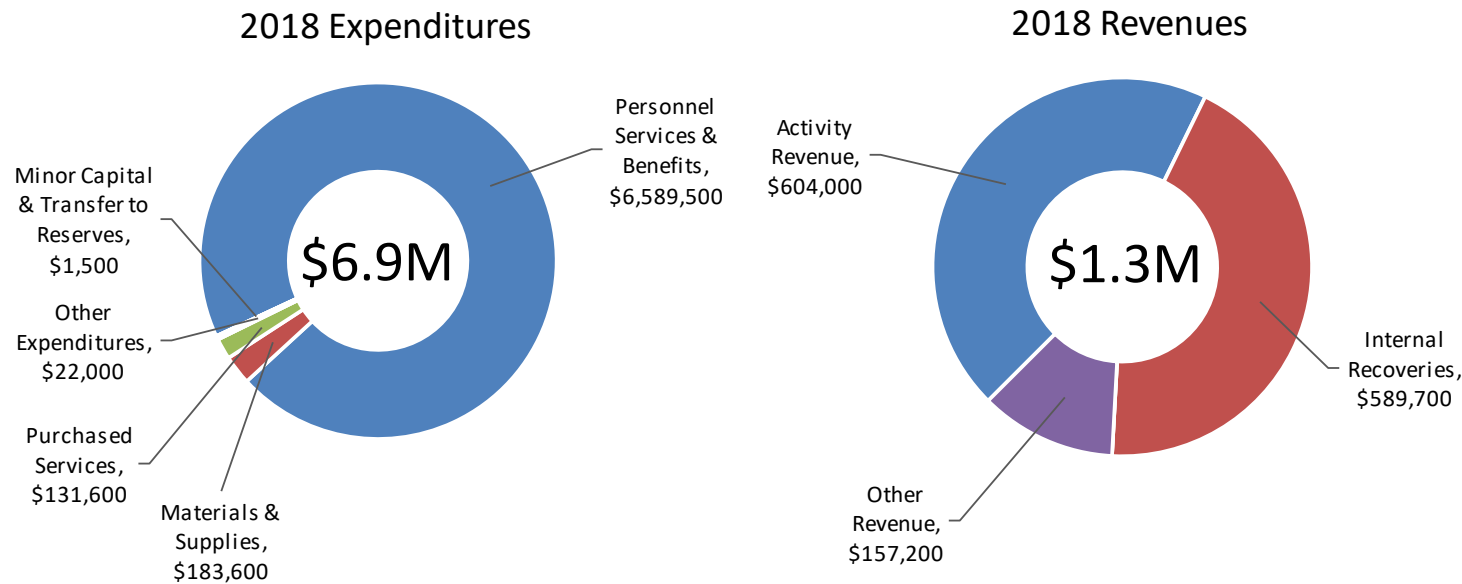


## Net Program Budget Change

- **Administration** decreased \$4,300 primarily due to staffing changes, offsetting inflationary impacts of salaries and benefits.
- **Asset Management** has increased \$8,400 for inflationary and step increases on salaries and benefits.
- **Accounting Operations** has increased \$14,100 for inflation and step increases on salaries and benefits.
- **Payroll & Benefit Services** has increased \$8,400 for inflationary and step increases on salaries and benefits.
- **Revenue & Taxation** decreased \$51,600 due to increased revenue budget, which partially offset inflationary impacts of salaries and benefits.
- **Financial Planning & Policy** increased \$16,700 for inflationary and step increases on salaries and benefits, including the impact of job re-evaluations.
- **Development Financing & Investments** increased \$18,300 for inflation on salaries and benefits, including the impact of job re-evaluations.
- **Purchasing & Risk Management** increased \$43,000 for inflation on salaries and benefits, offset by removal of miscellaneous sales due to new system implementation in Purchasing.



## 2018 Program Budget by Component – Net \$5,577,300



In 2018, Financial Services program's total expenditures are \$6,928,200 and total revenues are \$1,350,900, resulting in a net budget of \$5,577,300. The net change from the prior year is \$53,000 or 1.0%. The main drivers for this change are noted in the details below:

- **Personnel Services and Benefits** is the largest component of the budget at \$6.6 million, representing 95.1% of the total gross expenditures. In 2018, personnel services have increased by \$113,500 primarily for inflation on salaries and benefits.
- **Activity Revenue** is 44.7% of total revenues at \$0.6 million and includes fees for tax statements, tax special charges, and ownership change fees. In 2018, revenues increased by \$59,000 based on projected volumes.
- **Internal Recoveries** are 43.6% of total revenues at \$0.59 million and represent the recoveries from the capital program for Financial Planning time spent on developing the 10 Year Capital Forecast, Development Charge Study updates and overall capital reporting and project variance management. The budget for 2018 has increased by \$22,600 for inflation on salaries and benefits and minor adjustments to staffing recoveries.
- **Other Revenue** is 11.6% of total revenues at \$0.15 million and accounts for the investment interest recovery for Development Financing & Investments.

# 2019 - 2020 Operating Budget Forecast

Financial Services	2018 Requested Budget	2019 Forecast	2018-2019 Change (%)	2020 Forecast	2019-2020 Change (%)
<b>Gross Expenditures By Service</b>					
Administration	564,500	576,000	2.0%	587,200	1.9%
Asset Management	722,300	736,600	2.0%	751,200	2.0%
Accounting Operations	922,200	940,500	2.0%	959,100	2.0%
Payroll & Benefit Services	742,800	757,500	2.0%	772,500	2.0%
Revenue & Taxation	1,393,500	1,423,900	2.2%	1,452,300	2.0%
Financial Planning & Policy	1,277,500	1,303,400	2.0%	1,329,300	2.0%
Development Financing & Investments	372,900	380,300	2.0%	387,700	1.9%
Purchasing & Risk Management	932,500	951,100	2.0%	969,900	2.0%
<b>Total Gross Expenditures</b>	<b>6,928,200</b>	<b>7,069,300</b>	<b>2.0%</b>	<b>7,209,200</b>	<b>2.0%</b>
<b>Tax Levy By Service</b>					
Administration	564,500	576,000	2.0%	587,200	1.9%
Asset Management	722,300	736,600	2.0%	751,200	2.0%
Accounting Operations	922,200	940,500	2.0%	959,100	2.0%
Payroll & Benefit Services	742,800	757,500	2.0%	772,500	2.0%
Revenue & Taxation	792,500	822,900	3.8%	851,300	3.5%
Financial Planning & Policy	787,800	794,300	0.8%	810,000	2.0%
Development Financing & Investments	212,700	220,100	3.5%	227,500	3.4%
Purchasing & Risk Management	832,500	847,100	1.8%	863,800	2.0%
<b>Total Tax Levy</b>	<b>5,577,300</b>	<b>5,695,000</b>	<b>2.1%</b>	<b>5,822,600</b>	<b>2.2%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	6,589,500	6,724,800	2.1%	6,858,800	2.0%
Materials & Supplies	183,600	187,200	2.0%	190,900	2.0%
Purchased Services	131,600	133,400	1.4%	135,200	1.3%
Internal Charges	-	-	0.0%	-	0.0%
Other Expenditures	22,000	22,400	1.8%	22,800	1.8%
Minor Capital & Transfer To Reserves	1,500	1,500	0.0%	1,500	0.0%
<b>Total Expenses</b>	<b>6,928,200</b>	<b>7,069,300</b>	<b>2.0%</b>	<b>7,209,200</b>	<b>2.0%</b>
<b>Revenues By Type</b>					
Activity Revenue	604,000	604,000	0.0%	604,000	0.0%
Internal Recoveries	589,700	613,100	4.0%	625,400	2.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	157,200	157,200	0.0%	157,200	0.0%
<b>Total Revenues</b>	<b>1,350,900</b>	<b>1,374,300</b>	<b>1.7%</b>	<b>1,386,600</b>	<b>0.9%</b>
<b>Tax Levy</b>	<b>\$ 5,577,300</b>	<b>\$ 5,695,000</b>	<b>2.1%</b>	<b>\$ 5,822,600</b>	<b>2.2%</b>

## 2019 - 2020 Budget Forecast Highlights

- The 2019 net budget is projected to increase by 2.1% or \$117,700 and reflects inflationary increases to the cost of delivering services.
- The 2020 net budget is projected to increase by 2.2% or \$127,600 and reflects inflationary increases to the cost of delivering services.

## 2018 - 2020 Recommended Capital Budget

In 2018, work will continue on the Strategic Asset Management Plan (SAMP) and the Comprehensive Asset Management Plans (AMP) as defined by the Job and Prosperity Act (Bill 6). The primary focus will be on defining, documenting and determining financial impacts for levels of service as they relate to assets as well as developing a Capital Investment planning framework to better align the planning process with the AMP. Strategic Asset Management plans are now a requirement of receiving any Provincial or Federal grants including Gas Tax and are now a legislative requirement of the Planning Act and Development Charges Act. In addition, the asset management group will continue to facilitate utilization of the corporate asset register to provide work order functionality, service request automation and technologies to track information on the town's assets.

Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2018	2019	2020	2018	2019	2020
33101701	Strategic Asset Management Plan	Infrastructure Renewal	195,000	145,000	145,000			
<b>TOTAL</b>			<b>195,000</b>	<b>145,000</b>	<b>145,000</b>			

**Program: Regulatory Services**

**Program Based Budget**

**2018 - 2020**

## Vision

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

## Mission

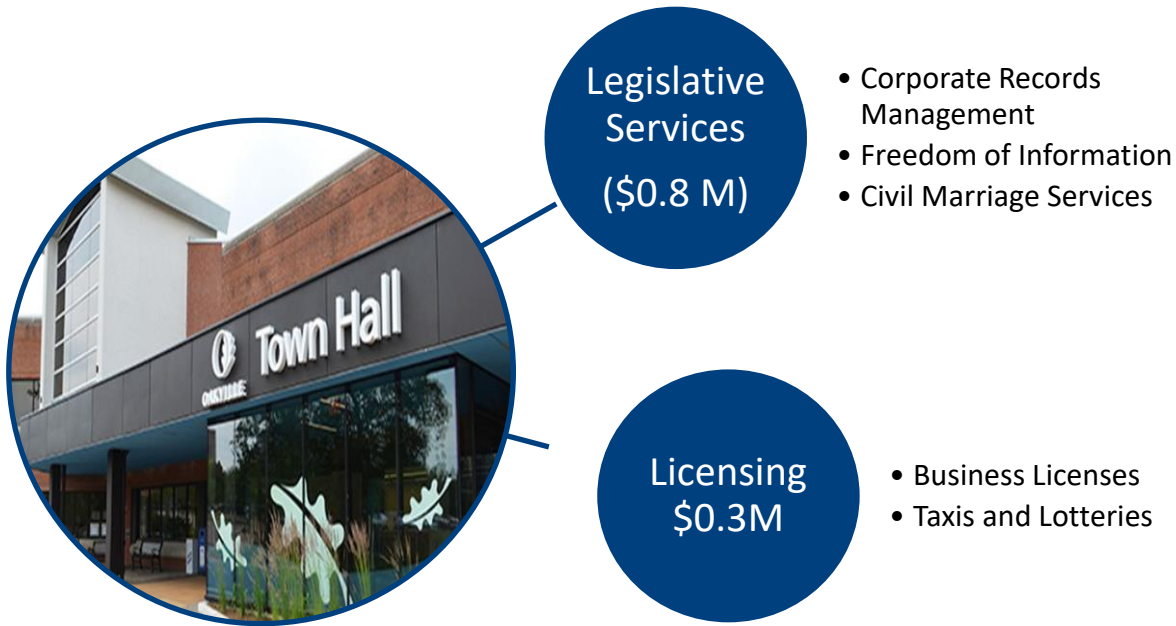
- We will provide quality and innovative services within a fiscally sustainable environment.

## Key Initiatives

- Provide legislative functions and services in accordance with provincial legislative requirements, municipal by-laws and Council direction.
- Administer the licence and permit issuance processes for business, taxi, signs, marriage and lotteries in accordance with the applicable legislation and town by-laws.
- Provide customer service related to burial permits, liquor clearances, civil marriages and Municipal Freedom of Information.
- Administer the corporate records management program.

## 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: licensing of businesses, taxis and lotteries; Corporate Records Management and Municipal Freedom of Information administration; civil marriage services; information and customer services as required by legislation such as issuance of burial permits, sign permits and marriage licenses.



# Key Performance Indicators

## 1. Percentage of gross operating budget

2013	2014	2015	2016	2017
0.5%	0.5%	0.4%	0.4%	0.4%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> 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

2013	2014	2015	2016	2017
1.1%	1.1%	1.1%	1.0%	0.4%**
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTE's.				
<b>How Calculated:</b> Total program FTEs including part-time / Total town FTEs including part-time ** FOR 2017, THE DEPARTMENT WAS SPLIT TO REGULATORY SERVICES AND MUNICIPAL ENFORCEMENT				



## Staffing Overview

<b>Program: Regulatory Services</b>	<b>2017 Approved FTE</b>	<b>2018 Capital Impact</b>	<b>2018 Service Adjustment</b>	<b>2018 Reallocation of Staff</b>	<b>2018 Total FTE</b>	<b>Net Change 2018 vs 2017</b>
Licensing Services	2.4				2.4	0.0
Legislative Services	4.8				4.8	0.0
<b>Total Regulatory Services</b>	<b>7.2</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>7.2</b>	<b>0.0</b>

The 2018 staff complement for Regulatory Services remains unchanged at 7.2 FTE.

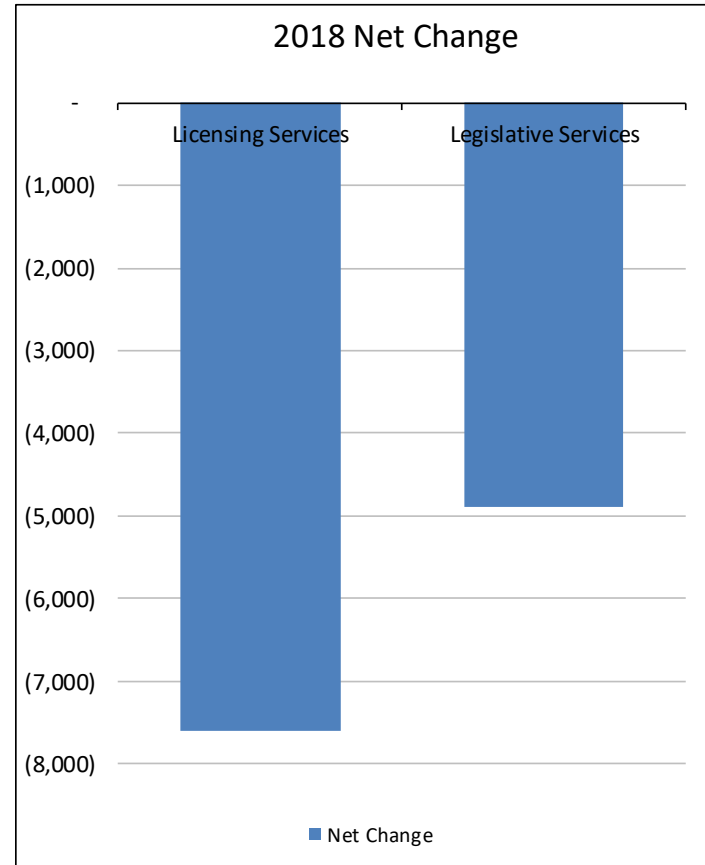
## Program Services Budget Overview

<b>Services/Activities:</b>	<b>2017 Restated</b>		<b>2018 Requested</b>		<b>Net Change 2018 vs 2017</b>	<b>Net Change 2018 vs 2017 (%)</b>
	<b>Gross Budget</b>	<b>Net Budget</b>	<b>Gross Budget</b>	<b>Net Budget</b>		
Licensing Services	212,100	(786,900)	220,500	(794,500)	(7,600)	(201.0%)
Legislative Services	581,100	344,100	594,200	339,200	(4,900)	(1.4%)
<b>Total</b>	<b>\$793,200</b>	<b>\$(442,800)</b>	<b>\$814,700</b>	<b>\$(455,300)</b>	<b>\$(12,500)</b>	<b>(2.8%)</b>

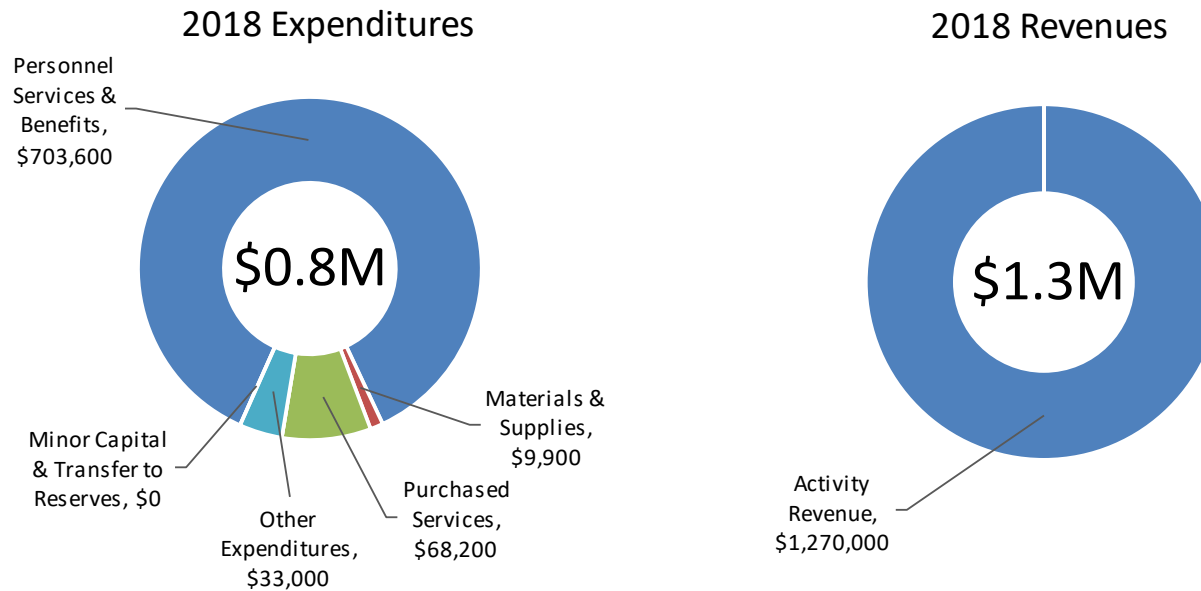
In 2018, the Regulatory Services program decreased by \$(12,500) or (2.8) % resulting in a net total budget of \$(455,300). During 2017, Regulatory Services restructured and the by-law enforcement function and maintenance of the Oakville and Milton Humane Society was transitioned to the new Municipal Enforcement department. Licensing and Legislative Services are the two remaining services included in the department. Licensing represents the largest portion and provides a net credit of \$0.8 million and includes the costs and revenues for licensing of businesses, taxis and lotteries. Legislative Services, represents \$0.3 million of the Regulatory Services net budget. It includes the costs of Corporate Records Management and Municipal Freedom of Information administration and information and public services as required by legislation such as issuance of burial permits and marriage licenses.

## Net Program Budget Change

- **Licensing** services has a net revenue balance which has increased by \$7,600 in 2018. Inflationary increases for salary and benefits along with other minor adjustments have been offset with higher revenues for miscellaneous license volumes.
- **Legislative Services** has decreased by \$4,900. Inflationary increases to personnel services have been offset with increases for Civil Marriage Fees and other service fees.



## 2018 Program Budget by Component – Net \$(455,300)



The charts above represent the overall budget for expenses and revenue for the reorganized Regulatory Services department and the current services provided. In 2018, the Regulatory Services program's total expenditures are \$814,700 and total revenues are \$1,270,000, resulting in a net budget of \$(455,300). The net change from the prior year is \$(12,500) or -(2.8)%. The main drivers for this change are the following:

- **Personnel Services and Benefits** is the largest cost component of the budget at \$0.7 million, representing 86% of the total gross expenditures. Personnel costs increased by \$16,500 primarily due to inflation for salary and benefits and negotiated contractual increases.
- **Purchased Services** is the second largest component of the budget at \$0.07 million, representing 8% of the total gross expenditures. The budget includes a \$5,000 increase for contracted services required for the storage and proper destruction of archived material.
- **Activity Revenue** is a substantial offset to the gross expenditures at \$1.3 million. The budget has increased by \$34,000 to reflect current fees and trends in civil marriage fees and miscellaneous licenses.

## 2019 - 2020 Operating Budget Forecast

<b>Regulatory Service</b>	<b>2018 Requested Budget</b>	<b>2019 Forecast</b>	<b>2018-2019 Change (%)</b>	<b>2020 Forecast</b>	<b>2019-2020 Change (%)</b>
<b>Gross Expenditures By Service</b>					
Licensing Services	220,500	225,200	2.1%	229,500	1.9%
Legislative Services	594,200	608,700	2.4%	623,000	2.3%
<b>Total Gross Expenditures</b>	<b>814,700</b>	<b>833,900</b>	<b>2.4%</b>	<b>852,500</b>	<b>2.2%</b>
<b>Tax Levy By Service</b>					
Licensing Services	(794,500)	(789,800)	(0.6%)	(785,500)	(0.5%)
Legislative Services	339,200	353,700	4.3%	368,000	4.0%
<b>Total Tax Levy</b>	<b>(455,300)</b>	<b>(436,100)</b>	<b>4.2%</b>	<b>(417,500)</b>	<b>4.3%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	703,600	718,400	2.1%	732,500	2.0%
Materials & Supplies	9,900	10,100	2.0%	10,300	2.0%
Purchased Services	68,200	72,400	6.2%	76,700	5.9%
Internal Charges	-	-	0.0%	-	0.0%
Other Expenditures	33,000	33,000	0.0%	33,000	0.0%
Minor Capital & Transfer To Reserves	-	-	0.0%	-	0.0%
<b>Total Expenses</b>	<b>814,700</b>	<b>833,900</b>	<b>2.4%</b>	<b>852,500</b>	<b>2.2%</b>
<b>Revenues By Type</b>					
Activity Revenue	1,270,000	1,270,000	0.0%	1,270,000	0.0%
Internal Recoveries	-	-	0.0%	-	0.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	-	-	0.0%	-	0.0%
<b>Total Revenues</b>	<b>1,270,000</b>	<b>1,270,000</b>	<b>0.0%</b>	<b>1,270,000</b>	<b>0.0%</b>
<b>Tax Levy</b>	<b>\$(455,300)</b>	<b>\$(436,100)</b>	<b>4.2%</b>	<b>\$(417,500)</b>	<b>4.3%</b>

## 2019 - 2020 Budget Forecast Highlights

- The 2019 net budget is projected to increase by 4.2% or \$19,200 for inflation to personnel services and additional contracted services required for storage of archived material. At this time, an increase to licensing fees is not projected.
- The 2020 net budget is projected to increase by 4.3% or \$18,600 mainly due to inflation and increases to contracted services.



**Program: Information Systems**

**Program Based Budget**

**2018 - 2020**

## Vision

- A vital participant providing enabling technology to support the town's mission to create and preserve Canada's most livable community, enhancing our natural, cultural, social and economic environments.

## Mission

- Information Systems is a centre of expertise that adds value to the corporation through efficient, reliable services; effective and disciplined project and process management to support corporate and departmental projects; and strategic planning for the deployment of information and communications systems technology and processes.

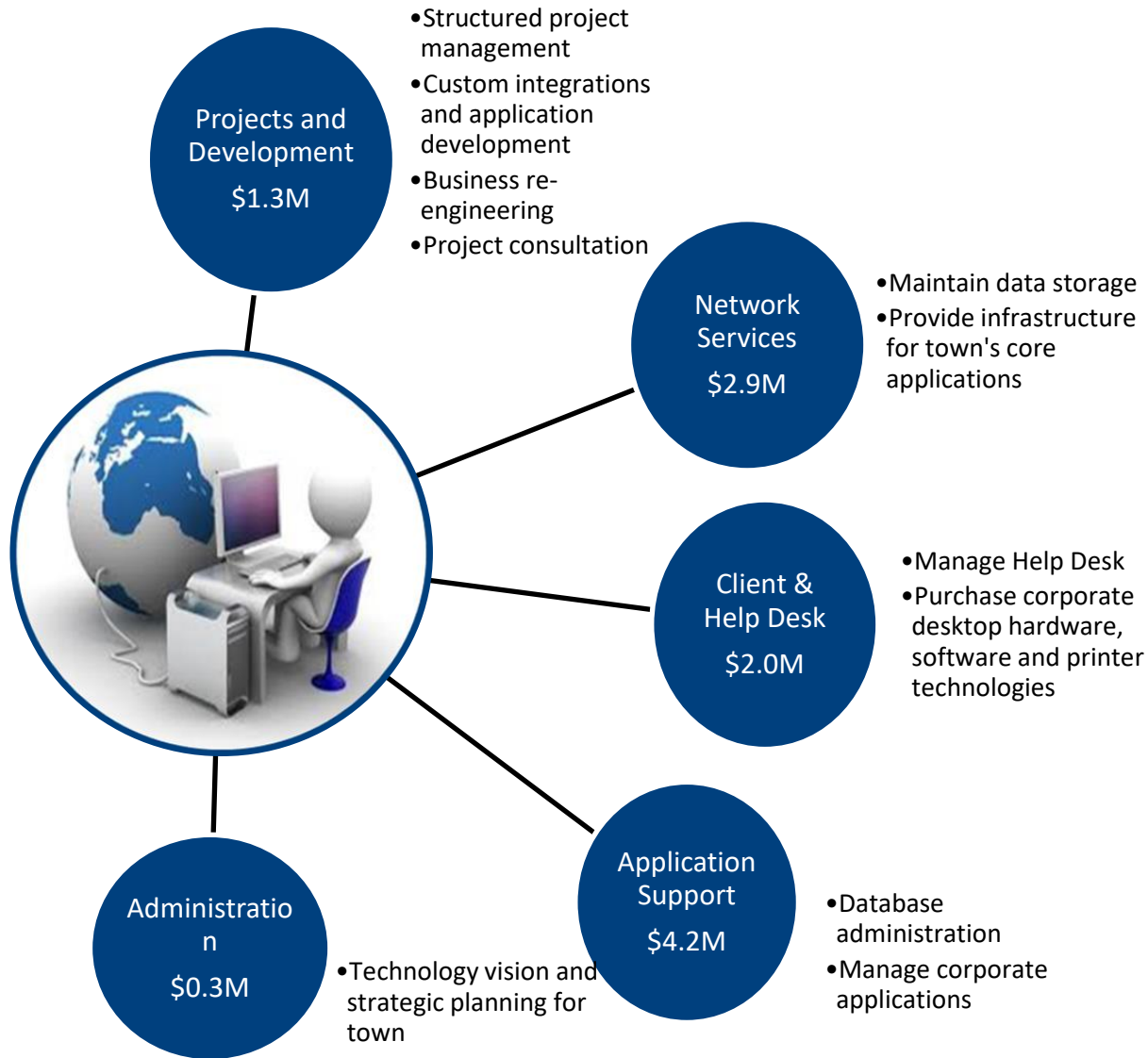
## Key Initiatives

- Implementation of the Amanda 7 and Public Portal Platform which affects Building, Planning, Development Engineering, Enforcement Services and Taxation. Public centric applications including Survey FOI requests and Tax Certificates for Lawyers to be moved into production
- Sales Force CRM enhancements to add additional on-line service request types, link the Amanda Public Portal and Parking applications to the Sales Force Community Portal to provide streamlined access and consolidated identity management across all on-line applications
- Begin the migration of the Content Managent System from a legacy CMS environment to a new WordPress CMS based environment for all web properties such as Oakville.ca
- Upgrade of JD Edwards Enterprise Resource Planning System (ERP) host hardware and software technologies used by all departments for Financial, Human Resources and Asset Management related business functions.
- Particpate in the project management, telecommunications and technology support for the 2018 Election



# Program Services

Information Systems provides services through the following programs:



# Key Performance Indicators

## 1. Percentage of gross operating budget

2013	2014	2015	2016	2017
3.8%	3.9%	4.1%	4.3%	4.5%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> 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

2013	2014	2015	2016	2017
3.1%	3.3%	3.4%	3.6%	3.5%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTE's.				
<b>How Calculated:</b> Total program FTEs including part-time / Total town FTEs including part-time				

## 3. Percentage of calls resolved within 24 hours

2013	2014	2015	2016	2017
80.0%	81.0%	81.6%	81.1%	76.7 % (est)
<b>Why Important:</b> Lower technology down time means more uptime for staff to complete duties.				
<b>How Calculated:</b> 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)

2013	2014	2015	2016	2017
1300 login staff 12,735 tickets	1600 login staff 12,412 tickets	2300 login staff 13,500 tickets	3161 login staff 17,111 tickets	3890 login staff 15,030 tickets
<b>9.8 tickets per employee</b>	<b>7.8 tickets per employee</b>	<b>5.9 tickets per employee</b>	<b>5.4 tickets per employee</b>	<b>3.9 tickets per employee</b>
<b>Why Important:</b> Demonstrates systems stability and effective support model working with increase in number of staff supported.				
<b>How Calculated:</b> Number of help desk tickets created/ number of staff with login rights to give the average number of tickets per user.				
<b>Department Comment:</b> The number of staff with logins has increased by almost 20% due to PT staff using a digital attendance management system and a paperless time and attendance system and pay advice notice system. These initiatives eliminated many manual and paper based systems as of Jan 1 2017				

## 5. Client satisfaction with support

2013	2014	2015	2016	2017
92% Satisfied to Very Satisfied	94% Satisfied to Very Satisfied	94% Satisfied to Very Satisfied	96% Satisfied to Very Satisfied	96% Satisfied to Very Satisfied
<b>Why Important:</b> Indicates that staff believe that IS+S can help with the technical issues and that they were satisfied with the support they received.				
<b>How Calculated:</b> 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

	2015	2016	2017
Total Time (Hrs)	8760	8736	8760
# Downtime Events	50	42	55
Total Downtime (Hrs)	122.2	119	145
Percent Uptime	98.6%	98.6%	98.4%
<b>Why Important:</b> Network availability measures the IT Department's ability to provide robust and reliable networks, physical and virtual servers, and storage for the organization and public.			
<b>How Calculated:</b> This KPI is calculated solely on non-scheduled outages impacting users. Goal is to reduce the number of downtime events by 10% and the total downtime by 10% each year			

## Staffing Overview

Program: Information Systems	2017 Approved FTE	2018 Capital Impact	2018 Service Adjustment	2018 Reallocation of Staff	2018 Total FTE	Net Change 2018 vs 2017
Administration	2.0				2.0	0.0
Projects & Development	13.0				13.0	0.0
Systems & Telecom Services	13.0			1.0	14.0	1.0
Client & Help Desk Services	11.1				11.1	0.0
Application Support Services	18.0			(1.0)	17.0	(1.0)
<b>Total Information Systems</b>	<b>57.1</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>57.1</b>	<b>0.0</b>

The total staff complement for Information Systems remains at 57.1 FTEs for 2018. During 2017, three positions were converted to Supervisor positions to provide more leadership to the current staff complement. As well, a position was reallocated from Application Support Services to Systems and Telecom Services to ensure reliable telephone services for the town.

## Program Services Budget Overview

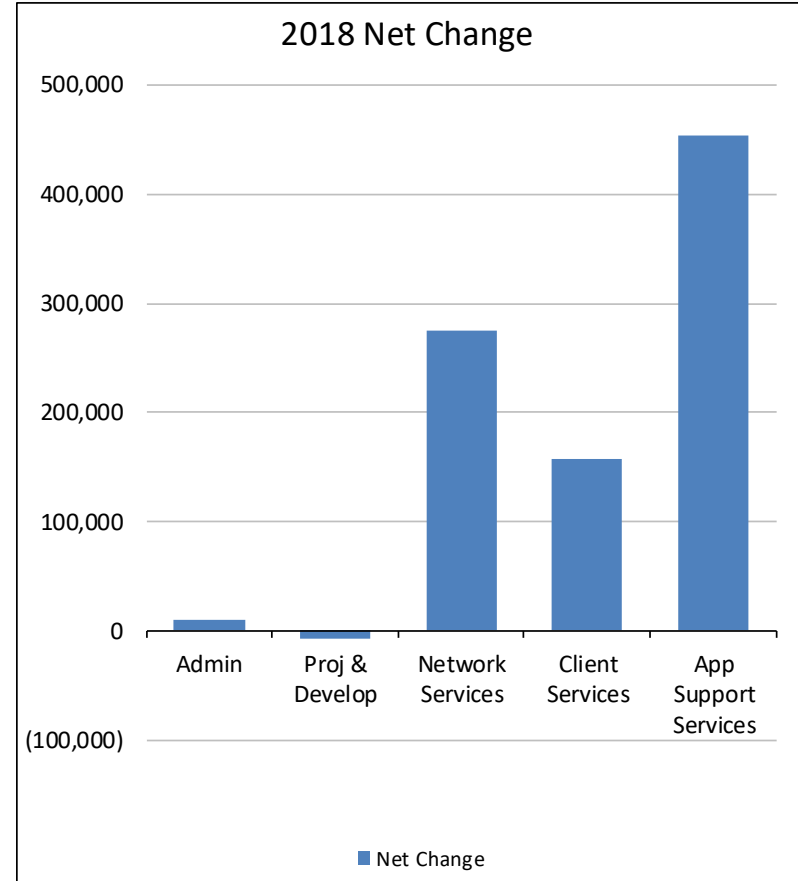
Services/Activities:	2017 Restated		2018 Requested		Net Change 2018 vs 2017	Net Change 2018 vs 2017 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Administration	318,200	293,200	328,800	303,800	10,600	3.6%
Project & Development	1,578,100	1,338,200	1,578,100	1,331,400	(6,800)	(0.5%)
Network Services	2,636,900	2,636,900	2,912,000	2,912,000	275,100	10.4%
Client Services	1,807,900	1,807,900	1,964,900	1,964,900	157,000	8.7%
Application Support Services	3,750,300	3,748,300	4,254,800	4,202,800	454,500	12.1%
<b>Total</b>	<b>10,091,400</b>	<b>9,824,500</b>	<b>11,038,600</b>	<b>10,714,900</b>	<b>890,400</b>	<b>9.1%</b>

In 2018, the Information Systems program has increased by \$890,400 or 9.1% resulting in a net budget of \$ 10,714,900. Application Support Services represents the largest portion of the budget at \$4.2 million, followed by Network Services at \$2.9 million. The primary drivers for the \$890,400 increase are for hardware and software maintenance and software as a service costs. Operating impacts from capital initiatives are responsible for \$641,500 of the increase, while \$209,800 is primarily due to the cost increases for hardware and software maintenance. A recovery of \$50,000 from Parking Services for software maintenance costs offsets the increase to the budget. Otherwise, only inflationary increases on personnel costs have been included.

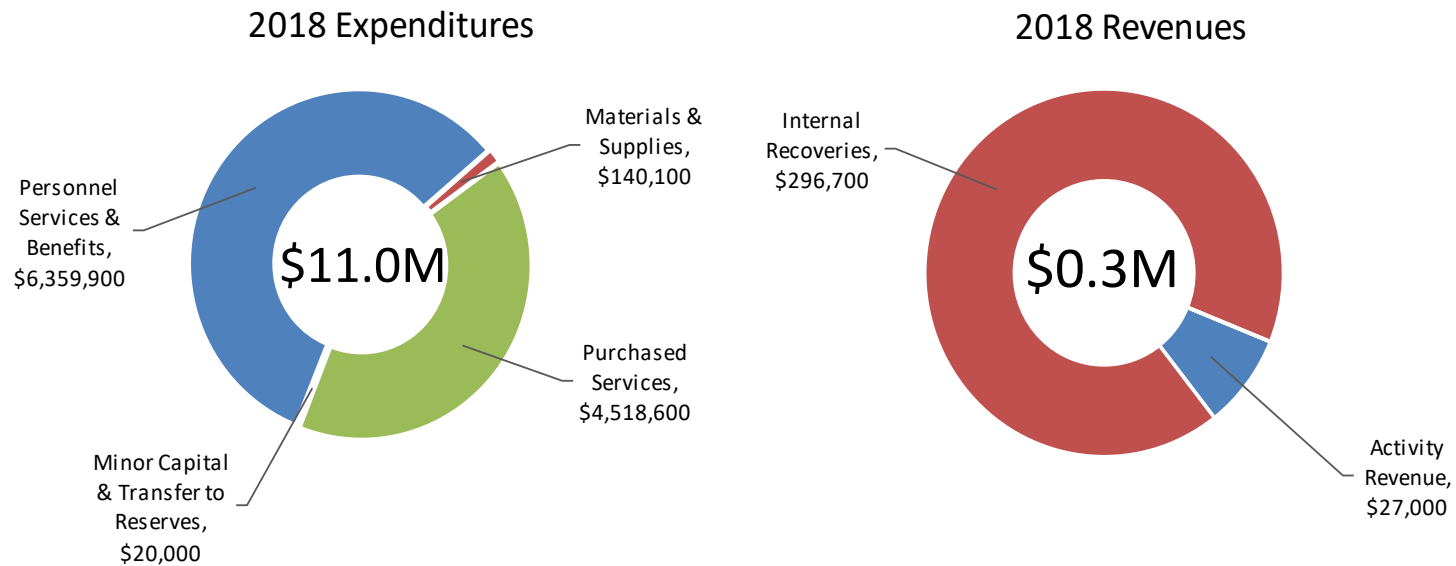
Software as a Service (SaaS) are software applications that are accessed from the Cloud, and is a shift for the town, as applications have been traditionally “on-premise” and accessed by staff and public customers from internal data centres. Many software companies are eliminating on-premise products and providing only SaaS products, so the town’s ability to purchase traditional software packages is being reduced. The benefit of SaaS applications is the automatic update to the most recent versions without the town needing to purchase servers and storage hardware and software, applications and data are protected from professional firewall and database administrators by the software manufacturer, they are often better supported and the software company assumes the risks for application access, maintenance and support. Although there are many benefits of SaaS, there is an impact on the operating budget due to the shift of the costs being a service paid through monthly maintenance costs, whereas traditional software was purchased outright through the capital budget.

## Net Program Budget Change

- **Administration** has increased \$10,600 for inflation on personnel costs.
- **Project and Development** has decreased \$6,800. Inflation on personnel costs is offset by adjustments for reallocations of FTEs between services.
- **Network Services** has increased \$275,100 for hardware and software maintenance required to maintain the town's network infrastructure. As well, an FTE was reallocated from Application Support Services for the new Supervisor position.
- **Client Services** has increased \$157,000 for software maintenance costs and inflation increases on salaries and benefits.
- **Application Support Services** has increased \$454,500 primarily due to \$202,100 of operating impacts from capital for software licensing for Fuels and Liquid Management System, Transit Information and Communication System and the AMANDA Public Portal projects. As well, \$256,000 of operating impacts from capital are included for Software as a Service costs for JD Edwards Enhancements, CRM Infrastructure Replacement and Misc. Sustainment for Corporate Applications. The impact is offset by a \$50,000 recovery from Parking Services for software maintenance and the reallocation of an FTE to Network Services.



## 2018 Program Budget by Component – Net \$10,714,900



In 2018, the Information Systems' program's total expenditures are \$11,038,600 and total revenues are \$323,700, resulting in a net budget of \$10,714,900. The net change from the prior year is \$890,400 or 9.1%. The main drivers for this change are the following:

- **Personnel Services and Benefits** is the largest cost component of the budget at \$6.4 million representing 58% of the total gross expenditures for this program. Personnel costs have increased by \$82,600 primarily due to contractual increases for staff as well as inflationary and benefit increases for all groups.
- **Purchased Services** is the second largest cost component at \$4.5 million or 41% of the total gross expenditures for this program. Purchased services has increased by \$864,600 primarily due to an increase of \$641,500 for software and hardware maintenance resulting from several capital projects (i.e. CRM Infrastructure Replacement, Library RFID System Installation, Fuels and Liquid Management System, and the AMANDA Public Portal). The remainder relates to cost increases on various software maintenance contracts as well as ongoing software as a service contracts.
- **Internal Recoveries** of \$246,700 represent an allocation of Business Analysts time spent on implementing capital initiatives which helps to offset overall gross expenditures. As well, \$50,000 is a recovery from Parking Services for software maintenance costs.

## 2019 - 2020 Operating Budget Forecast

	2018	2019	2018-2019	2020	2019-2020
Information Systems	Requested Budget	Forecast	Change (%)	Forecast	Change (%)
<b>Gross Expenditures By Service</b>					
Administration	328,800	335,300	2.0%	341,900	2.0%
Project & Development	1,578,100	1,609,700	2.0%	1,641,900	2.0%
Network Services	2,912,000	2,973,700	2.1%	3,031,100	1.9%
Client Services	1,964,900	2,009,200	2.3%	2,049,100	2.0%
Application Support Services	4,254,800	4,455,600	4.7%	4,605,400	3.4%
<b>Total Gross Expenditures</b>	<b>11,038,600</b>	<b>11,383,500</b>	<b>3.1%</b>	<b>11,669,400</b>	<b>2.5%</b>
<b>Tax Levy By Service</b>					
Administration	303,800	310,300	2.1%	316,900	2.1%
Project & Development	1,331,400	1,353,200	1.6%	1,380,300	2.0%
Network Services	2,912,000	2,973,700	2.1%	3,031,100	1.9%
Client Services	1,964,900	2,009,200	2.3%	2,049,100	2.0%
Application Support Services	4,202,800	4,403,600	4.8%	4,553,400	3.4%
<b>Total Tax Levy</b>	<b>10,714,900</b>	<b>11,050,000</b>	<b>3.1%</b>	<b>11,330,800</b>	<b>2.5%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	6,359,900	6,492,300	2.1%	6,620,200	2.0%
Materials & Supplies	140,100	142,900	2.0%	145,800	2.0%
Purchased Services	4,518,600	4,728,300	4.6%	4,883,400	3.3%
Internal Charges	-	-	0.0%	-	0.0%
Other Expenditures	-	-	0.0%	-	0.0%
Minor Capital & Transfer To Reserves	20,000	20,000	0.0%	20,000	0.0%
<b>Total Expenses</b>	<b>11,038,600</b>	<b>11,383,500</b>	<b>3.1%</b>	<b>11,669,400</b>	<b>2.5%</b>
<b>Revenues By Type</b>					
Activity Revenue	27,000	27,000	0.0%	27,000	0.0%
Internal Recoveries	296,700	306,500	3.3%	311,600	1.7%
Grants	-	-	0.0%	-	0.0%
Other Revenue	-	-	0.0%	-	0.0%
<b>Total Revenues</b>	<b>323,700</b>	<b>333,500</b>	<b>3.0%</b>	<b>338,600</b>	<b>1.5%</b>
<b>Tax Levy</b>	<b>\$10,714,900</b>	<b>\$11,050,000</b>	<b>3.1%</b>	<b>\$11,330,800</b>	<b>2.5%</b>



## 2019 - 2020 Budget Forecast Highlights

- The 2019 net budget is \$11,050,000, and is an increase of \$335,100 or 3.1% from 2018. It includes inflationary increases as well as impacts from capital for additional software maintenance resulting from new initiatives.
- The 2020 net budget is \$11,330,800, and is an increase of \$280,800 or 2.5% from 2019. It primarily reflects inflationary increases.

## 2018 - 2020 Recommended Capital Budget

The capital budget for Information Systems ensures that software and supporting hardware are kept current to ensure the town's information management runs seamlessly and efficiently. Application infrastructure refreshes are planned on the Corporate Information System (JD Edwards), corporate GIS system, SharePoint, and Firewall. Other projects include installation of fiber cable at various town locations and new enterprise storage architecture. The operating impacts shown include costs for various software licensing.

Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2018	2019	2020	2018	2019	2020
36101308	JD Edwards HR Enhancements	Infrastructure Renewal	100,000			40,000		
36101310	CIS Enhancement - Workforce Management	Infrastructure Renewal	45,000					
36101509	PCI Certification Project	Strategic Priorities	40,000	40,000	40,000			
36101602	Electronic Agenda Management	Infrastructure Renewal			35,000			
36101703	Hardware Evergreening	Infrastructure Renewal	955,000	955,000	804,000			
36101704	HP to Aruba Wireless Migration	Infrastructure Renewal	198,900			5,400	5,400	
36101705	Enterprise Storage Architecture and Retension	Infrastructure Renewal	212,000					
36101709	Amanda Infrastructure Upgrade	Infrastructure Renewal	75,000					
36101711	Fiber Installation/Termination, Various Locations	Infrastructure Renewal	354,500					
36101712	Corporate Document Management	Strategic Priorities	201,000	101,000	101,000			
36101713	GIS System Enhancement	Infrastructure Renewal	101,000	156,000	101,000			
36101714	Systems and Networking Infrastructure	Infrastructure Renewal	50,000	50,000	50,000			
36101715	Share Point Enhancements	Strategic Priorities	126,000	50,000	50,000	2,500		
36101716	Corporate Information System (CIS)	Infrastructure Renewal	276,000	126,000	126,000		60,000	60,000
36101717	Misc Sustainment for Corporate Applications	Infrastructure Renewal	126,000	126,000	126,000	20,000		
36101718	Point of Sale Terminals Expansion and Refresh	Strategic Priorities	50,000	20,000	20,000			
36101802	IS Strategic Plan	Infrastructure Renewal	101,000					
36101803	CIS Infrastructure Refresh	Infrastructure Renewal	126,000					
36101804	GIS Infrastructure Refresh	Infrastructure Renewal			231,000			
36101805	South Atrium Video System Replacement	Infrastructure Renewal	126,000					
36101901	Firewall Infrastructure Refresh	Infrastructure Renewal		251,000				
36101902	Sharepoint Infrastructure Refresh	Infrastructure Renewal		251,000				
36101903	Storage Area Network Refresh	Infrastructure Renewal		176,000	75,000			
36102001	Library ILS Infrastructure Refresh	Infrastructure Renewal			176,000			
36102002	Transit ITS Server and System Infrastructure	Infrastructure Renewal			382,000			
36102003	Microsoft Outlook Infrastructure Refresh	Infrastructure Renewal	111,000		117,000			
63101401	AMANDA Public Portal	Strategic Priorities	151,000			67,000		
<b>TOTAL</b>			<b>3,525,400</b>	<b>2,302,000</b>	<b>2,434,000</b>	<b>134,900</b>	<b>65,400</b>	<b>60,000</b>

## Technology Initiatives in Other Programs:

The following are some significant capital projects in other program areas that the Information Systems team would be involved in sourcing and implementation.

Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2018	2019	2020	2018	2019	2020
21101101	Web Based Services	Strategic Priorities	310,000	493,000	493,000			
22101701	Energy Management System Solution	Strategic Priorities	101,000	101,000	101,000			
36101606	CRM Infrastructure Replacement	Infrastructure Renewal	251,000			214,000	54,000	
43301902	Appleby Dispatch CAD system upgrade	Infrastructure Renewal		1,005,000				
51321703	Radio System Replacement & Integrated AVL	Infrastructure Renewal	50,000	50,000	50,000			
54421701	Security Cameras	Infrastructure Renewal	25,000	25,000				
71101403	OPL Website Refresh to Town Standards	Strategic Priorities	150,000					
71101804	Glen Abbey Creation Hub and Renovation	Strategic Priorities	2,433,000					47,400
<b>TOTAL</b>			<b>3,320,000</b>	<b>1,674,000</b>	<b>644,000</b>	<b>214,000</b>	<b>54,000</b>	<b>47,400</b>



**Program: Legal Services**  
**Program Based Budget**  
**2018 - 2020**

## 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

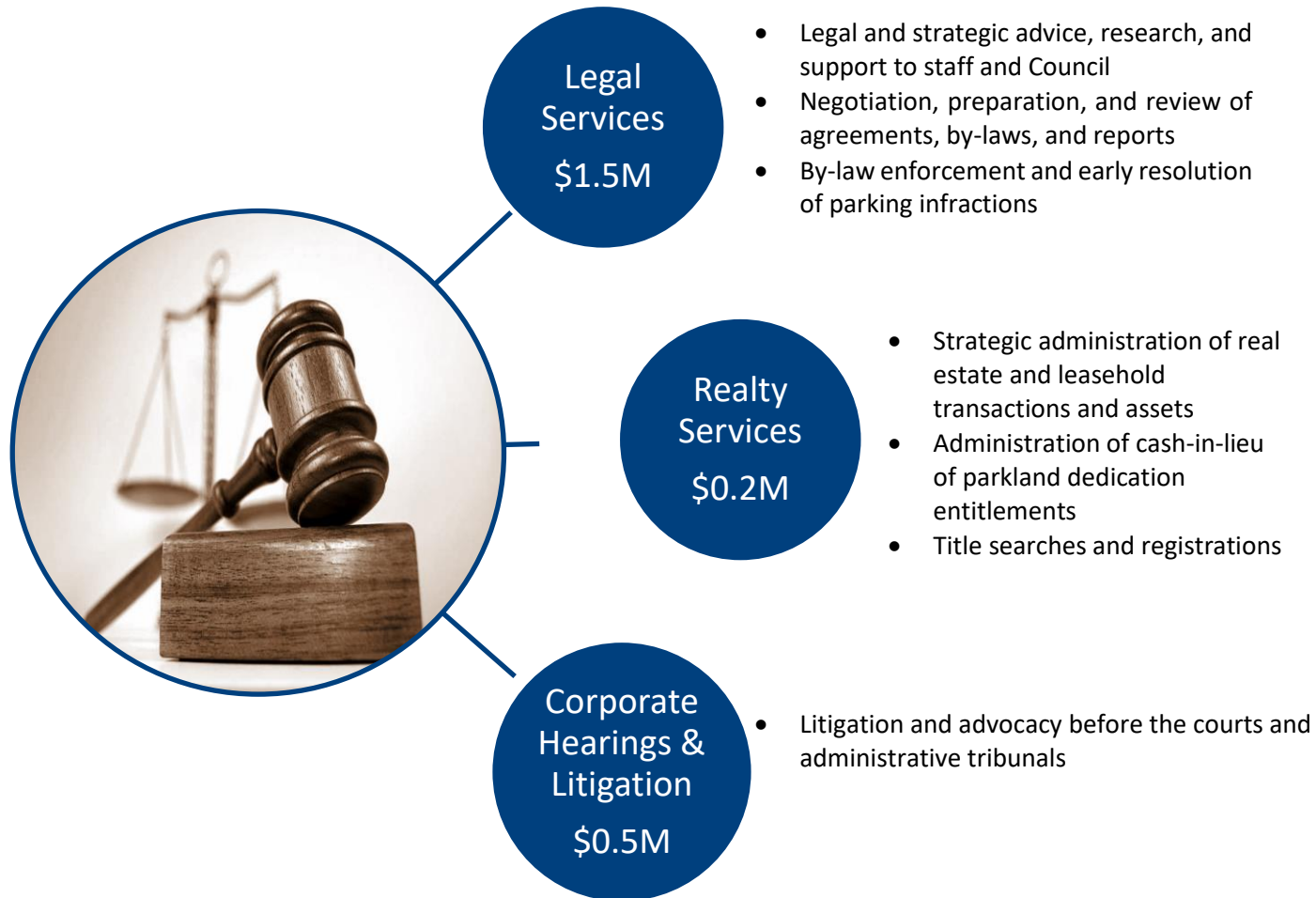
- The Legal Services Program is dedicated to providing exceptional expert and strategic legal and real estate services, constructive professional advice, and time-sensitive support to Council and staff to ensure compliance with the law and to protect and advance the interests of the town.

## Key Initiatives

- The Legal Department will vigorously defend and advance the town's position and interests as directed by Council in planning and development matters, including any hearings and litigation that may arise, including the Glen Abbey Golf Course, cash-in-lieu of parkland appeals, OPA 4/InZone appeals and minor variance appeals.
- The Legal Department will update and modernize standard forms of agreement frequently used by the town, including subdivision agreements, site plan agreements, leases and licences.
- The Legal Department will continue to review and monitor development applications in order to maximize cash in lieu of parkland dedication entitlements pursuant to the Planning Act and Town by-laws.
- The Legal Department and its Realty Services section will advance the development of the former public works lands, including through the implementation of a municipal development corporation, subject and pursuant to Council approvals and directions.
- The Legal Department and its Realty Services section will complete a number of strategic acquisitions for municipal purposes, including acquisitions, and where necessary expropriations, to facilitate approved road widenings.

## 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.



## Key Performance Indicators

### 1. Percentage of gross operating budget

2013	2014	2015	2016	2017
1.2%	1.1%	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

2013	2014	2015	2016	2017
0.6%	0.5%	0.5%	0.6%	0.6%

**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. Number of proceedings, including OMB appeals, resolved without going to litigation

2013	2014	2015	2016	2017
Not Available	Not Available	28	39*	6 Sept. 30, 2017

**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)

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

2013	2014	2015	2016	2017
Not Available	Not Available	\$10,638,171	\$7,040,902*	\$3,191,359 Sept. 30, 2017

**Why Important:** Monitors the value of cash in lieu of parkland dedication entitlements identified and calculated by Realty Services.

**How Calculated:** Total value of all cash-in-lieu of parkland dedication calculations performed and entered by Realty Services

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

2013	2014	2015	2016	2017
94%	88%	91%	96%*	82% Sept. 30, 2017

**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



## Staffing Overview

<b>Program: Legal Services</b>	<b>2017 Approved FTE</b>	<b>2018 Capital Impact</b>	<b>2018 Service Adjustment</b>	<b>2018 Reallocation of Staff</b>	<b>2018 Total FTE</b>	<b>Net Change 2018 vs 2017</b>
Legal Services	8.7				8.7	0.0
Realty Services	1.0				1.0	0.0
Corporate Hearings & Litigation	0.0				0.0	0.0
<b>Total Legal Services</b>	<b>9.7</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>9.7</b>	<b>0.0</b>

The staff complement for Legal Services remains unchanged from 2017.

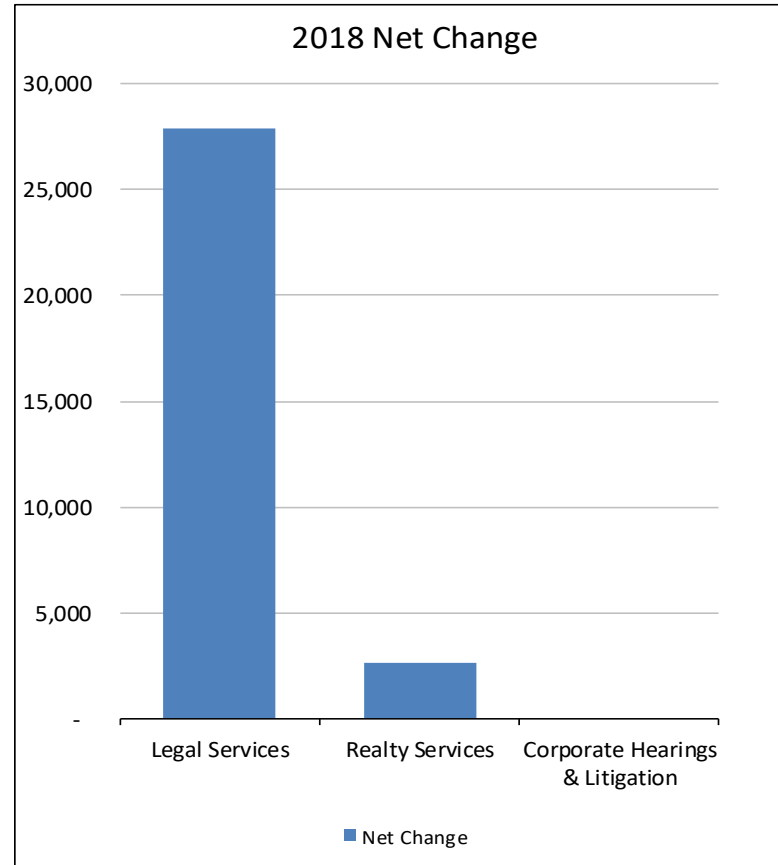
## Program Services Budget Overview

<b>Services/Activities:</b>	<b>2017 Restated</b>		<b>2018 Requested</b>		<b>Net Change 2018 vs 2017</b>	<b>Net Change 2018 vs 2017 (%)</b>
	<b>Gross Budget</b>	<b>Net Budget</b>	<b>Gross Budget</b>	<b>Net Budget</b>		
Legal Services	1,492,600	1,458,100	1,519,500	1,486,000	27,900	1.9%
Realty Services	243,400	238,400	336,000	241,000	2,600	1.1%
Corporate Hearings & Litigation	500,000	500,000	500,000	500,000	-	0.0%
<b>Total</b>	<b>\$2,236,000</b>	<b>\$2,196,500</b>	<b>\$2,355,500</b>	<b>\$2,227,000</b>	<b>\$30,500</b>	<b>1.4%</b>

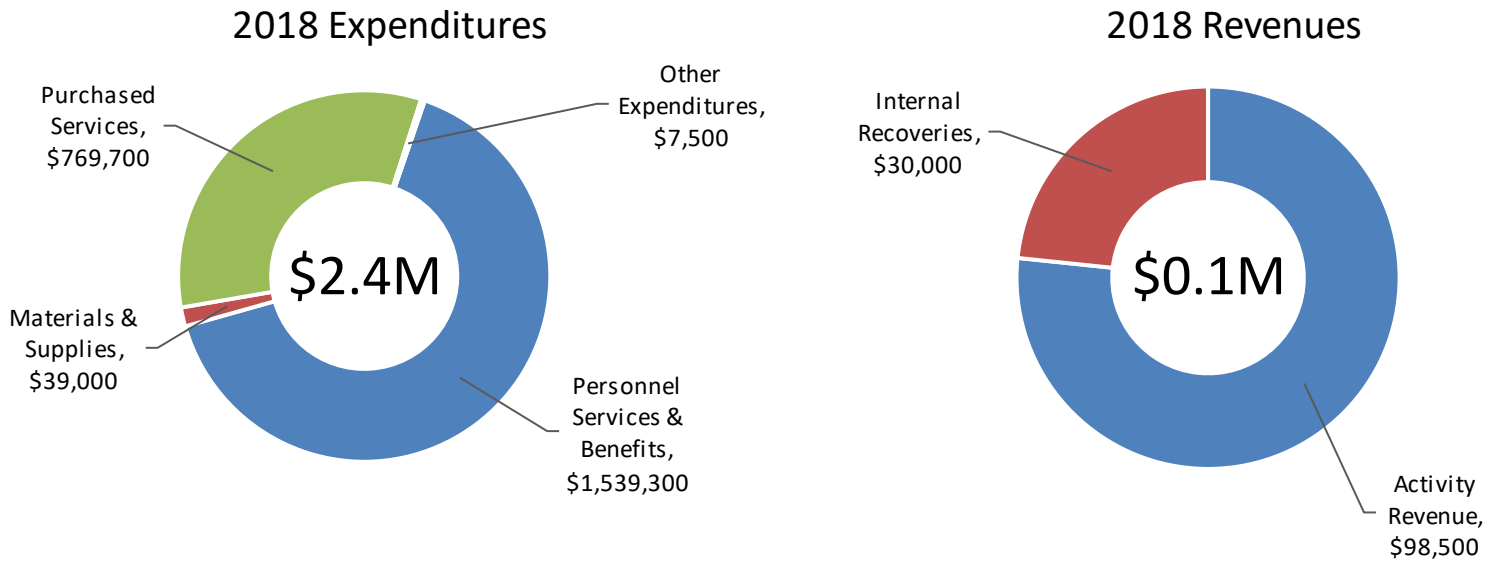
In 2018, the Legal Services program increased by \$30,500 or 1.4% resulting in a net total budget of \$ 2,227,000. Legal Services represents the largest portion of the budget at \$1.5 million which are the costs of providing professional services and advice to Council and to all departments of the municipal corporation with expertise in the fields of municipal and planning law. Corporate Hearings and Litigation is the second largest component of the budget at \$0.5 million and represents the funds used for major hearings and litigation. Realty Services are budgeted at \$0.2 million and include the costs of providing real estate services for the town.

## Net Program Budget Change

- **Legal Services** has increased \$27,900 primarily for inflation to salaries and benefits, and adjustments made for registration and filing fees and office supplies.
- **Realty Services** has increased \$2,600 for inflation to salaries and benefits and for minimal cost adjustments. The additional budget of \$90,000 for appraisal fees has been offset with external recoveries.
- **Corporate Hearings & Litigation** budget has remained the same. Any shortfalls will be funded from the Rate Stabilization reserve.



## 2018 Program Budget by Component – \$2,227,000



In 2018, the Legal Services program's total expenditures are \$2,355,500 and total revenues are \$128,500, resulting in a net budget of \$2,227,000. The net change from the prior year is \$30,500 or 1.4%. The main drivers for this change are noted in the details below:

- **Personnel Services and Benefits** is the largest component of the budget at \$1.5 million, representing 65% of the total gross expenditures. In 2018, personnel costs have increased by \$22,800, primarily due to inflationary increases on salaries and benefits.
- **Purchased Services** is the second largest component of the budget at \$0.8 million and is mainly the cost of external legal and consulting services. The budget increased by \$96,200 for an increase to professional fees for appraisal costs which is budgeted to be fully recoverable.
- **Activity revenue has** increased by \$89,000 for the external recoveries related to the professional fee increase for Realty Services for appraisal costs.

## 2019 - 2020 Operating Budget Forecast

<b>Legal Services</b>	<b>2018 Requested Budget</b>	<b>2019 Forecast</b>	<b>2018-2019 Change (%)</b>	<b>2020 Forecast</b>	<b>2019-2020 Change (%)</b>
<b>Gross Expenditures By Service</b>					
Legal Services	1,519,500	1,558,000	2.5%	1,589,400	2.0%
Realty Services	336,000	342,600	2.0%	349,300	2.0%
Corporate Hearings & Litigation	500,000	510,000	2.0%	520,200	2.0%
<b>Total Gross Expenditures</b>	<b>2,355,500</b>	<b>2,410,600</b>	<b>2.3%</b>	<b>2,458,900</b>	<b>2.0%</b>
<b>Tax Levy By Service</b>					
Legal Services	1,486,000	1,524,500	2.6%	1,555,900	2.1%
Realty Services	241,000	247,600	2.7%	254,300	2.7%
Corporate Hearings & Litigation	500,000	510,000	2.0%	520,200	2.0%
<b>Total Tax Levy</b>	<b>2,227,000</b>	<b>2,282,100</b>	<b>2.5%</b>	<b>2,330,400</b>	<b>2.1%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	1,539,300	1,574,700	2.3%	1,606,100	2.0%
Materials & Supplies	39,000	40,300	3.3%	41,400	2.7%
Purchased Services	769,700	785,000	2.0%	800,600	2.0%
Internal Charges	-	-	0.0%	-	0.0%
Other Expenditures	7,500	10,600	41.3%	10,800	1.9%
Minor Capital & Transfer To Reserves	-	-	0.0%	-	0.0%
<b>Total Expenses</b>	<b>2,355,500</b>	<b>2,410,600</b>	<b>2.3%</b>	<b>2,458,900</b>	<b>2.0%</b>
<b>Revenues By Type</b>					
Activity Revenue	98,500	98,500	0.0%	98,500	0.0%
Internal Recoveries	30,000	30,000	0.0%	30,000	0.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	-	-	0.0%	-	0.0%
<b>Total Revenues</b>	<b>128,500</b>	<b>128,500</b>	<b>0.0%</b>	<b>128,500</b>	<b>0.0%</b>
<b>Tax Levy</b>	<b>\$2,227,000</b>	<b>\$2,282,100</b>	<b>2.5%</b>	<b>\$2,330,400</b>	<b>2.1%</b>

## **2019 - 2020 Budget Forecast Highlights**

- Registration and filing fees has a budget increase of \$3,100 in 2019, additional adjustments are inflationary increases.
- Inflationary increases have been included for 2020



**Program: Facilities and Construction Management**

**Program Based Budget**

**2018 - 2020**

## Vision

- To develop and maintain town buildings which are safe, comfortable and welcoming to all.

## Mission

- To provide technical expertise and effective project management to facility user departments for facility design, construction, commissioning, capital replacements, repairs and maintenance of town buildings in an energy efficient, fully accessible, and sustainable manner.

## Key Initiatives

- Continue to manage municipal facility development using lean construction principals and processes (new facilities, major renovations, demolitions, site remediations and capital replacements).
- In 2018 we will open the new Fire station No. 3 at Rebecca and Kerr; complete the renovation of the Oakville Arena, with the addition of a senior centre and community centre, and complete the revitalization of Trafalgar Park; demolish the former hospital facility on Reynolds Street; plan the development of the South East Community Centre; plan the construction of fire stations No. 4 and 8; and complete the renovation of the council chamber to accommodate two additional Councillors in 2018.
- Conduct accessibility audits for all public facing, larger facilities.



# 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 2.1M sq. ft. of building area.

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



# Key Performance Indicators

## 1. Percentage of gross operating budget

2013	2014	2015	2016	2017
1.6%	1.8%	1.8%	1.8%	1.8%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> 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

2013	2014	2015	2016	2017
1.0%	1.2%	1.4%	1.4%	1.3%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff FTE's against the total Town FTE's.				
<b>How Calculated:</b> Total program FTEs including part-time / Total town FTEs including part-time				

## 3. Operations: Orders to Comply for FCM Managed Facilities

2013	2014	2015	2016	2017
	1 Order received / 1 Order resolved within prescribed timeline	1 Order received / 1 Order resolved within prescribed timeline	5 orders received / 4 Orders resolved within prescribed timeline / 1 Order did not meet the prescribed timeline but has been resolved.	6 Order received / 5 Order resolved within prescribed timeline / 1 Order did not meet the prescribed timeline but has been resolved. Sept. 30, 2017
<b>Why Important:</b> Measures our ability to achieve compliance within prescribed time frames. The measure also indicates whether or not our managed facilities are safe and compliant.				
<b>How Calculated:</b> 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

2013	2014	2015	2016	2017
	\$4,301,668 / 882,586 s.f. = \$4.87 psf	\$4,896,986 / 902,442 s.f. = \$5.43 psf	\$4,823,763 / 1,043,177 s.f. = \$4.62 psf	\$4,790,100 / 1,039,200 s.f. = \$4.61 psf Sept. 30, 2017
<b>Why Important:</b> 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.				
<b>How Calculated:</b> Total Operating Costs divided by gross square footage managed. Does not include capital repair and replacement costs.				

## Staffing Overview

<b>Program: Facilities &amp; Construction Mgmt.</b>	<b>2017 Approved FTE</b>	<b>2018 Capital Impact</b>	<b>2018 Adjustment Level Change</b>	<b>2018 Reallocation of Staff</b>	<b>2018 Total FTE</b>	<b>Net Change 2018 vs 2017</b>
<b>Services/Activities:</b>						
Administration	3.0				3.0	0.0
Capital Projects	9.0				9.0	0.0
Facility Operations	9.0				9.0	0.0
<b>Total Facilities &amp; Construction Mgmt.</b>	<b>21.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>21.0</b>	<b>0.0</b>

The total staff complement for Facilities & Construction Management remains at 21.0 FTEs for 2018.

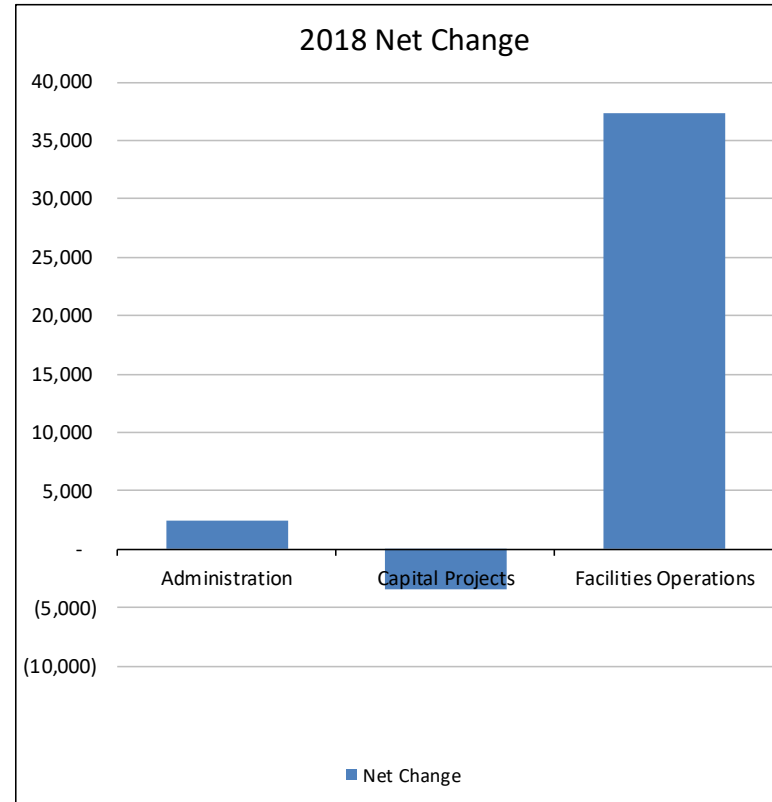
## Program Services Budget Overview

<b>Services/Activities:</b>	<b>2017 Restated</b>		<b>2018 Requested</b>		<b>Net Change 2018 vs 2017</b>	<b>Net Change 2018 vs 2017 (%)</b>
	<b>Gross Budget</b>	<b>Net Budget</b>	<b>Gross Budget</b>	<b>Net Budget</b>		
Administration	374,500	374,500	376,900	376,900	2,400	0.64%
Capital Projects	1,168,400	344,800	1,193,900	341,400	(3,400)	(1.0%)
Facilities Operations	2,516,800	2,016,900	2,559,200	2,054,300	37,400	1.9%
<b>Total</b>	<b>\$4,059,700</b>	<b>\$2,736,200</b>	<b>\$4,130,000</b>	<b>\$2,772,600</b>	<b>\$36,400</b>	<b>1.3%</b>

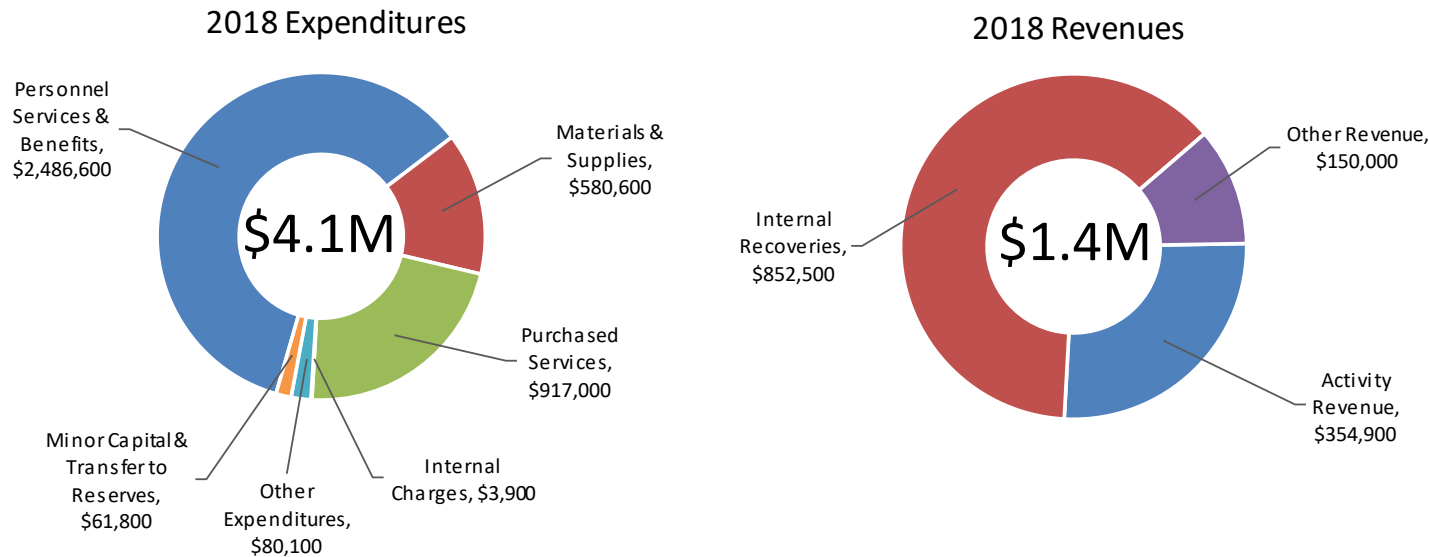
In 2018, the Facilities and Construction Management program increased by \$36,400 or 1.3% resulting in a net total budget of \$2,772,600. Facilities Operations represents the largest portion of the budget at \$2.1 million and includes costs of managing facility operations at Town Hall, Oakville Public Libraries, Oakville Transit, Central Operations and North Depot operations. Administration and Capital Projects make up the remainder of the net budget at \$0.7 million and represents the costs for project management of the construction of new buildings and capital replacements as well as coordinating town-wide compliance with accessibility and environmental legislation, energy management and the management of designated substances in buildings.

## Net Program Budget Change

- **Administration** has increased \$2,400 due to inflationary impacts on personnel costs.
- **Capital Projects** has decreased \$3,400 due to the net impact of inflation on personnel costs and the labour recovery from capital.
- **Facilities Operations** has increased \$37,400 due to inflationary impacts on personnel and utility costs.



## 2018 Program Budget by Component – Net \$2,772,600



In 2018, the Facilities and Construction Management program's total expenditures are \$4,130,000 and total revenues are \$1,357,400 resulting in a net budget of \$2,772,600. The net change from the prior year is \$36,400, or 1.3%. The main drivers for this change are noted in the details below:

- **Personnel Services and Benefits** is the largest component of the gross expenditures at \$2.5 million, representing 60% of the total gross expenditures. In 2018, personnel costs have increased \$55,300 which includes inflation and step changes to salaries and benefits.
- **Purchased Services** is the second largest component of the gross expenditures at \$0.9 million and is primarily made up of the budgets for contracted services, and repairs and maintenance for town facilities. The budget decreased by \$4,100 due to the transfer of budgeted communication costs to Information Systems.
- **Materials and Supplies** are budgeted at \$0.6 million and are primarily made up of the costs for utilities at Town Hall and leased town properties. The budget has increased by \$15,000 due to anticipated increases in hydro costs.
- **Internal Recoveries** are the largest portion of total revenues with \$0.9 million and are primarily the recovery of salaries and benefits from the capital program to implement various facility related capital projects. The budget has increased by \$28,900 to reflect inflation on the salary and benefits.
- **Activity Revenue** consists primarily of rental revenue on leased town properties and is budgeted at \$0.4 million for 2018. The budget has increased by \$5,000 due to contractual increases on some leased properties.

## 2019 - 2020 Operating Budget Forecast

	2018	2019	2018-2019	2020	2019-2020
Facilities and Construction Management	Requested Budget	Forecast	Change (%)	Forecast	Change (%)
<b>Gross Expenditures By Service</b>					
Administration	376,900	384,400	2.0%	392,000	2.0%
Capital Projects	1,193,900	1,217,600	2.0%	1,241,600	2.0%
Facilities Operations	2,559,200	2,609,300	2.0%	2,657,400	1.8%
<b>Total Gross Expenditures</b>	<b>4,130,000</b>	<b>4,211,300</b>	<b>2.0%</b>	<b>4,291,000</b>	<b>1.9%</b>
<b>Tax Levy By Service</b>					
Administration	376,900	384,400	2.0%	392,000	2.0%
Capital Projects	341,400	331,300	(3.0%)	337,600	1.9%
Facilities Operations	2,054,300	2,104,400	2.4%	2,152,500	2.3%
<b>Total Tax Levy</b>	<b>2,772,600</b>	<b>2,820,100</b>	<b>1.7%</b>	<b>2,882,100</b>	<b>2.2%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	2,486,600	2,538,300	2.1%	2,587,800	2.0%
Materials & Supplies	580,600	592,100	2.0%	603,800	2.0%
Purchased Services	917,000	935,100	2.0%	953,600	2.0%
Internal Charges	3,900	3,900	0.0%	3,900	0.0%
Other Expenditures	80,100	80,100	0.0%	80,100	0.0%
Minor Capital & Transfer To Reserves	61,800	61,800	0.0%	61,800	0.0%
<b>Total Expenses</b>	<b>4,130,000</b>	<b>4,211,300</b>	<b>2.0%</b>	<b>4,291,000</b>	<b>1.9%</b>
<b>Revenues By Type</b>					
Activity Revenue	354,900	354,900	0.0%	354,900	0.0%
Internal Recoveries	852,500	886,300	4.0%	904,000	2.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	150,000	150,000	0.0%	150,000	0.0%
<b>Total Revenues</b>	<b>1,357,400</b>	<b>1,391,200</b>	<b>2.5%</b>	<b>1,408,900</b>	<b>1.3%</b>
<b>Tax Levy</b>	<b>\$2,772,600</b>	<b>\$2,820,100</b>	<b>1.7%</b>	<b>\$2,882,100</b>	<b>2.2%</b>

## 2019 - 2020 Budget Forecast Highlights

- The 2019 net budget is projected to increase by 1.7% or \$47,500 and reflects inflationary increases to the cost of delivering services.
- The 2020 net budget is projected to increase by 2.2% or \$62,000 and reflects inflationary increases to the cost of delivering services.

## 2018 - 2020 Recommended Capital Budget

Facilities and Construction Management (FCM) capital projects will allow for the continued state of good repair of town facilities. Funds are budgeted for accessibility improvements to remove physical barriers at various facilities across the town and to ensure compliance with the Accessibility for Ontarians with Disabilities Act 2005 (AODA). Also, various energy management improvements will be done to town buildings, one of the actions by FCM that make up the town's Conservation and Demand Management plan. Operating impact savings are a result of energy management improvements that will create savings in utility costs.

Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2018	2019	2020	2018	2019	2020
42101602	Leased Properties - Repairs and Replacements	Infrastructure Renewal	25,000	25,000	25,000			
42101603	Building Structural Inspections	Infrastructure Renewal		53,000				
42101614	Accessibility Improvements	Strategic Priorities	106,000	211,000	211,000			
42101701	Town Hall Major Accommodation Needs	Infrastructure Renewal	79,000	1,161,000				
42101702	Council Chambers Renovation	Infrastructure Renewal	1,860,000	10,000				
42101703	HVAC - Various Locations	Infrastructure Renewal	1,276,000	1,064,000	591,500			
42101704	Various Facility Accommodation Needs	Infrastructure Renewal	264,000	264,000	264,000			
42101705	Roof Replacement - Various Locations	Infrastructure Renewal	693,000	855,000	545,000			
42101706	Electrical Safety Authority Inspections	Infrastructure Renewal	23,000	23,000	23,000			
42101708	Mechanical Commission	Infrastructure Renewal	69,000	69,000	88,000			
42101709	Roofs - Minor Repairs	Infrastructure Renewal	26,000	26,000	26,000			
42101710	Asbestos Monitoring and Remediation	Infrastructure Renewal	118,000	55,000	23,000			
42101711	Facilities Emergency Repairs	Infrastructure Renewal	106,000	106,000	106,000			
42101712	Facility Repairs	Infrastructure Renewal	214,200	152,600	110,500			
42101713	Sitework - Various Facilities (Drives)	Infrastructure Renewal	335,000	223,000	682,000			
42101714	Heritage Building Maintenance and Repair	Infrastructure Renewal	28,000	91,000	42,200			
42101715	Energy Management Large Buildings	Infrastructure Renewal	504,000	430,000	70,000	(55,000)	(11,500)	(18,300)
42101716	Properties under 12,000 SF Maintenance and Repair	Infrastructure Renewal	181,000	436,000	386,800			
42101801	Town Hall - Repairs/Replacement (Mechanical)	Infrastructure Renewal	5,000	94,000	15,000			
42101802	Pine Glen Indoor Soccer Facility Repairs	Infrastructure Renewal		58,000				
42101803	Architectural/Structural	Infrastructure Renewal			33,000			
42101804	Townhall Card Access Controller Replacement	Infrastructure Renewal	62,000	60,000				
<b>TOTAL</b>			<b>5,974,200</b>	<b>5,466,600</b>	<b>3,242,000</b>	<b>(55,000)</b>	<b>(11,500)</b>	<b>(18,300)</b>

### Capital Facility Initiatives in Other Programs:

The following are some significant capital projects in other program areas that the Facility and Construction Management team would be involved in planning and overall management.

Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2018	2019	2020	2018	2019	2020
21102101	Centennial Pool - Demolition Costs	Strategic Priorities		105,000				
43301613	Fire Station #3 - Demolition	Strategic Priorities		2,742,000				
43301802	Fire Station #8	Growth	2,029,000	5,459,000			1,021,900	1,436,900
43301901	Station # 4 Expansion	Growth	500,000	1,529,000	6,289,000			20,300
46311301	Trafalgar Park Revitalization	Community	21,100,000			107,700	457,200	200,000
46601701	South East Community Centre	Community	10,840,000	18,840,000	9,354,000			488,500
46601802	New Youth Centre	Growth		152,000	418,000			159,100
46641802	Iroquois Ridge - Program Storage Area Expansion	Infrastructure Renewal	511,000				2,500	2,500
54202101	Palermo Terminal	Growth	50,000	5,296,000	1,480,000			
71101804	Glen Abbey Creation Hub and Renovation	Strategic Priorities	2,433,000					47,400
71101805	White Oaks Library Renovation	Infrastructure Renewal	688,000					
71101806	North Temporary Branch Library (North Park)	Growth	1,793,000			75,500	278,700	89,500
71101809	QEPCCC Incubator Library Expansion	Growth	60,000					
71101810	Central - One Desk conversion	Strategic Priorities	50,000					
71101902	Palermo Temporary Branch Library (incl. Collections)	Growth		3,500,000				784,800
<b>TOTAL</b>			<b>40,054,000</b>	<b>37,623,000</b>	<b>17,541,000</b>	<b>183,200</b>	<b>1,760,300</b>	<b>3,229,000</b>



**Program: Emergency Services**

**Program Based Budget**

**2018 - 2020**

## Vision

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

## Mission

- To provide emergency response through a range of services to protect the lives, property and environment of the inhabitants of Oakville from the adverse effects of fires, sudden medical and non-medical emergencies including but not limited to exposure to dangerous conditions brought on by natural, technological or human caused events.

## Key Initiatives

- Implement the Fire Master Plan to address growth in North Oakville and the proposed intensification of development within selected areas of South Oakville. The plan provides comprehensive recommendations with respect to the future needs of facilities, optimizing staff levels, equipment and services.
- Build and open new Fire Station 3 as part of the Trafalgar Park Revitalization Project and decommission current station at 125 Randall Street.
- Design and build Fire Station 8 on the corner of Bronte Road and Pineglen with occupancy expected in late 2019. This will assist in reducing response times for North Oakville.
- Design and build replacement Fire Station 4 commencing in 2018 to improve the depth of coverage response capabilities in North Oakville.
- Review and update the Town's Emergency Plan.

# Program Services

The Oakville Fire Department provides services through the following programs:



# Key Performance Indicators

## 1. Percentage of gross operating budget

2013	2014	2015	2016	2017
15.2%	15.7%	15.6%	15.2%	15.2%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> 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

2013	2014	2015	2016	2017
13.8%	14.7%	14.5%	14.2%	14.1%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTE's.				
<b>How Calculated:</b> Total program FTEs including part-time / Total town FTEs including part-time				

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

2013	2014	2015	2016	2017
80%	76%	75%	65%	66.40% Sept. 30, 2017
<b>Why Important:</b> The average time fire crews leave the station until they arrive on location				
<b>How Calculated:</b> Information is provided through the Computer Aided Dispatch system from Burlington Dispatch				

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

2013	2014	2015	2016	2017
4.86	2.14	3.71	1.58	2.06 Sept. 30, 2017
<b>Why Important:</b> Reflects characteristics such as density, code enforcement, smoke detector use, fire prevention and education				
<b>How Calculated:</b> Total number of injuries x 100,000 / official population				

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

2013	2014	2015	2016	2017
102	109	108	107	105 Sept. 30, 2017
<b>Why Important:</b> National Fire Protection Association (NFPA) states median staffing rate in Canada is roughly 100 firefighters per 100,000 population.				
<b>How Calculated:</b> Total number of firefighters x 100,000 / official population				

## Staffing Overview

Program: Emergency Services	2017 Approved FTE	2018 Capital Impact	2018 Service Adjustment	2018 Reallocation of Staff	2018 Total FTE	Net Change 2018 vs 2017
Administration	7.0				7.0	0.0
Training	6.0				6.0	0.0
Fire Prevention	9.0				9.0	0.0
Suppression	204.0				204.0	0.0
<b>Total Emergency Services</b>	<b>226.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>226.0</b>	<b>0.0</b>

The total 2018 staff complement for Emergency Services is 226 FTE's. No changes were made this year.

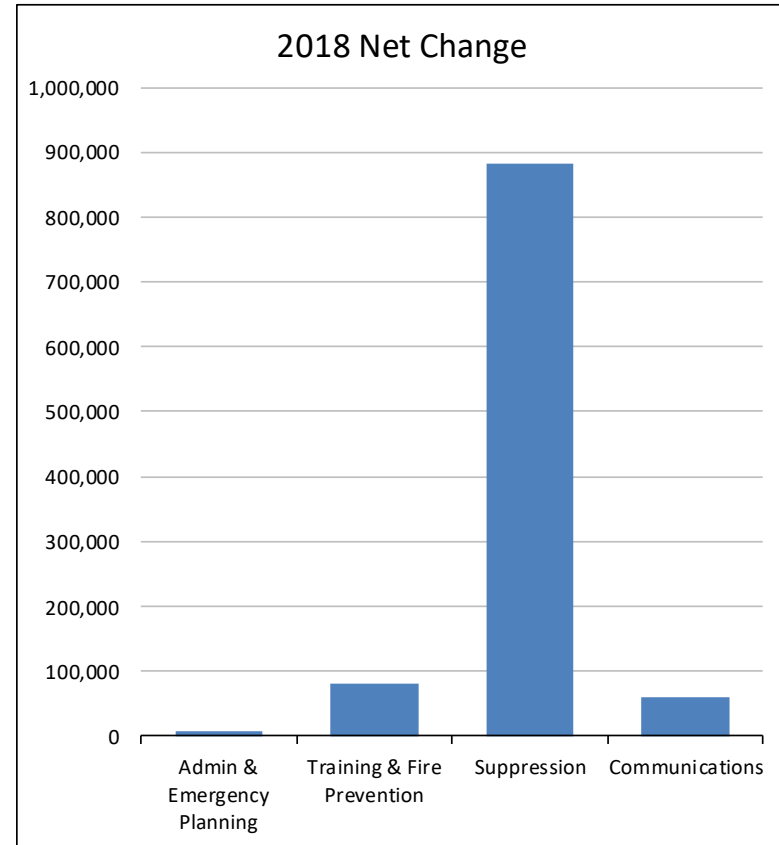
## Program Services Budget Overview

Services/Activities:	2017 Restated		2018 Requested		Net Change 2018 vs 2017	Net Change 2018 vs 2017 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Admin & Emergency Planning	1,378,200	1,378,200	1,386,500	1,386,500	8,300	0.6%
Training & Fire Prevention	2,455,400	2,396,900	2,535,800	2,477,300	80,400	3.4%
Suppression	30,707,800	30,438,300	31,602,000	31,319,900	881,600	2.9%
Communications	1,055,300	1,055,300	1,114,600	1,114,600	59,300	5.6%
TOWARF	32,500	0	32,500	0	0	0.0%
<b>Total</b>	<b>35,629,200</b>	<b>35,268,700</b>	<b>36,671,400</b>	<b>36,298,300</b>	<b>1,029,600</b>	<b>2.9%</b>

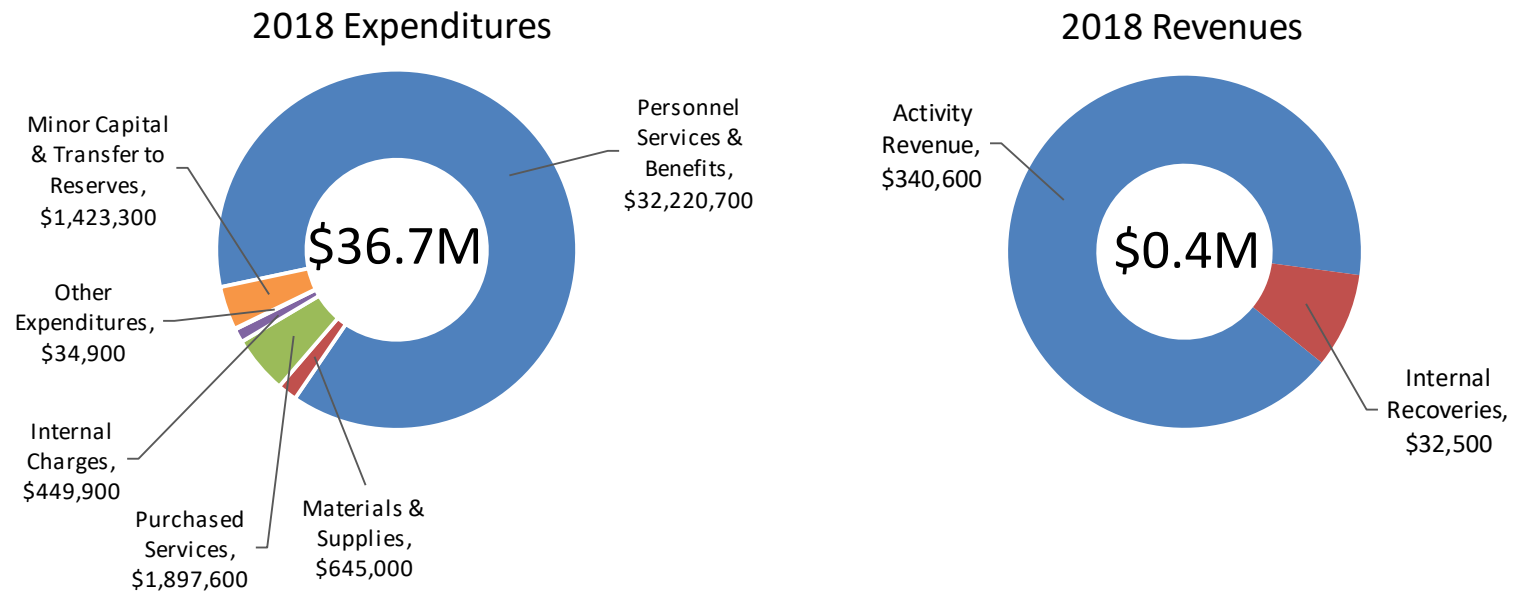
In 2018, the Emergency Services program increased by \$1,029,600 or 2.9% for a net budget of \$36.3 million. Emergency Services provides services to educate the public with regards to fire related risks, prevents fires, enforces fire safety standards, suppresses fires and prepares and manages all emergencies throughout the town. Fire Suppression is the largest component of the budget at \$31.3 million representing 86% of the total net budget which is comprised primarily of personnel costs to deliver emergency response services. Training and Fire Prevention total \$2.5 million to create monthly training syllabuses; deliver programs based on legislated requirements and deliver Fire Protection and Prevention Act mandated programs. Administration, Emergency Planning and Communications makes up the balance with \$2.5 million to ensure quality services are provided in accordance with standard operating guidelines and ensure adequate level of municipal preparedness for large scale emergencies.

## Net Program Budget Change

- **Administration and Emergency Planning** has increased \$8,300 primarily due to inflationary adjustments for wages and benefits.
- **Training and Fire Prevention** has increased \$80,400 primarily due to inflationary and contractual agreements for salaries and benefits. In addition purchased services were increased to include Ministry of Labour mandated Post Traumatic Stress Disorder training for front line staff.
- **Suppression** has increased \$881,600 primarily as a result of increases to salaries and benefit due to the ratification of the OPFFA arbitration as well as inflationary increases projected for 2018. This has been partially mitigated by a reduction to the transfer to the vehicle and equipment reserve as a result of extending useful life.
- **Communications** has increased \$59,300 mainly as a result of increased charges for shared Suppression dispatch services with Burlington Fire.



## Program Budget by Component– Net \$36,298,300



The Emergency Services program's total gross expenditures are \$36,671,400 and total revenues are \$373,100, resulting in a net budget of \$36,298,300. In 2018, the net budget has increased by \$1,029,600 or 2.9%. The main drivers for the budget are noted in the details below:

- **Personnel Services and Benefits** are the largest cost component at \$32.2 million and represent 88% of the total gross expenditures. In 2018, personnel costs have increased by \$1,055,500, primarily due to anticipated contractual increases to salaries and benefits and position movements through the pay bands. Adjustments have been made where retirements have been replaced with new hires. Finally the recently approved fire arbitration award for 2015-2017 has been included in the base budget.
- **Purchased Services** total \$1.9 million and in 2018, have increased by \$86,100 primarily due to contract increases for the suppression dispatch system shared with the City of Burlington. In addition funding has been added for PTSD training for front line staff as mandated by the Ministry of Labour.
- **Minor Capital & Transfers to Reserves** total \$1.4 million and include transfers to the Fire Vehicle and Equipment reserve for future replacements as assets reach the end of their useful life. In 2018, the budgeted transfer was reduced by \$150,000 due to adjustments in the useful of life of vehicles and extending replacement cycles.
- **Materials & Supplies** have decreased by \$9,800 primarily due to a reduction on heating costs based on five year trends.
- **Internal Charges** have increased by \$60,300 for fleet vehicle maintenance charges to reflect recent three year activity.
- **Activity Revenue** makes up 91% of total revenues which have increased \$12,600 to reflect anticipated increases in volume for Ministry of Transportation billings.

## 2019 - 2020 Operating Budget Forecast

Emergency Services	2018 Requested Budget	2019 Forecast	2018-2019 Change (%)	2020 Forecast	2019-2020 Change (%)
<b>Gross Expenditures By Service</b>					
Administration	1,365,200	1,396,500	2.3%	1,433,400	2.6%
Emergency Planning	21,300	21,700	1.9%	22,100	1.8%
Training	1,126,100	1,148,800	2.0%	1,172,100	2.0%
Fire Prevention	1,409,700	1,437,000	1.9%	1,607,000	11.8%
Suppression	31,602,000	33,284,500	5.3%	35,356,200	6.2%
Communications	1,114,600	1,136,900	2.0%	1,159,600	2.0%
TOWARF	32,500	33,200	2.2%	33,900	2.1%
<b>Total Gross Expenditures</b>	<b>36,671,400</b>	<b>38,458,600</b>	<b>4.9%</b>	<b>40,784,300</b>	<b>6.0%</b>
<b>Tax Levy By Service</b>					
Administration	1,365,200	1,396,500	2.3%	1,433,400	2.6%
Emergency Planning	21,300	21,700	1.9%	22,100	1.8%
Training	1,111,100	1,133,800	2.0%	1,157,100	2.1%
Fire Prevention	1,366,200	1,393,500	2.0%	1,563,500	12.2%
Suppression	31,319,900	33,002,400	5.4%	35,074,100	6.3%
Communications	1,114,600	1,136,900	2.0%	1,159,600	2.0%
TOWARF	-	700	0.0%	1,400	100.0%
<b>Total Tax Levy</b>	<b>36,298,300</b>	<b>38,085,500</b>	<b>4.9%</b>	<b>40,411,200</b>	<b>6.1%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	32,220,700	33,850,100	5.1%	35,899,100	6.1%
Materials & Supplies	645,000	684,600	6.1%	749,100	9.4%
Purchased Services	1,897,600	1,942,200	2.4%	2,002,600	3.1%
Internal Charges	449,900	454,900	1.1%	457,000	0.5%
Other Expenditures	34,900	35,600	2.0%	36,300	2.0%
Minor Capital & Transfer To Reserves	1,423,300	1,491,200	4.8%	1,640,200	10.0%
<b>Total Expenses</b>	<b>36,671,400</b>	<b>38,458,600</b>	<b>4.9%</b>	<b>40,784,300</b>	<b>6.0%</b>
<b>Revenues By Type</b>					
Activity Revenue	340,600	340,600	0.0%	340,600	0.0%
Internal Recoveries	32,500	32,500	0.0%	32,500	0.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	-	-	0.0%	-	0.0%
<b>Total Revenues</b>	<b>373,100</b>	<b>373,100</b>	<b>0.0%</b>	<b>373,100</b>	<b>0.0%</b>
<b>Tax Levy</b>	<b>\$ 36,298,300</b>	<b>\$ 38,085,500</b>	<b>4.9%</b>	<b>\$ 40,411,200</b>	<b>6.1%</b>



## 2019 - 2020 Budget Forecast Highlights

- 2019 budget includes inflationary increases for personnel and expenses. In addition partial year impacts associated with the opening of Station 8 in the fall of 2019, as well as an increase transfer to the Fire Vehicle and Equipment reserve as a result of an additional pumper to be purchased. Furthermore a transfer to the Building Maintenance reserve has been incorporated for Trafalgar Park.
- 2020 includes the annualization of operating impacts for Station 8 including a Fire Prevention officer as identified in the Fire Master Plan as well as operating impacts for continued phase in of the Trafalgar Park Building Maintenance transfer to reserve and maintenance costs for two additional Fire Prevention vehicles. In addition, inflationary increases for personnel and expenses were included where appropriate.

## 2018 - 2020 Recommended Capital Budget

The 2018 - 2020 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 2018 capital budget include design and construction budget for the new Station 8 in Palermo, design for the full replacement and expansion of Station 4, and additional budget for the purchase of land for a permanent Station 9.

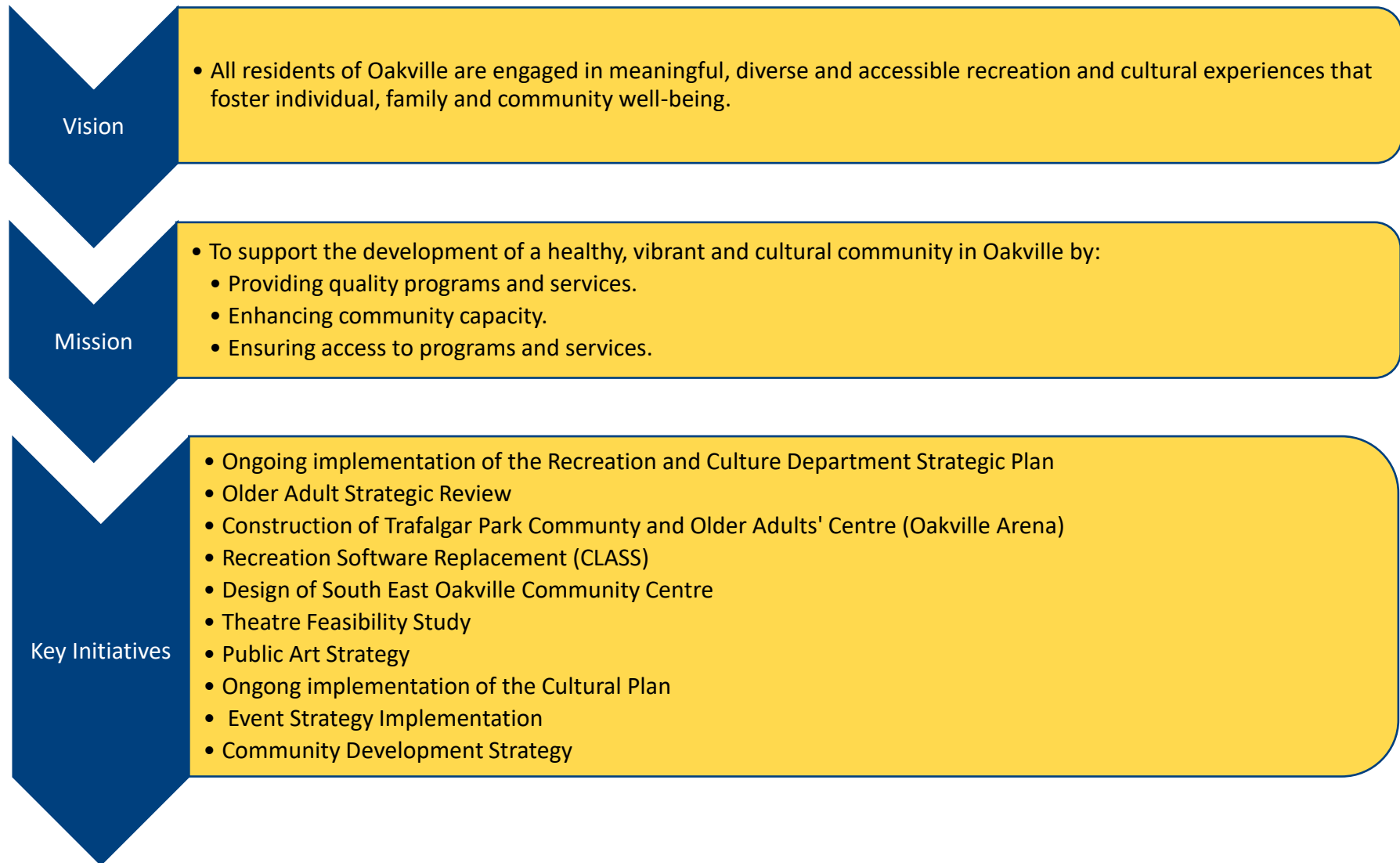
Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2018	2019	2020	2018	2019	2020
43301402	Fire Station No.9 - Land	Growth	2,710,400					
43301607	Portable Radio Equipment	Infrastructure Renewal	25,000	25,000	25,000	21,600		
43301610	Protective Clothing Replacement	Infrastructure Renewal	101,000	151,000	151,000			
43301611	Fire Training Facility	Infrastructure Renewal	181,000	181,000	181,000			
43301613	Fire Station #3 - Demolition	Strategic Priorities		2,742,000				
43301704	Specialized Equipment Replacement	Infrastructure Renewal	151,000	151,000	151,000			
43301705	Fire Station Facility Maintenance	Infrastructure Renewal	26,000	56,000	50,000			
43301706	Furniture and Equipment Replacement	Infrastructure Renewal	41,500	49,000	67,000			
43301707	Fire Vehicle and Equipment Replacement	Infrastructure Renewal	1,133,000	251,000	1,610,000			
43301802	Fire Station #8	Growth	2,029,000	5,459,000			1,021,900	1,436,900
43301804	Fire Dispatch Centre Equipment Replacement	Infrastructure Renewal	50,000	50,000	50,000			
43301901	Station # 4 Expansion	Growth	500,000	1,529,000	6,289,000			20,300
43301902	Appleby Dispatch CAD system upgrade	Infrastructure Renewal		1,005,000				
43302001	Fire Master Plan	Growth			100,000			
43302002	New Vehicles for Fire Prevention	Growth			80,000			10,000
43301803	Alternate EOC	Infrastructure Renewal	25,000		5,000			
43301805	Specialized Equipment - New	Infrastructure Renewal	25,000	25,000	25,000			
<b>TOTAL</b>			<b>6,997,900</b>	<b>11,674,00</b>	<b>8,784,000</b>	<b>21,600</b>	<b>1,021,900</b>	<b>1,467,200</b>



**Program: Recreation and Culture Services**

**Program Based Budget**

**2018 - 2020**



# 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 requires an excellent understanding of the community, its demographics and the changing needs of the residents as well as expertise necessary for the development and delivery of safe, appropriate, high quality and professional services.



## Key Performance Indicators

### 1. Percentage of gross operating budget

2013	2014	2015	2016	2017
14.1%	13.9%	14.0%	13.8%	13.6%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> 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

2013	2014	2015	2016	2017
21.3%	21.1%	21.2%	20.0%	20.1%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total town FTEs.				
<b>How Calculated:</b> Total program FTEs including part-time / total town FTEs including part-time (includes Galleries)				

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

2013	2014	2015	2016	2017
0.41 m2/capita	0.41 m2/capita	0.41 m2/capita	0.41 m2/capita	0.41 m2/capita
<b>Why Important:</b> Demonstrates availability of indoor recreational facilities to residents				
<b>How Calculated:</b> facility inventory size taken from building floor plans divided by population				

### 4. Square metres of cultural facilities per 1000 population

2013	2014	2015	2016	2017
64	63	63	63	60
<b>Why Important:</b> Appropriate provision of dedicated or specliazed cultural facilities allows residents to be able to experience and partake in cultural activity and for groups and organizations to have access to space.				
<b>How Calculated:</b> Total municipal space dedicated to culture. Total space of Gariloch 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% or 6689 m2 of QEPCCC.				

### 5. Program capacity rates (registered programs)

2013	2014	2015	2016	2017
74%	75%	77%	74%	80%
<b>Why Important:</b> Determines efficiency, relevance and utilization of program planning efforts of staff				
<b>How Calculated:</b> Utilizes program enrollment data - Qlikview				

## 6. Participant hours for recreation programs per capita

2013	2014	2015	2016	2017
20	18	19	18	20
<b>Why Important:</b> Captures the activity level of facility and program users				
<b>How Calculated:</b> Utilizes program enrollment and course durations. For facility rentals, average hourly participation rates are assigned based on sport assumption. For memberships, assumes 60 minute participation - Qlikview				

## 7. Number of culture participants per 1000 population

2013	2014	2015	2016	2017
n/a	465	490	531	605
<b>Why Important:</b> Reflects uptake of cultural programs and services				
<b>How Calculated:</b> Annual attendance at Erchless Estate, OCPA and Oakville Galleries. Registered program participants at QEPCCC. Does not include events or exhibitions.				

## 8. Percentage of citizens satisfied with recreation and culture programs and services

2013	2014	2015	2016	2017
85%	86%	85%	86%	87%
<b>Why Important:</b> Program surveys capture customer experience scores about the program, the instructor, the facility and the registration experience.				
<b>How Calculated:</b> Utilizes customer feedback system survey results - SharePoint				

## Staffing Overview

<b>Program: Recreation Services</b>	<b>2017 Approved FTE</b>	<b>2018 Capital Impact</b>	<b>2018 Service Adjustment</b>	<b>2018 Reallocation of Staff</b>	<b>2018 Total FTE</b>	<b>Net Change 2018 vs 2017</b>
<b>Services/Activities:</b>						
Administration	0.6		(0.1)		0.5	0.1
Program Development and Support	24.9		3.8		28.7	3.8
Recreation and Cultural Hubs	269.7	3.0	16.6		289.3	19.6
Cultural Services	27.1		1.4		28.5	1.4
<b>Total Recreation Services</b>	<b>322.3</b>	<b>3.0</b>	<b>21.7</b>	<b>0.0</b>	<b>347.0</b>	<b>24.9</b>

Overall the staff complement for Recreation and Culture is 347.0 FTE for 2018. This represents an increase of 24.7 FTE. The newly remodeled Oakville Arena will reopen in 2018 with enhanced programs and services. Due to the increase in facility size, (2) Operators have been added to the complement and (1) Administrative Coordinator to provide additional support to the patrons.

In addition, for 2018, the department was tasked with reviewing community needs and service demands. The undertaking determined if existing teams could effectively provide the public services to the current quality level and standards expected from a Town program. Results showed that the department has the ability and aspiration to meet resident service requests but current staffing levels would be stretched beyond capacity. Quality of service cannot be compromised and to ensure efficient and effective program delivery, staffing levels were reviewed to determine if the shortfall could be amended and allow for proper service delivery. A thorough review identified areas where budgets could be reduced and revenue budgets were adjusted for both fee and volume increases, which enabled increasing part-time staffing levels by 21.7 FTE.

Details of the part-time changes include the following activities:

- Administration reallocated 0.1 FTE from customer service support to Recreation and Culture Hubs.
- Program Development and Support increased their complement by 1.4 FTE for a Data Entry Receptionist for Registration and Booking and to provide summer leaders for the Inclusion program.
- Recreation and Cultural Hubs has increased by 16.6 FTE. This includes additional support for pool Fitness and Specialized Instructors, Lifeguards, Deck Supervisors, Camp Leaders. Additional hours have been included for training.
- Cultural Services has added summer student hours for Special Events as well as Theatre Technician and Box Office Clerk hours for a total increase of 3.8 FTE.



## Program Services Budget Overview

Services/Activities:	2017 Restated		2018 Requested		Net Change 2018 vs 2017	Net Change 2018 vs 2017 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Administration	428,700	428,700	433,000	(86,600)	(515,300)	-120.2%
Program Development and Support	3,406,100	2,289,100	3,701,200	2,515,100	226,000	9.9%
Recreation and Cultural Hubs						
Facility Hub Admin	385,000	385,000	396,400	396,400	11,400	3.0%
Glen Abbey Hub	3,963,900	1,423,800	4,311,500	1,559,900	136,100	9.6%
River Oaks Hub	3,282,200	885,600	3,655,500	1,145,400	259,800	29.3%
Sixteen Mile Hub	5,403,300	1,894,100	5,707,800	1,906,600	12,500	0.7%
Iroquois Ridge Hub	4,296,800	1,490,300	4,593,900	1,594,900	104,600	7.0%
QEPCCC Hub	5,304,100	3,323,600	5,635,200	3,462,700	139,100	4.2%
Southern Facilities	1,555,700	797,500	1,878,300	1,007,300	209,800	26.3%
Seniors Centre	859,700	484,500	896,800	531,100	46,600	9.6%
<b>sub-total</b>	<b>25,050,700</b>	<b>10,684,400</b>	<b>27,075,400</b>	<b>11,604,300</b>	<b>919,900</b>	<b>8.6%</b>
Cultural Services						
Admin and Grants	705,600	705,600	718,000	718,000	12,400	1.8%
OPCA	2,564,500	938,000	2,682,700	973,500	35,500	3.8%
Museums	680,400	562,200	704,500	581,300	19,100	3.4%
Events	458,100	310,000	390,200	311,600	1,600	0.5%
Oakville Galleries Grant	1,038,300	351,200	1,048,700	357,400	6,200	1.8%
<b>sub-total</b>	<b>5,446,900</b>	<b>2,867,000</b>	<b>5,544,100</b>	<b>2,941,800</b>	<b>74,800</b>	<b>2.6%</b>
<b>Total</b>	<b>34,332,400</b>	<b>16,269,200</b>	<b>36,753,700</b>	<b>16,974,600</b>	<b>705,400</b>	<b>4.3%</b>

- In 2016 and 2017, the department underwent a progressive restructuring and the 2018 budget reflects the continued phasing-in and annualization of many initiatives. The new structure included the creation of Community Hubs in which all programs/services and facilities within a geographic area were clustered in order to serve the community better.

- For 2018, the budget has increased by \$705,400 or 4.3%, resulting in a net total budget of \$16,974,600 including Galleries. The largest portion of the budget are the Recreation and Culture Hubs totaling \$11,604,300. Cultural Services is the second largest service area at \$2,941,800 which delivers and manages cultural services related to Oakville Centre, Museum, Events and Cultural grants including Galleries. The remainder of the budget is comprised of Program Development and Support which provides customer care and service to customers, internal program and business support to community groups and organizations and Administration which provides overall management, policy and strategic directions for the department.
- In conjunction with the restructuring, the department completed a review of part-time positions and associated hours required to maintain the existing service delivery. For many programs, this review highlighted significant growth in response to community demand. For 2018, the part-time budget and revenues have been brought in line to reflect the recent trends in program delivery. This represents an adjustment of 39,000 part time hours or the equivalent of 21.7 FTEs. The majority of these part-time hours are attributed to lifeguards, swim instructors and camp leaders, associated with the high demand for learn to swim and summer camp program.
- In addition to the part-time review, the department's personnel budget was impacted on May 30<sup>th</sup> when the province announced legislated changes to the minimum wage rate. As of January 1, 2018 the minimum wage is to increase from \$11.40 to \$14.00 per hour. Recreation and Culture has the largest part-time staff within the town and the rate change results in an overall 2018 departmental impact of \$706,800. In order to mitigate the impact of the minimum wage increase and part-time adjustments, program fees have been increased on average by 6% and a transfer from the stabilization reserve has been budgeted as an interim measure until additional review of the fee structure can be completed.

## Net Program Budget Change

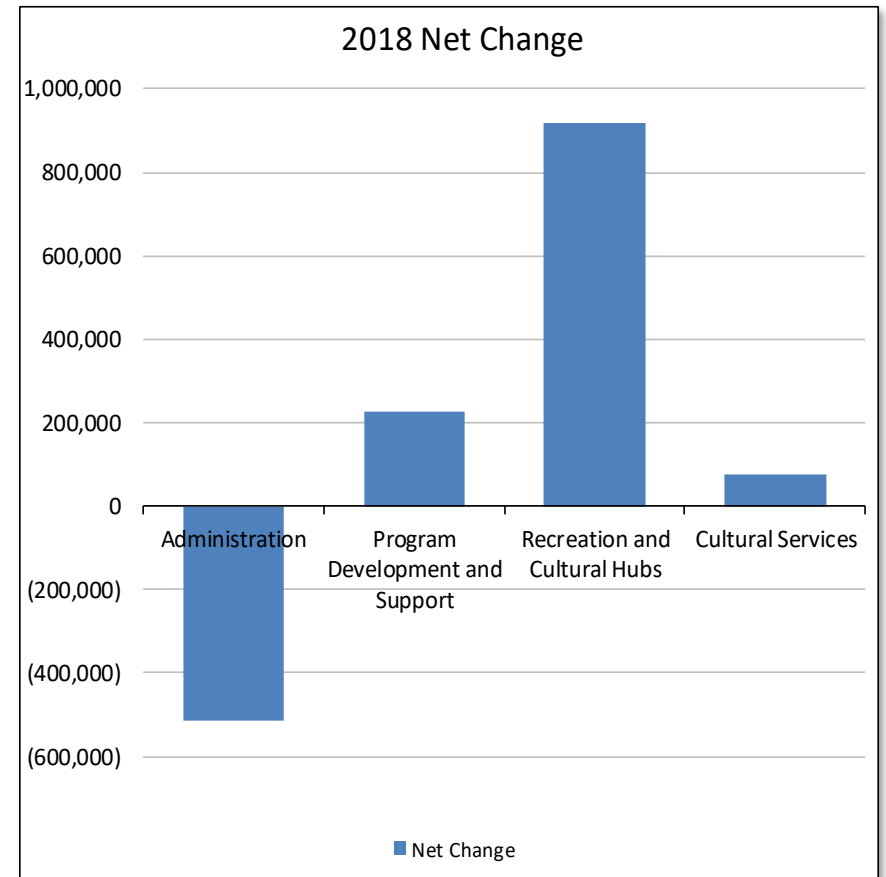
- **Administration** has decreased \$(515,300). Inflationary increases have been included but the budget change is primarily due to the addition of a transfer from the rate stabilization reserve of \$521,300 to mitigate the net impact of the part-time staffing adjustments on the overall department.
- **Program Development and Support** has increased \$226,000. Based on current level of usage, the Rec Connection fee assistance grant has increased by \$85,000 and gives families the ability to participate in recreational programs. Part-time staffing of \$99,700 for the inclusion support program was added to Program Development and Support to ensure proper reporting of costs. This service provides support for participants with special needs.

Additional part-time staffing is included for a Data Entry clerical support required for Registration and Booking. Adjustments have also been included for uniforms and temporary employment.

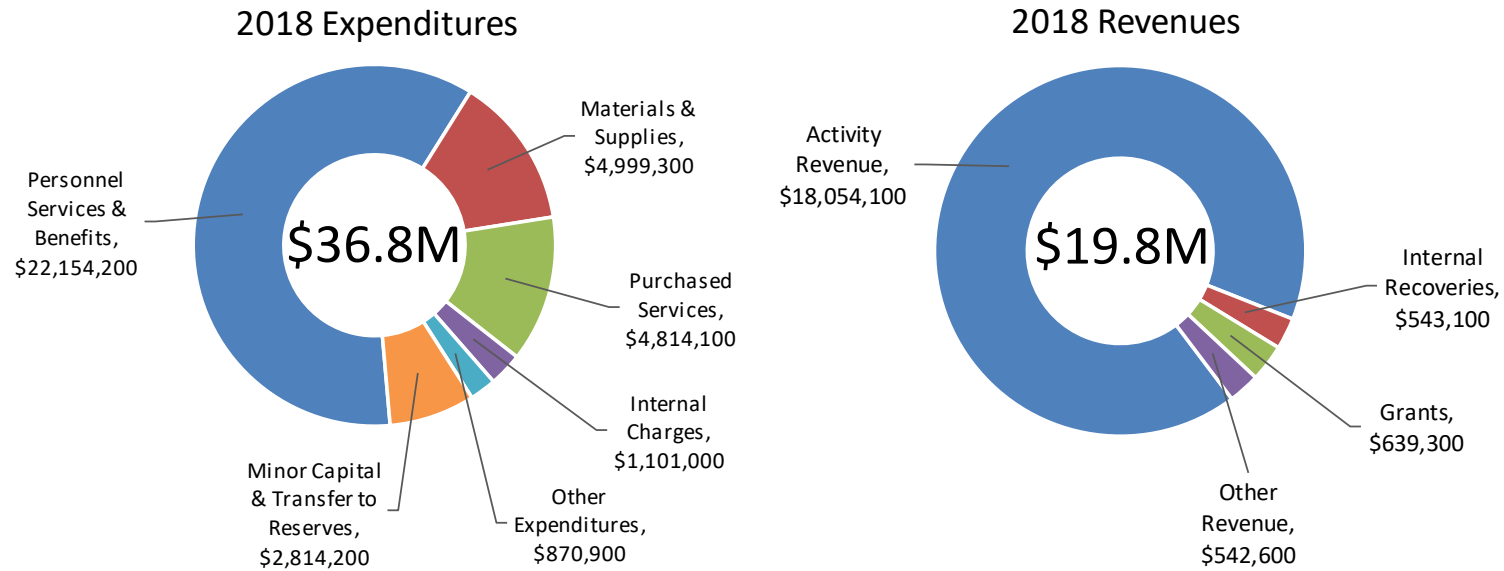
- **Recreation and Culture Hubs** has increased \$919,900. The largest increase is to personnel and is a result of the legislated change to minimum hourly wage which increased the budget by \$645,100. The increase to part-time hours based on staffing levels required to provide programs and services of \$579,500. The demand for additional programs and services necessitated the increase to part-time hours for many activities including: additional training hours for pool programs, summer camp at community centres, specialized instructors for programs and customer service staff. Further budget adjustment include changes to utilities of \$162,400 and contracted services, repairs and maintenance and instructor and performer fees.

These increases have been partially offset by additional revenue for program registrations by \$549,000, facility, pool and ice rental by \$292,800 and membership and passes by \$202,000.

**Culture Services** has increased by \$74,800. This includes adjustments made to part-time staffing resulting from program demands and the minimum wage increase. Additional part-time hours have been added for coordinators for theatre camps, special events staff and volunteer coordinator for the OCPA. This has been partially offset with reductions to exhibition fees and lighting supplies.



## 2018 Program Budget Drivers - Net \$ 16,974,600



The Recreation and Cultural Services program's total expenditures are \$36,753,700 and total revenues are \$19,779,100, resulting in a net budget of \$16,974,600. In 2018, the budget has increased by \$705,400 or 4.3%. The main drivers are:

- **Personnel Services and Benefits** has increased by \$2,225,800. With over 60% of the gross expenditures, personnel makes up the largest expense component for Recreation and Culture with full complement being 321.8 FTEs. The Recreation and Culture re-org which started in 2016 has continued through the 2018 budget with the review of part-time staffing. Where achievable, revenues were adjusted or expenses were reduced to partially offset the impact. The typical inflationary increase in fees is 3% however for 2018 the fees have been increased on average by 6%. For 2018, part-time staffing has been adjusted to reflect growth and community demand in services experienced the past few years. The majority of these part-time hours are attributed to lifeguards, swim instructors and camp leaders, associated with in demand learn to swim and summer camp programs. In addition, the legislated increase to part-time wages resulted in an adjustment of \$706,800.
- **Materials and Supplies** has a total budget of \$5.0 million making up 13.6% of the gross expenses, and has increased by \$55,200. Inflationary increases expected for utilities to operate the facilities contributed an increase of \$174,700 to the budget. This has been offset with reductions to external reproductions and miscellaneous materials and supplies for special events.
- **Purchased Services** makes up the third largest component with a budget of \$4.8 million which has increased by \$307,600 as a result of increases to programming, instructor and performer fees, contracted services and uniforms. In addition, with the opening of the Trafalgar Park Community Centre (previously Oakville Arena) the budgets have been reallocated to purchased services and materials and supplies. During the year the facility was shutdown, these budgets were reallocated to the General Working Capital Reserve.

- **Minor Capital & Transfers to Reserves** total \$2.8 million and consist mainly of transfer to the Building Maintenance and Replacement reserve for future asset replacement needs as building components reach the end of their useful life. In 2018, costs have decreased by \$298,400. With the construction of Trafalgar Park, Oakville Arena was shutdown in 2017 and the budget was reallocated where applicable and the balance was allocated to the General Working Capital reserve. With the start-up of Trafalgar Park scheduled for 2018, the reserve transfer was reduced to \$0 and the budget was reallocated to appropriate budget areas.
- **Internal Charges** have increased by \$45,900. This cost category consists of the expenses charged to Recreation and Culture by other departments and is based on usage of services.
- **Other Expenditures** has increased by \$85,200 mostly for increases to municipal grants and bank charges. In 2018, the Rec Connection fee assistance grant increased by \$85,000. This program uses unused capacity and increases are offset by budgeted revenues.
- **Activity Revenue** with a total of \$ 18,054,100. For 2018, activity revenue has increased by \$1,238,200 this represents a combination of additional revenue included to reflect the growing program demands experienced recently as well as the higher than inflationary fee increases (6%) incorporated to help mitigate the legislative part-time wage increase. The largest increase to activity revenue was within registration fees followed by rentals (ice, pool and room rentals) and membership and passes.
- **Grants** maintains 3% of total revenue with \$639,300 which have increased by \$7,700. Grant revenue is comprised primarily of funding received through Provincial and Federal grants for various cultural programs. In 2018, a reduction in grant funding is anticipated by Oakville Centre for the Performing Arts and Community Development areas due to a redistribution of funding allocation by the Federal and Provincial governments.
- **Internal Recoveries** have increased by \$40,400 for minimal changes resulting from the reciprocal agreement the town maintains with the school board.
- **Other Revenue** has increased by \$429,600. As a result of adjustments made to part-time staffing, \$521,300 was transferred from Rate Stabilization reserve because the full cost of the increase could not be offset with increases to revenue or expense reductions.

# 2019 - 2020 Operating Budget Forecast

Recreation Services	2018 Requested Budget	2019 Forecast	2018-2019 Change (%)	2020 Forecast	2019-2020 Change (%)
<b>Gross Expenditures By Service</b>					
Administration	433,000	443,100	2.3%	452,400	2.1%
Program Development and Support	3,701,200	3,773,800	2.0%	3,832,400	1.6%
<b>Recreation and Cultural Hubs</b>					
Facility Hub Admin	396,400	405,900	2.4%	415,600	2.4%
Glen Abbey Hub	4,311,500	4,447,800	3.2%	4,528,200	1.8%
River Oaks Hub	3,655,500	3,801,700	4.0%	3,872,500	1.9%
Sixteen Mile Hub	5,707,800	5,876,700	3.0%	6,002,900	2.1%
Iroquois Ridge Hub	4,593,900	4,736,300	3.1%	4,980,100	5.1%
QEPCCC Hub	5,635,200	5,803,400	3.0%	5,902,400	1.7%
Southern Facilities	1,878,300	2,337,700	24.5%	3,432,000	46.8%
Seniors Centre	896,800	921,600	2.8%	940,100	2.0%
<b>Total Recreation and Culture Hubs</b>	<b>27,075,400</b>	<b>28,331,100</b>	<b>4.6%</b>	<b>30,073,800</b>	<b>6.2%</b>
<b>Cultural Services</b>					
Admin and Grants	718,000	733,800	2.2%	748,100	1.9%
OPCA	2,682,700	2,773,000	3.4%	2,825,700	1.9%
Museums	704,500	741,600	5.3%	786,400	6.0%
Events	390,200	399,500	2.4%	406,700	1.8%
Oakville Galleries Grant	1,048,700	1,076,800	2.7%	1,096,800	1.9%
<b>Total Cultural Services</b>	<b>5,544,100</b>	<b>5,724,700</b>	<b>3.3%</b>	<b>5,863,700</b>	<b>2.4%</b>
<b>Total Gross Expenditures</b>	<b>36,753,700</b>	<b>38,272,700</b>	<b>4.1%</b>	<b>40,222,300</b>	<b>5.1%</b>
<b>Tax Levy By Service</b>					
Administration	(86,600)	(76,500)	11.7%	(67,200)	12.2%
Program Development and Support	2,515,100	2,569,000	2.1%	2,608,600	1.5%
<b>Recreation and Cultural Hubs</b>					
Facility Hub Admin	396,400	405,900	2.4%	415,600	2.4%
Glen Abbey Hub	1,559,900	1,645,000	5.5%	1,673,400	1.7%
River Oaks Hub	1,145,400	1,211,600	5.8%	1,232,700	1.7%
Sixteen Mile Hub	1,906,600	1,976,800	3.7%	2,015,800	2.0%
Iroquois Ridge Hub	1,594,900	1,681,000	5.4%	1,865,800	11.0%
QEPCCC Hub	3,462,700	3,561,800	2.9%	3,577,100	0.4%
Southern Facilities	1,007,300	1,429,700	41.9%	2,115,500	48.0%
Seniors Centre	531,100	547,300	3.1%	557,200	1.8%
<b>Total Recreation and Culture Hubs</b>	<b>11,604,300</b>	<b>12,459,100</b>	<b>7.4%</b>	<b>13,453,100</b>	<b>8.0%</b>
<b>Cultural Services</b>					
Admin and Grants	718,000	733,800	2.2%	748,100	1.9%
OPCA	973,500	1,011,000	3.9%	1,034,200	2.3%
Museums	581,300	607,100	4.4%	610,400	0.5%
Events	311,600	319,300	2.5%	324,900	1.8%
Oakville Galleries Grant	357,400	369,500	3.4%	389,500	5.4%
<b>Total Cultural Services</b>	<b>2,941,800</b>	<b>3,040,700</b>	<b>3.4%</b>	<b>3,107,100</b>	<b>2.2%</b>
<b>Total Tax Levy</b>	<b>\$ 16,974,600</b>	<b>\$ 17,992,300</b>	<b>6.0%</b>	<b>\$ 19,101,600</b>	<b>6.2%</b>

Recreation and Culture Services

## 2019 - 2020 Operating Budget Forecast Continued

Recreation Services	2018 Requested Budget	2019 Forecast	2018-2019 Change (%)	2020 Forecast	2019-2020 Change (%)
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	22,154,200	23,064,400	4.1%	24,284,300	5.3%
Materials & Supplies	4,999,300	5,216,600	4.3%	5,474,200	4.9%
Purchased Services	4,814,100	5,017,700	4.2%	5,303,900	5.7%
Internal Charges	1,101,000	1,101,000	0.0%	1,101,000	0.0%
Other Expenditures	870,900	884,400	1.6%	896,900	1.4%
Minor Capital & Transfer To Reserves	2,814,200	2,988,600	6.2%	3,162,000	5.8%
<b>Total Expenses</b>	<b>36,753,700</b>	<b>38,272,700</b>	<b>4.1%</b>	<b>40,222,300</b>	<b>5.1%</b>
<b>Revenues By Type</b>					
Activity Revenue	18,054,100	18,552,800	2.8%	19,390,600	4.5%
Internal Recoveries	543,100	543,100	0.0%	543,100	0.0%
Grants	639,300	641,900	0.4%	644,400	0.4%
Other Revenue	542,600	542,600	0.0%	542,600	0.0%
<b>Total Revenues</b>	<b>19,779,100</b>	<b>20,280,400</b>	<b>2.5%</b>	<b>21,120,700</b>	<b>4.1%</b>
<b>Tax Levy</b>	<b>\$ 16,974,600</b>	<b>\$ 17,992,300</b>	<b>6.0%</b>	<b>\$ 19,101,600</b>	<b>6.2%</b>

## 2019 - 2020 Budget Forecast Highlights

- Much of the increase to 2019 budgets reflect inflationary increases to personnel. This includes the \$1.00 minimum wage rate increase to part-time wages. In addition, the annualization of program expense and revenue for Oakville Arena are included.
- In 2020, the Southeast Community Centre is expected to open in 2020 and the operating impacts of the staffing and facility expenses and revenue are included for part of the year and will be annualized in 2021.

## 2018 - 2020 Recommended Capital Budget

The capital forecast is focused on continuing to ensure the state of good repair for all recreation facilities. The Trafalgar Park Revitalization project will complete construction and the South East Community Centre will begin construction. Operating impacts for Trafalgar Park and South East Community Centre are for additional building utilities, staff and contracted services.

Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2018	2019	2020	2018	2019	2020
21102101	Centennial Pool - Demolition Costs	Strategic Priorities		105,000				
46311301	Trafalgar Park Revitalization	Community Enhancements	21,100,000			107,700	457,200	200,000
46311701	South Arenas Interiors	Infrastructure Renewal			8,700			
46311702	Ice Resurfacers Replacement	Infrastructure Renewal		101,000	101,000			
46311703	Southern Arena's - Repair, Replacement	Infrastructure Renewal	35,000	131,000	43,000			
46401701	Stand Alone pools - Furniture	Infrastructure Renewal	25,000	71,000				
46401702	Outdoor Pools - Repairs, Replacement	Infrastructure Renewal	126,200	10,000	30,000			
46401703	Stand Alone pools - Repairs, Replacement	Infrastructure Renewal	16,000	61,000	37,000			
46401803	Stand Alone Pool Interiors	Infrastructure Renewal	30,000					
46402001	Outdoor Pool Interiors	Infrastructure Renewal			18,000			
46601601	Youth Centres - Furniture and Equipment	Infrastructure Renewal		5,000	5,000			
46601602	Recreation Planning Studies	Infrastructure Renewal	75,000	75,000	75,000			
46601701	South East Community Centre	Community Enhancements	10,840,000	18,840,000	9,354,000			488,500
46601702	Senior's Centre - Repairs, Replacement	Infrastructure Renewal	13,300	23,300	121,200			
46601802	New Youth Centre	Growth		152,000	418,000			159,100
46601901	Senior Centre Interiors	Infrastructure Renewal		41,000	60,000			
46601902	Overall Fitness Review	Infrastructure Renewal		65,000				
46602001	Master Plan Update	Growth			201,000			
46631702	River Oaks - Furniture/Equipment Replacement	Infrastructure Renewal	77,000	5,000	25,000			
46631703	River Oaks - Repairs, Replacement	Infrastructure Renewal	501,000	70,000	22,000			
46631704	River Oaks - Replace Slab A Ice Rink	Infrastructure Renewal	50,000					
46631801	RO Squash & Raquetball Courts Review	Infrastructure Renewal	25,000					
46631802	River Oaks Interior Renovations	Infrastructure Renewal		190,000	64,000			
46632001	River Oaks - Community Room C	Infrastructure Renewal			25,000			
46632002	River Oaks - Squash Courts 2	Infrastructure Renewal			58,000			
46632003	River Oaks - Raquetball Courts 2	Infrastructure Renewal			50,000			



Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2018	2019	2020	2018	2019	2020
46641702	Iroquois Ridge - Repairs and Replacement	Infrastructure Renewal	10,000	129,000	58,000			
46641802	Iroquois Ridge - Program Storage Area	Infrastructure Renewal	511,000				2,500	2,500
46641803	Iroquois Ridge - Furniture/Equipment	Infrastructure Renewal	14,000	15,000	18,000			
46651701	Glen Abbey - Repairs, Replacement	Infrastructure Renewal	123,000	295,000	80,000			
46651702	Glen Abbey - Water Slide Structural Review	Infrastructure Renewal	101,000					
46651704	Glen Abbey - Furniture/Equipment	Infrastructure Renewal	85,000	23,000	45,000			
46651801	GA Fitness Expansion Study	Strategic Priorities			90,000			
46652001	Glen Abbey - Blue Rink Concrete, Dasher	Infrastructure Renewal			1,609,400			
46661701	QEPCCC Facility Enhancements	Infrastructure Renewal		73,000	151,000			
46661703	QEPCCC Facility Repairs and Replacements	Infrastructure Renewal	107,500	101,000	87,000			
46661704	QEPCCC - Furniture and Equipment	Infrastructure Renewal	5,000	5,000	5,000			
46671702	Joshua's Creek Arena Repairs and	Infrastructure Renewal	15,000	194,000	90,000			
46681701	16 Mile Repairs and Maintenance	Infrastructure Renewal	27,000	72,500	103,500			
46681801	16 Mile Marquee Sign	Infrastructure Renewal	141,000					
46682001	16 Mile - Replace Rubberized Rink Skate	Infrastructure Renewal			548,000			
47101704	Oakville Centre - Repairs, Replacement	Infrastructure Renewal	108,000	5,000	386,000			
47101801	OCPA - Replacement of Auditorium Sound	Infrastructure Renewal		196,000				
47101803	Oakville Centre - Acoustic System	Infrastructure Renewal		452,000				
47102001	Oakville Centre Lobby Expansion	Infrastructure Renewal			1,212,000			
47801601	Museum - Repairs and Maintenance	Infrastructure Renewal	26,000	5,000	11,000			
75101801	Galleries Collection	Infrastructure Renewal	12,000		12,000			
75101802	Galleries Equipment	Infrastructure Renewal	5,000		5,000			
<b>TOTAL</b>			<b>34,204,000</b>	<b>21,510,800</b>	<b>15,226,800</b>	<b>107,700</b>	<b>459,700</b>	<b>850,100</b>



**Program: Library Services**

**Program Based Budget**

**2018 - 2020**

## Vision

- Inspiring Oakville

## Mission

- Cultivating discovery and creativity by:
  - Providing access to resources for information and recreation
  - Fostering the joy of reading and learning for all ages
  - Offering a welcoming and supportive environment

## Key Initiatives

- Continue implementing the action plan from the 2016-2019 Strategic Plan by re-envisioning services to meet the immediate and emerging needs of both in person and mobile customers.
- Execute the capital plan to successfully renovate White Oaks in 2018, open a North Temporary Library at Sixteen Mile in late 2018, and prepare for Glen Abbey renovation and closure for the Creation Zone construction in 2019.
- Investigate the demographics and install incubator library hubs in areas of need.
- Create and execute a new fundraising plan, determining development opportunities for programming, events and collection enhancements.
- Continue to promote the RFID technology usage to ensure management has the data analytics to make evidence based decisions to improve service levels in all locations and meet customer demand for collections, programming and community space.

# Program Services

The Oakville Public Library serves as a community hub and provides residents with collections, content, programs, physical and virtual spaces to meet the informational and recreational needs of residents. The library fosters a love of reading, collaboration, innovation, promotes literacy and life long learning.



## Key Performance Indicators

### 1. Percentage of gross operating budget

2013	2014	2015	2016	2017
3.8%	4.3%	4.3%	4.2%	4.2%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> 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

2013	2014	2015	2016	2017
7.6%	7.3%	7.2%	6.9%	6.8%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTE's.				
<b>How Calculated:</b> 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]

2013	2014	2015	2016	2017
41%	42%	39%	41%	39% Sept. 30, 2017
<b>Why Important:</b> Reflects relevance of Library service to the community				
<b>How Calculated:</b> # active cardholders / population				

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

2013	2014	2015	2016	2017
21% / 79%	20.8% / 79.2%	29.2% / 70.8%	31% / 69%	29% / 71% Sept. 30, 2017
<b>Why Important:</b> Trend in spending reflects the increased supply of digital resources				
<b>How Calculated:</b> Total operating budget – electronic resources				

### 5. Percentage of citizens satisfied with library programs and services

2013	2014	2015	2016	2017
90%		90%		88% Sept. 30, 2017
<b>Why Important:</b> Town Citizen Survey, respected tool to measure community satisfaction with library services, conducted every 2 years				
<b>How Calculated:</b> Town-selected third-party consultant				

## 6. Number of library items borrowed per capita annually

2013	2014	2015	2016	2017
11.4	10.8	10.5	9.35	8.57 Sept. 30, 2017 * lower due to the fact that Iroquois Ridge branch was closed for 6 months
<b>Why Important:</b> Reflects one core aspect of library service				
<b>How Calculated:</b> Circulation / population				

## Staffing Overview

<b>Program: Library</b>	<b>2017 Approved FTE</b>	<b>2018 Capital Impact</b>	<b>2018 Service Adjustment</b>	<b>2018 Reallocation of Staff</b>	<b>2018 Total FTE</b>	<b>Net Change 2018 vs 2017</b>
<b>Services/Activities:</b>						
Administration Services	8.6				8.6	0.0
Community Engagement	13.1			0.2	13.3	0.2
Branch Services	66.0		(7.5)	(0.3)	58.2	(7.8)
Collections and Technology	23.1	0.9	0.2	0.1	24.3	1.2
<b>Total Library</b>	<b>110.8</b>	<b>0.9</b>	<b>(7.3)</b>	<b>0.0</b>	<b>104.4</b>	<b>(6.4)</b>

In 2018 there will be an operating impact of capital resulting in an increase of 0.9 part-time FTE's for the operation of the temporary new Library Branch servicing North Oakville. The annualization of part-time dollars that were approved in the 2017 operating budget for the new Creation Hub at Iroquois Ridge are also included in the current budget. There is an offsetting reduction to the part-time FTE's for the last phase of implementing the RFID / AMH systems (7.5 FTEs). As well, part-time dollars were reallocated between services and converted to create full-time Development Officer and Creation Specialist positions, resulting in a reduction of 0.2 part-time FTE's.



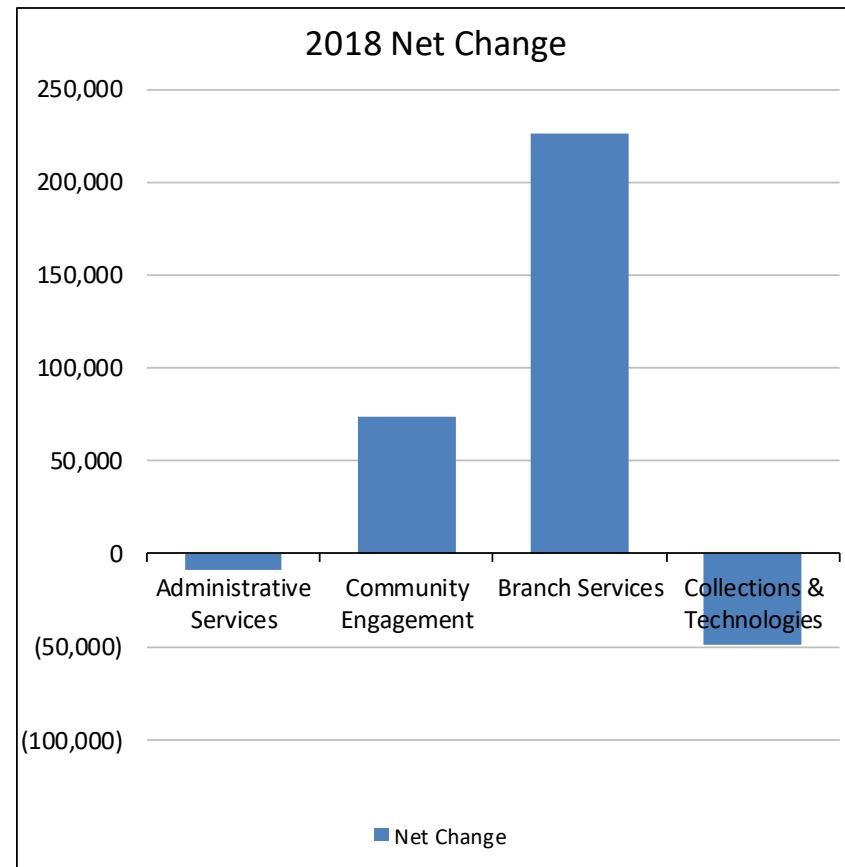
## Program Services Budget Overview

Services/Activities:	2017 Restated		2018 Requested		Net Change 2018 vs 2017	Net Change 2018 vs 2017 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Administrative Services	774,400	592,100	765,500	583,200	(8,900)	(1.5%)
Community Engagement	1,234,000	1,016,700	1,301,700	1,090,400	73,700	7.2%
Branch Services	4,650,600	4,359,500	4,827,000	4,585,300	225,800	5.2%
Collections & Technologies	2,721,500	2,680,100	2,776,800	2,631,400	(48,700)	(1.8%)
<b>Total</b>	<b>9,380,500</b>	<b>8,648,400</b>	<b>9,671,000</b>	<b>8,890,300</b>	<b>241,900</b>	<b>2.8%</b>

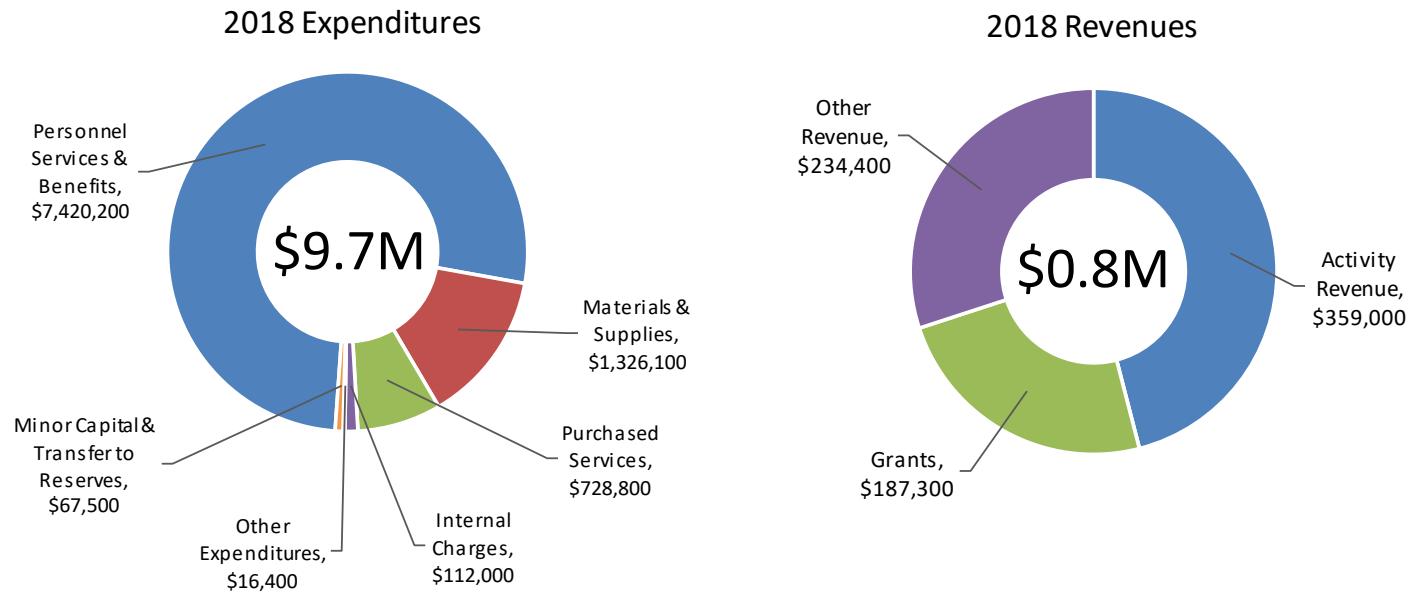
Overall the Library Services budget has increased by \$241,900 or 2.8% resulting in a net budget of \$ 8,890,300. Branch Services represents approximately half of the budget at \$4.6M which provides services through brick and mortar branches, book nooks, book depots and an incubator hub. Collections & Technologies is the second largest component at \$2.6M which represents costs for various collection materials and technology support for both services and the public. Other services include Community Engagement at \$1.1M and Administrative Services at \$0.6M.

## Net Program Budget Change

- **Administration Services** has decreased \$8,900. Inflation and adjustments to salaries and benefits has offset the removal of the \$24,100 budget for debt charges related to the Glen Abbey expansion, as the debt is now repaid.
- **Community Engagement** has increased \$73,700 primarily due to inflationary and contractual agreements to salaries and benefits, as well as the adjustment to OMERS for part-time staff.
- **Branch Services** has increased \$225,800 which includes inflationary and contractual agreements to salaries and benefits, as well as a reduction of \$138,200 for the RFID/AMH project. An increase of \$180,500 is included for an adjustment to the part-time OMERS budget. Fine revenue was also decreased by \$44,000 to reflect the declining trend. An operating impact from capital of \$75,500 for the new temporary north library branch is also included.
- **Collections & Technologies** has decreased \$48,700 primarily due to the collections budget reduction of \$66,800 as efficiencies are found through RFID/AMH. As well, the Library HIP Trust will be transferring \$101,400 into the Library operating budget for services provided by Information Oakville. These budget reductions are partially offset by inflationary increases to salaries and benefits and collections and supplies.



## Program Budget by Component– Net \$ 8,890,300



In 2018, the Library Services program's total expenditures are \$9,671,000 and total revenues are \$ 780,700 resulting in a net budget of \$ 8,890,300. The net change from the prior year \$241,900 or 2.8%. The main drivers of the budget are noted in the details below:

- **Personnel Services & Benefits** is the largest cost component with \$7.4 million representing 77% of total gross expenditures. Personnel costs have increased by \$322,800. Inflation on salaries and benefits has been included as well as the budget for OMERS contributions for part-time staff was adjusted by \$258,700 due to an increase in eligibility. In addition, an annualized amount of \$21,000 that was approved in the 2017 budget has been included for staffing of the new Iroquois Ridge Digital Creation Hub. These increases are partially mitigated with personnel savings from implementation of automated checkout and material handling systems (RFID + AMH) which are now operational in four of five branches.
- **Materials and Supplies** is the second largest component with \$1.3 million which have decreased by \$53,000 primarily due to a reduction in collections of \$66,800 for RFID implementation. It is partially offset by inflationary impacts on materials and supplies.
- **Purchased Services** have increased \$43,800 primarily due to an increase in professional fees.
- **Internal Charges** have not changed for the 2018 budget.
- **Other Expenditures** have decreased by \$24,600 as the debt charges for Glen Abbey have now been repaid in full.
- **Activity Revenue** is the largest revenue component which is mainly comprised of fines, admissions, room rentals, photocopy revenue and registration fees. In 2018, revenues have been decreased by \$25,800 primarily due to a reduction in fine revenue to match the 5 year trend.

- **Other Revenue** have increased by \$74,400 due to an increase in the budgeted transfer from the Library HIP Trust for services provided by Information Oakville. It is offset by a reduction in the Library Development reserve fund for programs that are revenue generating and will help offset reliance on the tax levy.
- **Grants** consists of a Public Library Operating and Pay Equity grant from the Province of Ontario to assist in operational needs. The grant has remained relatively static for approximately 10 years at \$187,300.

## 2019 - 2020 Operating Budget Forecast

<b>Library Services</b>	<b>2018 Requested Budget</b>	<b>2019 Forecast</b>	<b>2018-2019 Change (%)</b>	<b>2020 Forecast</b>	<b>2019-2020 Change (%)</b>
<b>Gross Expenditures By Service</b>					
Administrative Services	765,500	783,500	2.4%	798,800	2.0%
Community Engagement	1,301,700	1,333,700	2.5%	1,358,800	1.9%
Branch Services	4,827,000	5,247,600	8.7%	6,231,000	18.7%
Collections & Technologies	2,776,800	2,885,800	3.9%	2,982,600	3.4%
<b>Total Gross Expenditures</b>	<b>9,671,000</b>	<b>10,250,600</b>	<b>6.0%</b>	<b>11,371,200</b>	<b>10.9%</b>
<b>Tax Levy By Service</b>					
Administrative Services	583,200	601,200	3.1%	616,500	2.5%
Community Engagement	1,090,400	1,109,900	1.8%	1,135,000	2.3%
Branch Services	4,585,300	5,014,900	9.4%	6,017,300	20.0%
Collections & Technologies	2,631,400	2,739,400	4.1%	2,835,200	3.5%
<b>Total Tax Levy</b>	<b>8,890,300</b>	<b>9,465,400</b>	<b>6.5%</b>	<b>10,604,000</b>	<b>12.0%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	7,420,200	7,894,500	6.4%	8,618,000	9.2%
Materials & Supplies	1,326,100	1,400,400	5.6%	1,505,300	7.5%
Purchased Services	728,800	759,600	4.2%	1,051,600	38.4%
Internal Charges	112,000	112,000	0.0%	112,000	0.0%
Other Expenditures	16,400	16,400	0.0%	16,400	0.0%
Minor Capital & Transfer To Reserves	67,500	67,700	0.3%	67,900	0.3%
<b>Total Expenses</b>	<b>9,671,000</b>	<b>10,250,600</b>	<b>6.0%</b>	<b>11,371,200</b>	<b>10.9%</b>
<b>Revenues By Type</b>					
Activity Revenue	359,000	363,500	1.3%	345,500	(5.0%)
Internal Recoveries	-	-	0.0%	-	0.0%
Grants	187,300	187,300	0.0%	187,300	0.0%
Other Revenue	234,400	234,400	0.0%	234,400	0.0%
<b>Total Revenues</b>	<b>780,700</b>	<b>785,200</b>	<b>0.6%</b>	<b>767,200</b>	<b>(2.3%)</b>
<b>Tax Levy</b>	<b>\$8,890,300</b>	<b>\$9,465,400</b>	<b>6.5%</b>	<b>\$10,604,000</b>	<b>12.0%</b>

## 2019 - 2020 Budget Forecast Highlights

- 2019 increases include capital impacts of \$278,700 and 3.5 FTE's for the operation of the new temporary library branch in North Oakville. In addition, inflationary increases have been included for all branch services and wages and benefits.
- 2020 increase is primarily for the FTEs and operating costs of the new temporary Palermo library branch. As well, capital impacts are included for additional operating costs of the temporary library branch in North Oakville and for part-time staffing of a Creation Specialist at the new Glen Abbey Creation Zone.

## 2018 - 2020 Recommended Capital Budget

The Oakville Public Library capital forecast provides funds to maintain the library branch facilities in a state of good repair. There are a number of capital projects that will provide enhanced service to residents. The 2018 capital budget includes the construction of a Creation Hub and facility renovation at Glen Abbey, the addition of service in the north through a 5,000 square foot temporary branch, along with expansion of the incubator space at QEPCCC as well as two new incubator spaces at locations to be determined. The 2018 budget also includes funding for the purchase of land for the Trafalgar Corridor North Library.

Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2018	2019	2020	2018	2019	2020
71101403	OPL Website Refresh to Town Standards	Strategic Priorities	150,000					
71101708	Libraries Capital Replacement	Infrastructure Renewal			24,000			
71101709	Library Furniture and Equipment	Infrastructure Renewal	52,000	54,000	56,000			
71101804	Glen Abbey Creation Hub and Renovation	Strategic Priorities	2,433,000					47,400
71101805	White Oaks Library Renovation	Infrastructure Renewal	688,000					
71101806	North Temporary Branch Library (North Park)	Growth	1,793,000			75,500	278,700	89,500
71101807	North Temporary Branch Collection (North Park)	Growth	710,000					
71101809	QEPCCC Incubator Library Expansion	Growth	60,000					
71101810	Central - One Desk conversion	Strategic Priorities	50,000					
71101811	New Branch Library - Trafalgar Corridor North (Land Purchase)	Growth	2,600,000					
71101901	Library Master Plan Update	Growth			50,000			
71101902	Palermo Temporary Branch Library (incl Collections)	Growth		3,500,000				784,800
71101812	Incubator Libraries (Location TBD)	Growth	120,000					
71102001	New Branch Library - Palermo (Land Purchase)	Growth			4,000,000			
<b>TOTAL</b>			<b>8,656,000</b>	<b>3,554,000</b>	<b>4,130,000</b>	<b>75,500</b>	<b>278,700</b>	<b>921,700</b>

**Program: Parks and Open Space**

**Program Based Budget**

**2018 - 2020**

## 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.

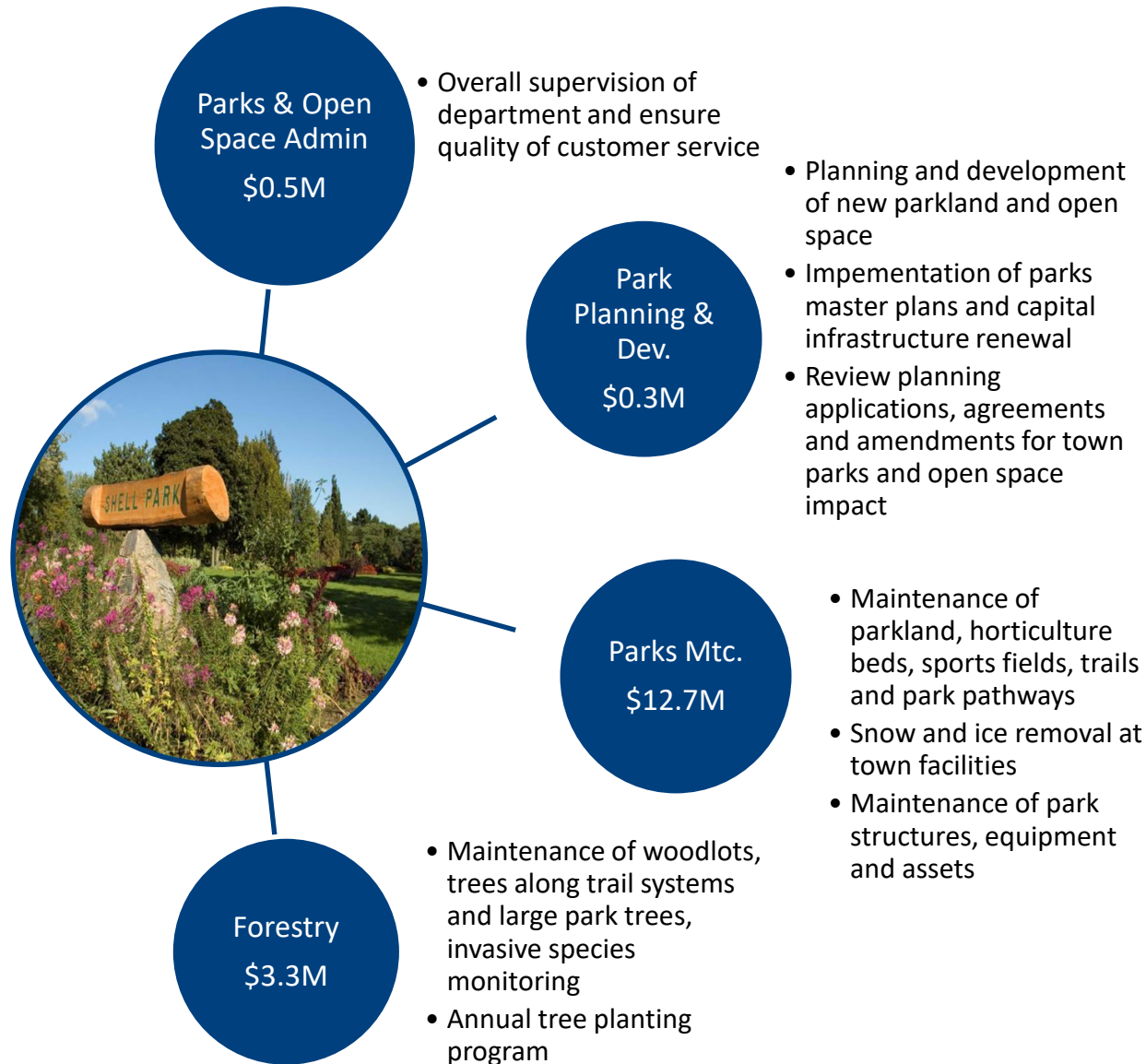
## Key Initiatives

- Continue implementing invasive species strategy focusing on Emerald Ash Borer management plan at this time.
- Complete update to Urban Forest Strategic Management Plan and report to Council.
- Complete Harbours Master Plan and Cemeteries Master Plan.
- Implement Phase 3 of South Shell Park masterplan.
- Complete Parks and Open Space Strategy.
- Initiate construction of Waterfront trail Improvements - Tannery Park - Waterworks Park.
- Complete trail accessibility audit and report to Accessibility Advisory Committee.
- Construct new washroom/fieldhouse at Oakville Park.
- Assist in key corporate initiatives such as Trafalgar Park/Oakville Arena project, Southeast Community Centre and Park.
- Develop preferred option for Towne Square rehabilitation.



# Program Services

Parks and Open Space provide activities through the following services:



# Key Performance Indicators

## 1. Percentage of gross operating budget

2013	2014	2015	2016	2017
7.0%	7.0%	7.0%	7.1%	7.2%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> 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

2013	2014	2015	2016	2017
9.3%	9.2%	9.3%	9.3%	9.4%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTE's.				
<b>How Calculated:</b> Total program FTEs including part-time / Total town FTEs including part-time				

## 3. Hectares of open space per person

2013	2014	2015	2016	2017
.007	.008	.008	.008	.008
<b>Why Important:</b> Reflects the total amount of parks and open space per person				
<b>How Calculated:</b> 1504 ha/192,100 pop				

## 4. Kilometers of trails

2013	2014	2015	2016	2017
N/A	N/A	N/A	220	223
<b>Why Important:</b> Reflects the total number of recreational trail maintained				
<b>How Calculated:</b> Total km of trails from GIS, recalculated as of 2016				

## 5. Percentage of ash canopy conserved

2013	2014	2015	2016	2017
73%	69%	60%	53%	52% Sept. 30, 2017
<b>Why Important:</b> It's a yardstick to measure the success of treating ash in the ash canopy conservation sub-program.				
<b>How Calculated:</b> Calculation is the sq.m of ash treated vs total municipal ash canopy on roads and active parkland				

## Staffing Overview

<b>Program: Parks and Open Space</b>	<b>2017 Approved FTE</b>	<b>2018 Capital Impact</b>	<b>2018 Service Adjustment</b>	<b>2018 Reallocation of Staff</b>	<b>2018 Total FTE</b>	<b>Net Change 2018 vs 2017</b>
<b>Services/Activities:</b>						
Parks & Open Space Administration	1.7				1.7	0.0
Park Planning & Development	5.0				5.0	0.0
Parks Maintenance	117.3			0.2	117.5	0.2
Forestry	28.9		0.5	1.0	30.4	1.5
<b>Total Parks and Open Space</b>	<b>152.9</b>	<b>0.0</b>	<b>0.5</b>	<b>1.2</b>	<b>154.6</b>	<b>1.7</b>

Parks and Open Space staff complement has increased by 1.7 for a total of 154.6 FTE for 2018. The following provides details for the budget changes:

- The Forestry service area has increased complement by 1.5 FTE in order to support the private tree by-law. Included is one full-time staff person that was reallocated from Development Engineering, plus additional 0.5 part-time FTE as outlined in the 2017 budget. Parks Maintenance gained 0.2 FTE as a result of a change in overhead allocation of the Cemeteries Supervisor's time to Parks to better reflect workload.

## Program Services Budget Overview

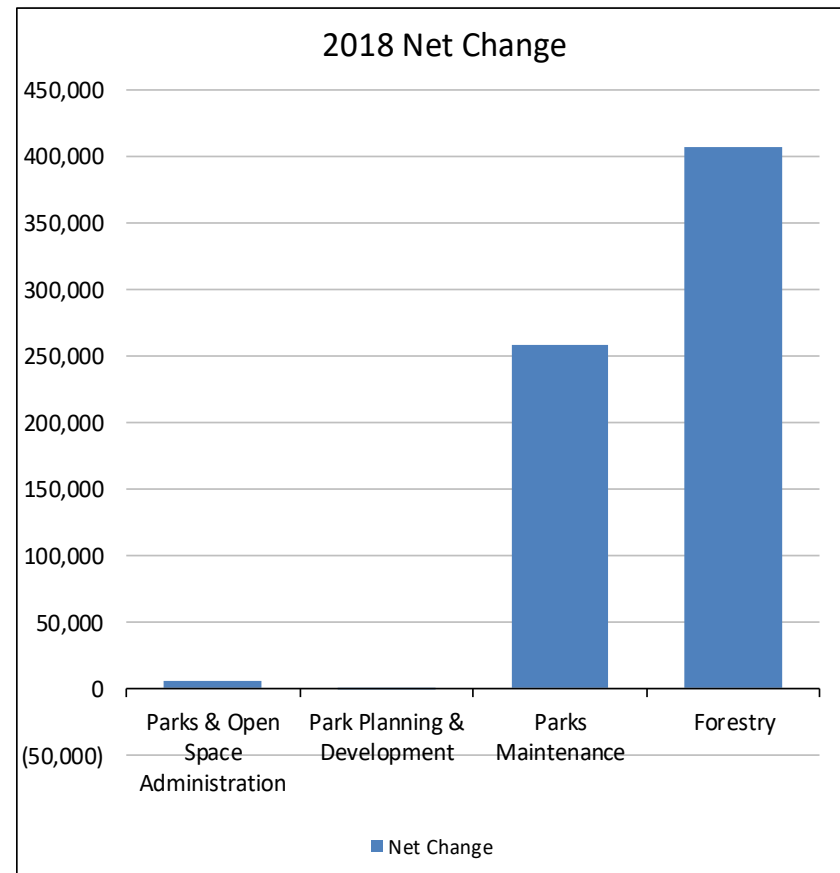
Services/Activities:	2017 Restated		2018 Requested		Net Change 2018 vs 2017	Net Change 2018 vs 2017 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Parks & Open Space Administration	477,800	467,300	483,000	472,500	5,200	1.1%
Park Planning & Development	637,500	264,600	644,600	264,200	(400)	(0.2%)
Parks Maintenance	15,804,400	12,444,700	16,400,200	12,703,000	258,300	2.1%
Forestry	3,865,200	2,851,500	4,123,600	3,259,300	407,800	14.3%
<b>Total</b>	<b>20,784,900</b>	<b>16,028,100</b>	<b>21,651,400</b>	<b>16,699,000</b>	<b>670,900</b>	<b>4.2%</b>

In 2018, the Parks and Open Spaces budget has increased by \$670,900 or 4.2% for a net total budget of \$16.7 million.

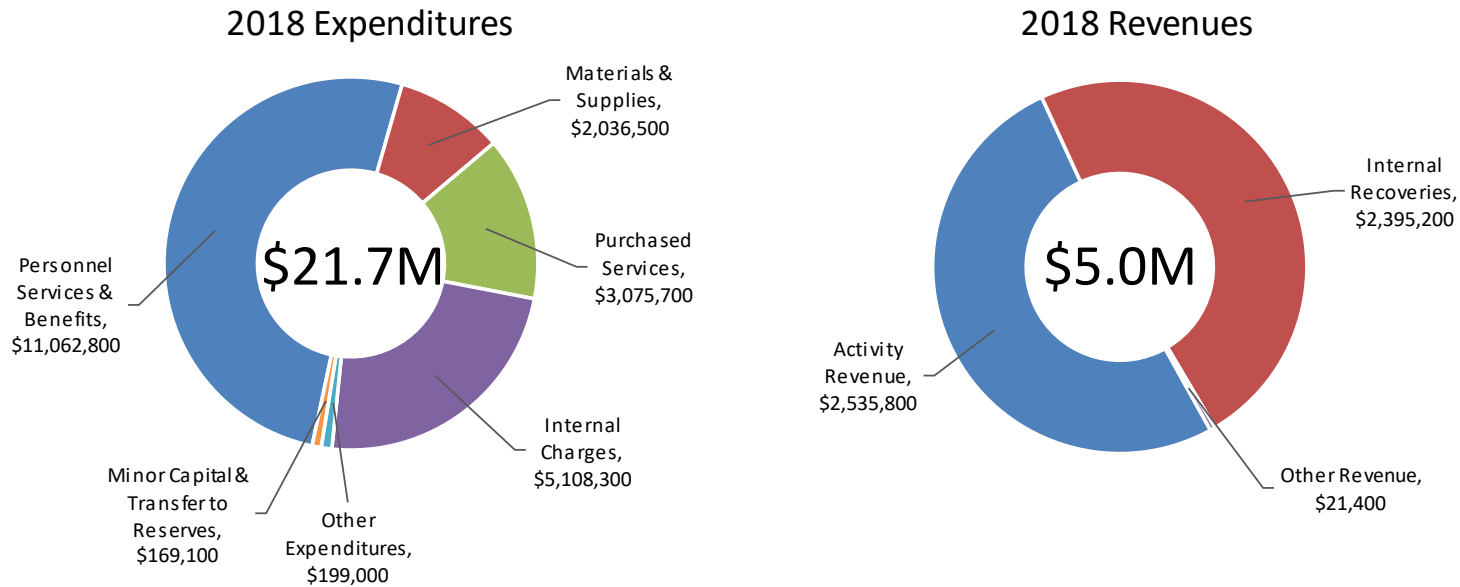
- Parks Maintenance is the largest component of the net budget at 76% with \$12.7 million which represents the cost to maintain and upkeep various parks and trails across town including activities such as grass cutting, sports field maintenance, horticulture, integrated pest management, sanitation services, maintenance of playground/splash pads and other amenities, and winter control at various town facilities. The second largest component is Forestry with a net budget of \$3.3 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. Parks Planning & Development section focuses on the planning and development of new parks and open space facilities along with the replacement and renewal of existing park infrastructure at net budget of \$0.3 million. Parks and Open Space Administration's 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.

## Net Program Budget Change

- **Administration** has increased by \$5,200 to incorporate changes for personnel costs, professional development and insurance premiums.
- **Parks Planning and Development** has decreased by \$400. Inflation and contractual increases have been mitigated with increases to internal labour recovery from capital and reductions in other purchased services to reflect average spending.
- **Parks Maintenance** has increased by \$258,300 as a result of inflationary and contractual agreements to salaries and benefits and contracted services, utilities and internal vehicle expenses, which are partially offset with increases to external revenues and internal charges for winter control. In addition, the Parks Maintenance budget has been adjusted for capital impacts to include contracted services and landscape material, for new parks being built.
- **Forestry** has increased by \$407,800. The annualization of the Private tree program that was approved in the 2017 budget included an additional 1.5 FTE. The revenue budget has been reduced from the original forecast in 2017 as a result of less than anticipated permit applications. The reduction in permit applications is due to the additional education provided to the home owners by the Forestry staff, which has resulted in applications being withdrawn and therefore saving more tree canopy. Additional increases are due to adjustments to internal charges for vehicle usage and to external recoveries from the Region and Oakville Hydro to better reflect actuals.



## Program Budget by Component– Net \$16,699,000



The Parks and Open Space program's total expenditures are \$21,651,400 and total revenue is \$4,952,400, resulting in a net budget of \$16,699,000. In 2018 the budget has increased by \$670,900 or 4.2%. The main drivers include:

- **Personnel Services & Benefits** is the largest cost component with \$11.1 million representing 51% of the total gross expenditures. In 2018, personnel costs have increased by \$388,100 and include inflationary increases for salaries and benefits and part-time minimum wage impacts. The annualization of the private tree by-law impacts have added \$16,000 to reflect the additional 0.5 FTE to assist with tree protection inspections.
- **Internal Charges** are the second largest component with \$5.1 million, which are primarily the costs charged by Fleet and Stores services to maintain parks vehicles and equipment. In 2018, internal charges were increased by \$349,900 to reflect actual vehicle maintenance required and adjustments to internal labour.
- **Purchased Services** total \$3.1 million, which have increased by \$101,900. The majority of this increase is for due to extra cell phone expenses as a result of additional charges for tablets and sim cards. Janitorial costs have also increased at South East Depot as per the contract renewal, and winter control contracted grounds maintenance for additional winter control.
- **Materials and Supplies** have increased by \$36,400 which is primarily driven by increases in fuel and botanical supplies as well as hydro and water for capital impacts to maintain new park infrastructure.
- **Other Expenditures** have increased by \$2,700, to account for adjustments for license and permits.

- **Activity Revenue** represents 52% of the total revenue and includes sportfield rentals as well as recoveries from the Region and Hydro for services done on their behalf. In 2018, activity revenue has been increased by \$51,900 to reflect adjustments to sportfield rental fees. This is partially offset by a decrease in recoveries for work expected to be completed for the Region and Oakville Hydro. Lastly, Tree permit revenue has been reduced from the original forecast in 2017 as a result of less than anticipated permit applications. The reduction in permit applications is due to the additional education provided to the home owners by the Forestry staff, which has resulted in applications being withdrawn and therefore saving more tree canopy.
- **Internal Recoveries** are 47% of the total revenue, which have increased by \$143,700. This is mainly due to changes in the internal allocation of supervisor staff time within the parks maintenance program.

## 2019 - 2020 Operating Budget Forecast

	2018 Requested Budget	2019 Forecast	2018-2019 Change (%)	2020 Forecast	2019-2020 Change (%)
<b>Parks &amp; Open Spaces</b>					
<b>Gross Expenditures By Service</b>					
Parks & Open Space Administration	483,000	489,200	1.3%	495,500	1.3%
Park Planning & Development	644,600	658,000	2.1%	671,700	2.1%
Parks Maintenance	16,400,200	17,110,000	4.3%	17,550,000	2.6%
Forestry	4,123,600	4,242,700	2.9%	4,301,300	1.4%
<b>Total Gross Expenditures</b>	<b>21,651,400</b>	<b>22,499,900</b>	<b>3.9%</b>	<b>23,018,500</b>	<b>2.3%</b>
<b>Tax Levy By Service</b>					
Parks & Open Space Administration	472,500	478,700	1.3%	485,000	1.3%
Park Planning & Development	264,200	270,000	2.2%	275,900	2.2%
Parks Maintenance	12,703,000	13,305,900	4.7%	13,653,600	2.6%
Forestry	3,259,300	3,370,200	3.4%	3,416,300	1.4%
<b>Total Tax Levy</b>	<b>16,699,000</b>	<b>17,424,800</b>	<b>4.3%</b>	<b>17,830,800</b>	<b>2.3%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	11,062,800	11,351,000	2.6%	11,594,300	2.1%
Materials & Supplies	2,036,500	2,181,200	7.1%	2,321,100	6.4%
Purchased Services	3,075,700	3,260,400	6.0%	3,392,100	4.0%
Internal Charges	5,108,300	5,310,100	4.0%	5,310,100	0.0%
Other Expenditures	199,000	203,100	2.1%	205,500	1.2%
Minor Capital & Transfer To Reserves	169,100	194,100	14.8%	195,400	0.7%
<b>Total Expenses</b>	<b>21,651,400</b>	<b>22,499,900</b>	<b>3.9%</b>	<b>23,018,500</b>	<b>2.3%</b>
<b>Revenues By Type</b>					
Activity Revenue	2,535,800	2,635,300	3.9%	2,739,500	4.0%
Internal Recoveries	2,395,200	2,418,400	1.0%	2,426,800	0.3%
Grants	-	-	0.0%	-	0.0%
Other Revenue	21,400	21,400	0.0%	21,400	0.0%
<b>Total Revenues</b>	<b>4,952,400</b>	<b>5,075,100</b>	<b>2.5%</b>	<b>5,187,700</b>	<b>2.2%</b>
<b>Tax Levy</b>	<b>\$16,699,000</b>	<b>\$17,424,800</b>	<b>4.3%</b>	<b>\$17,830,800</b>	<b>2.3%</b>



## 2019 - 2020 Budget Forecast Highlights

- 2019 and 2020 budgets include inflationary impacts for salaries and benefits as well as operational impacts from capital to support new parks being built in North Oakville.

## 2018 - 2020 Recommended Capital Budget

The capital budget for 2018 - 2020 will provide funds to both expand the parks and trail network and continue to maintain park infrastructure in a state of good repair. Growth projects in 2018 include the construction of a neighbourhood park and two village squares in North Oakville, the final phase of work at South Shell waterfront park, a BMX facility, and further development of the town's trail network. The 2018 capital budget also includes a new washroom facility at Oakville Park, a splash pad in the College Park area, the beginning stages of the development of the new South East neighbourhood park, and waterfront trail improvements at Tannery park. Annual maintenance of infrastructure is required for sports fields and courts, playgrounds, pathways, picnic shelters, parks facilities, and vehicle and equipment replacements. EAB Management continues with the ash tree injection program, replacement plantings and removal of dead ash trees both on streets, active parks and woodlots.

Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2018	2019	2020	2018	2019	2020
52211606	WOSS Field and Washroom Rehabilitation	Strategic Priorities	624,000					
52211613	NHS - Trail	Growth		870,000	274,000	1,300	3,800	3,000
52211618	Parks Facilities Repairs	Infrastructure Renewal	214,000	255,000	224,000			
52211620	Splash Pad Rehabilitation	Infrastructure Renewal			364,000			
52211701	Wallace Park - Washroom Expansion/Renova	Infrastructure Renewal		52,000	572,000			
52211702	South Shell Waterfront Park Phase 3	Growth	593,000				20,300	
52211703	NP4 - Shieldbay	Growth	2,500,000	506,000			134,400	
52211704	Splash Pad - College Park area	Community Enhancements	364,000				32,900	
52211705	Park Signs - New Growth	Growth		15,000				
52211713	Fitzsimmons Trail	Growth			26,000			
52211717	Picnic Shelters and Bandshells	Infrastructure Renewal	218,000	104,000				
52211718	Sports Field Rehabilitation	Infrastructure Renewal	364,000	390,000	390,000			
52211719	Stairs, Bridges and Trails	Infrastructure Renewal		936,000	307,000			
52211720	Tennis and Basketball Court	Infrastructure Renewal	26,000	94,000	52,000			
52211721	Electrical Lighting Rehab	Infrastructure Renewal	57,000	104,000	161,000			
52211722	Parking Lot and Driveway - Parks Facilities	Infrastructure Renewal		1,118,000	182,000			
52211802	Uptown Core -Memorial Park Special Project	Growth		439,000	1,640,000			

Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2018	2019	2020	2018	2019	2020
52211804	Avonhead Ridge Trail Extension	Community Enhancements	36,000			3,500	700	
52211805	Clearview Creek Trail	Community Enhancements		260,000		1,000	1,200	
52211807	Edgemere Waterfront Trail	Growth	477,000			1,300	100	
52211808	Shieldbay Village Square 1	Growth	541,000				21,100	
52211809	Minto NHS Trails	Growth	369,000					
52211810	Sportfields Conversions	Strategic Priorities		780,000				35,500
52211811	Replacement of In-Ground Waste Containers	Infrastructure Renewal	78,000	78,000	78,000			
52211901	Staroak Village Square	Growth		506,000			21,100	
52211902	Phase 2 Palermo Park	Growth		400,000	2,500,000			
52211903	South East Neighbourhood Park	Community Enhancements	600,000	137,000	1,233,000			
52211904	Green Ginger NHS Trail	Growth		364,000				
52211905	Sixth Line NHS Trails	Growth		265,000				
52211906	North Oakville - Neighbourhood Park - 3	Growth	322,000	2,896,000				121,200
52211907	Skateboard Park Rehab	Infrastructure Renewal		52,000				
52211908	St. Ann's Park (Hixon)	Growth		520,000			10,500	
52211909	StarOak NHS Trails	Growth		250,000				
52211910	Lisonally-Westdale Promenade	Growth			30,000			4,500
52211911	Shorewood Promenade - West	Growth		45,000	213,000			6,300
52212003	Splash Pad - Lawson Park	Community Enhancements			52,000			
52212006	Trafalgar Works Site	Growth			652,000			
52212103	Preserve Phase 3 Village Square	Growth	503,000					21,100
52212106	Preserve Phase 3 NHS Trails	Growth	425,000		110,500			
52212302	North Park Sports Park - South Parcel	Growth	300,000		250,000		21,300	
52212501	Emgo Village Square	Growth			536,000			21,100
52221603	Gairloch Gardens Rehabilitation	Infrastructure Renewal		260,000				37,300
52221605	Sports Field Irrigation	Infrastructure Renewal		50,000	50,000			
52221702	Backstops and Fencing	Infrastructure Renewal	94,000	281,000	151,000			
52221703	Towne Square Rehabilitation	Infrastructure Renewal		1,404,000				
52221802	Greenhouse Rehabilitation	Infrastructure Renewal		176,000				
52221901	B.A. Field - artificial turf replacement	Infrastructure Renewal		884,000				
52222001	North Park - artificial turf replacement	Infrastructure Renewal			780,000			

Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2018	2019	2020	2018	2019	2020
52231601	Cul-de-sac Rehabilitation	Infrastructure Renewal	151,000	276,000	276,000			
52241602	Waterfront Trail Improvement - Tannery Waterworks	Community Enhancements	1,196,000					
52241704	Pathway Rehabilitation	Infrastructure Renewal	234,000	234,000	234,000			
52241705	Asphalt Pathway Rehabilitation	Infrastructure Renewal	322,000	234,000	234,000			
52251702	Parks Growth Vehicles and Equipment	Growth	636,500	705,000	1,030,000	93,300	117,700	174,100
52251703	Parks Replacement Equipment	Infrastructure Renewal	1,283,100	2,038,000	1,232,000			
52251801	Parks Structure Inspections	Infrastructure Renewal		55,000				
52271702	EAB Management Program	Strategic Priorities	3,684,000	3,223,000	1,827,000			
52271703	Street Tree Planting	Infrastructure Renewal	452,000	452,000	452,000			
52271704	Woodlot Preventative Maintenance	Infrastructure Renewal	75,000	75,000	75,000			
52271801	Invasive Species Monitoring	Infrastructure Renewal	133,000	133,000	133,000			
52271803	Woodlot Preventative Maintenance-North Oakville	Infrastructure Renewal	32,000	63,000	94,000			
52272001	I-Tree	Infrastructure Renewal			226,000			
52272301	Preventative Maintenance Pruning	Infrastructure Renewal			302,000			
52231801	Concrete Pads for Accessible Portable Toilets	Community Enhancements	65,000			5,000		
52211812	Wallace Park Utilization Study	Strategic Priorities	50,000					
52211813	Coronation Park Overhead Trellis	Infrastructure Renewal	50,000					
52211814	Playground Rehabilitation	Infrastructure Renewal	276,000	452,000	364,000			
52271804	Parks Tree Planting	Infrastructure Renewal	257,000	293,000	293,000			
<b>TOTAL</b>			<b>17,601,600</b>	<b>22,724,000</b>	<b>17,599,500</b>	<b>105,400</b>	<b>385,100</b>	<b>424,100</b>



**Program: Cemeteries**  
**Program Based Budget**  
**2018 - 2020**

## 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.

## Key Initiatives

- Undertake Cemeteries masterplan focusing on an updated business plan, future product development, and developing a business case for potential future expansion.
- Repair and rest armourestones around pond at Trafalgar Lawn Cemetery.
- Undertake design for cremation niche at St. Judes Cemetery.
- Continue monument restoration program at Pioneer Cemeteries.

## Program Services

Cemetery provide activities through the following services:



Cemeteries  
\$0.1 M

- 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.

# Key Performance Indicators

## 1. Percentage of gross operating budget

2013	2014	2015	2016	2017
0.4%	0.4%	0.4%	0.4%	0.3%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> 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

2013	2014	2015	2016	2017
0.4%	0.4%	0.4%	0.4%	0.4%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total town FTEs.				
<b>How Calculated:</b> Total program FTEs including part-time / total town FTEs including part-time				



## Staffing Overview

Program: Cemeteries	2017 Approved FTE	2018 Capital Impact	2018 Service Adjustment	2018 Reallocation of Staff	2018 Total FTE	Net Change 2018 vs 2017
Administration	1.8			(0.3)	1.5	(0.3)
Burials - Active Cemeteries	0.0				0.0	0.0
Maintenance - Active Cemeteries	2.0			0.1	2.1	0.1
Pioneer Cemeteries	1.8				1.8	0.0
<b>Total Cemeteries</b>	<b>5.6</b>	<b>0.0</b>	<b>0.0</b>	<b>(0.2)</b>	<b>5.4</b>	<b>(0.2)</b>

Cemeteries staff complement has decreased slightly for 2018 and is at 5.4 FTE. This is due to the change in overhead allocation of the Supervisor's time to better reflect workload.

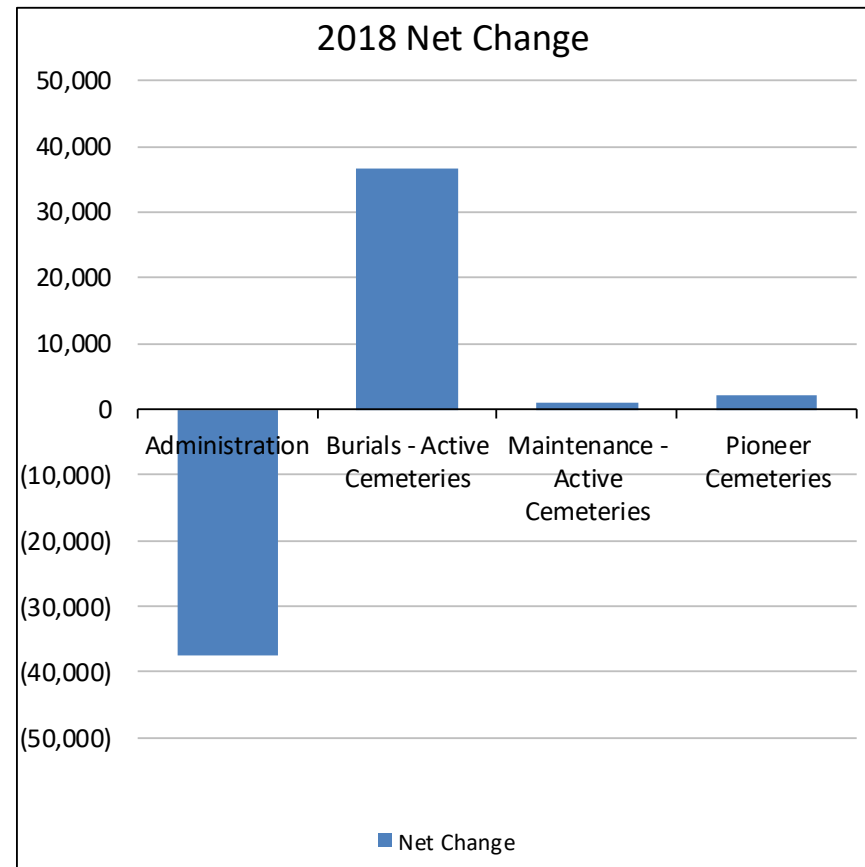
## Program Services Budget Overview

Services/Activities:	2017 Restated		2018 Requested		Net Change 2018 vs 2017	Net Change 2018 vs 2017 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Administration	498,800	26,200	383,700	(11,300)	(37,500)	(143.1%)
Burials - Active Cemeteries	41,500	(185,500)	41,500	(149,000)	36,500	19.7%
Maintenance - Active Cemeteries	274,300	159,300	282,200	160,300	1,000	0.6%
Pioneer Cemeteries	259,700	137,700	267,800	139,800	2,100	1.5%
<b>Total</b>	<b>1,074,300</b>	<b>137,700</b>	<b>975,200</b>	<b>139,800</b>	<b>2,100</b>	<b>1.5%</b>

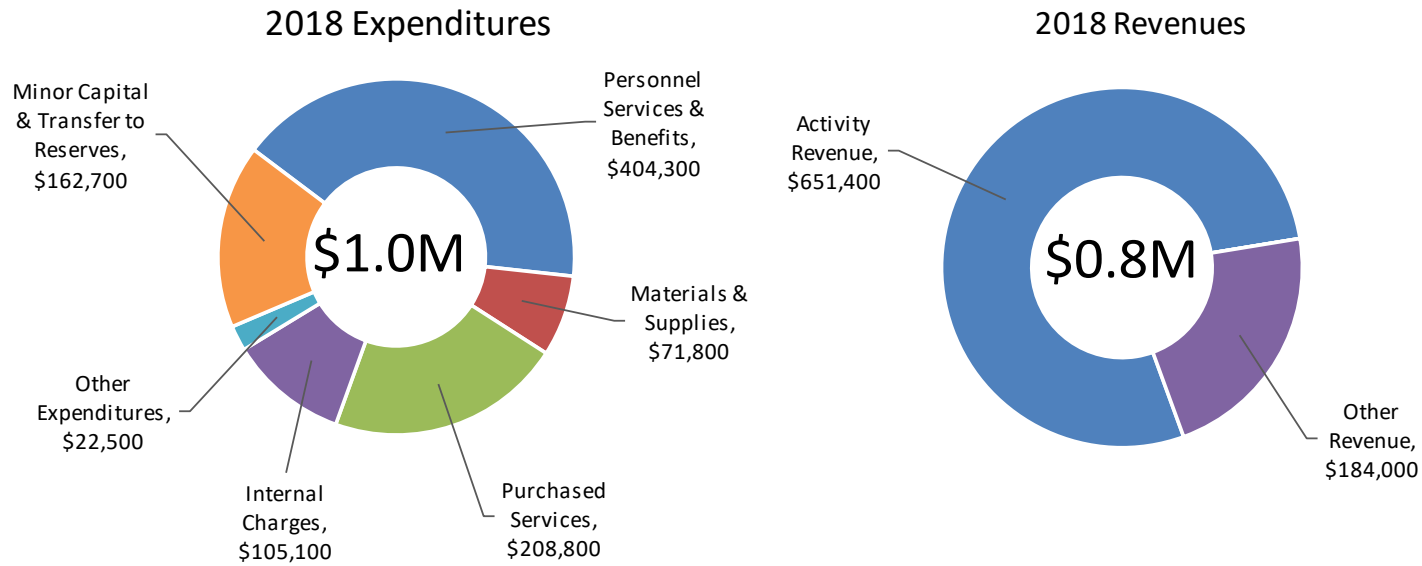
Overall, the 2018 Cemeteries budget has increased by \$2,100 or 1.5% for a net budget of \$139,800 which represents the cost for preservation and care for historical locations known as Pioneer Cemeteries. The other 3 activities are all self supported by revenues with any surpluses or shortfalls being 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.

## Net Program Budget Change

- **Administration** has decreased by \$37,500 due to the reallocation of 20% of the Supervisor's salary to better reflect workload. In addition, due to the projected decline in revenues from limited inventory, a transfer from the cemetery reserve is required to balance the program rather than a net revenue transfer to reserve as in prior years.
- **Burials – Active Cemeteries** has increased by \$36,500 as a result of the anticipated decrease in burials and marker revenue.
- **Maintenance – Active Cemeteries** has increased by \$1,000 primarily for adjustments for fuel and vehicle charges which are almost entirely offset by a decrease in personnel services and benefits as a result of gapping the Seasonal Cemetery Operator and an increase in funding from the Perpetual care reserve.
- **Pioneer Cemeteries** has increased by \$2,100 as a result of a small increase in contracted services and vehicle charges; this is partially offset by increased revenue transfer from Perpetual and Marker care reserves.



## Program Budget by Component– Net \$139,800



The Cemeteries program has total gross expenditures of \$975,200 and total revenue is \$835,400 for a total net budget of \$139,800. In 2018, the Cemetery budget has increased by \$2,100. The main drivers of the budget are as follows:

- **Personnel Services & Benefits** is the largest cost component for Cemeteries which represents 41% of the expense budget with \$404,300. The 2018 budget has decreased by \$64,300 as a result of gapping the Seasonal Cemetery Operator and reallocating of small portion of the Supervisor's salary to better reflect workload.
- **Purchased Services** is the second largest component at 21% of the expense budget with \$208,800 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 2018, the budget has increased by \$1,800 for contracted services.
- **Minor Capital & Transfer to Reserves** is the third largest component at \$162,700 which represents 17% of the total expenses. In 2018, transfers to reserve have decreased by \$92,300 primarily due to the reduction of the transfer to the Cemetery reserve as revenues have decreased due to the lack of inventory. Alternatively a transfer from reserve is required to balance the cemetery program this year.
- **Internal Charges** provides 11% of the expense budget for Cemeteries and totals \$105,100 which represents internal charges for vehicle and equipment maintenance as well as corporate overhead support. Internal Charges has increased by \$38,600 due to increases in vehicle maintenance charges.
- **Materials and Supplies** budget totals \$71,800. This has increased by \$10,100 due to a capital impact for new water service at Trafalgar Lawn Cemetery.
- **Activity Revenue** for Cemeteries represents 78% of the total revenue; 2018 has decreased by \$138,200 due to a reduction in sales and services fees as a result of decreased inventory.

- **Other Revenue** which is primarily comprised of transfers from the Cemetery Care and Maintenance reserve represents 22% of the overall revenue for Cemetery. In 2018, the budget was increased by \$37,000 mainly due to the budgeted transfer from the Cemetery reserve to offset the decline in revenue. In addition, transfers from Perpetual and Marker Care reserves have been increase to coincide with expenditures.

## 2019 - 2020 Operating Budget Forecast

<b>Cemeteries</b>	<b>2018 Requested Budget</b>	<b>2019 Forecast</b>	<b>2018-2019 Change (%)</b>	<b>2020 Forecast</b>	<b>2019-2020 Change (%)</b>
<b>Gross Expenditures By Service</b>					
Administration	383,700	391,400	2.0%	395,100	0.9%
Burials - Active Cemeteries	41,500	42,100	1.4%	42,700	1.4%
Maintenance - Active Cemeteries	282,200	288,800	2.3%	293,500	1.6%
Pioneer Cemeteries	267,800	275,300	2.8%	280,800	2.0%
<b>Total Gross Expenditures</b>	<b>975,200</b>	<b>997,600</b>	<b>2.3%</b>	<b>1,012,100</b>	<b>1.5%</b>
<b>Tax Levy By Service</b>					
Administration	(11,300)	(16,500)	46.0%	(21,800)	32.1%
Burials - Active Cemeteries	(149,000)	(148,400)	-0.4%	(147,800)	-0.4%
Maintenance - Active Cemeteries	160,300	166,900	4.1%	171,600	2.8%
Pioneer Cemeteries	139,800	147,300	5.4%	152,800	3.7%
<b>Total Tax Levy</b>	<b>139,800</b>	<b>149,300</b>	<b>6.8%</b>	<b>154,800</b>	<b>3.7%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	404,300	414,400	2.5%	423,300	2.1%
Materials & Supplies	71,800	73,000	1.7%	74,200	1.6%
Purchased Services	208,800	212,900	2.0%	217,100	2.0%
Internal Charges	105,100	107,700	2.5%	107,700	0.0%
Other Expenditures	22,500	22,600	0.4%	22,700	0.4%
Minor Capital & Transfer To Reserves	162,700	167,000	2.6%	167,100	0.1%
<b>Total Expenses</b>	<b>975,200</b>	<b>997,600</b>	<b>2.3%</b>	<b>1,012,100</b>	<b>1.5%</b>
<b>Revenues By Type</b>					
Activity Revenue	651,400	655,600	0.6%	655,600	0.0%
Internal Recoveries	-	-	0.0%	-	0.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	184,000	192,700	4.7%	201,700	4.7%
<b>Total Revenues</b>	<b>835,400</b>	<b>848,300</b>	<b>1.5%</b>	<b>857,300</b>	<b>1.1%</b>
<b>Tax Levy</b>	<b>\$139,800</b>	<b>\$149,300</b>	<b>6.8%</b>	<b>\$154,800</b>	<b>3.7%</b>

## 2019 - 2020 Budget Forecast Highlights

2019 and 2020 have increased expenditures by inflationary adjustments and contractual obligations. The transfer from reserves has also been increased to offset these adjustments.

## 2018 - 2020 Recommended Capital Budget

The 2018 Capital budget for Cemeteries includes the replacement of armourstone at Trafalgar Lawn Cemetery, along with design work for the installation of a series of columbariums at St. Judes Cemetery to be constructed in 2021.

Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2018	2019	2020	2018	2019	2020
52711502	Road Rehabilitation	Enterprise Initiatives			101,000			
52711704	Cemeteries Annual Provision	Enterprise Initiatives	15,000	15,000	15,000			
52711801	TLC North Cemetery Lands Development	Enterprise Initiatives		75,000				
52711802	TLC Pond Armourstone	Enterprise Initiatives	51,000					
52711803	Culvert Rehab - St. Jude's Cemetery	Enterprise Initiatives		55,000				
52712001	Cremation Niche Plaza - St Judes Cemeter	Enterprise Initiatives	30,000					
52721901	Cemetery Equipment	Enterprise Initiatives		10,000				
<b>TOTAL</b>			<b>96,000</b>	<b>155,000</b>	<b>116,000</b>			

**Program: Harbours**  
**Program Based Budget**  
**2018 - 2020**

## 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 and Bronte harbours serving approximately 505 boating customers. The day to day operation of the Harbours service is overseen by the Supervisor of Harbours and managed by the Harbours Administrator with support from full-time and part-time staff.

## Key Initiatives

- Complete Harbours Masterplan and report to Council.
- Undertake a review of potential business software systems to replace the current HMS software system.
- Undertake dock rebuild for docks at the conclusion of their life cycle.
- Implement Phase 1 of seawall replacement on 16 Mile Creek north of Rebecca Street and targeted dredging.
- Undertake design for new launch ramp at Bronte harbour.



## Program Services

Harbour's provide activities through the following services:



Harbours  
\$0

- Provide harbours services to mooring customers in Oakville and Bronte Harbours
- Provision of full service marina in Bronte.
- Provide algae cleanup in Bronte.
- Undertake dredging operations as required

# Key Performance Indicators

## 1. Percentage of gross operating budget

2013	2014	2015	2016	2017
0.5%	0.5%	0.5%	0.5%	0.4%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> 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

2013	2014	2015	2016	2017
0.6%	0.5%	0.5%	0.5%	0.5%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total town FTEs.				
<b>How Calculated:</b> Total program FTEs including part-time / total town FTEs including part-time				

## Staffing Overview

Program: Harbours	2017 Approved FTE	2018 Capital Impact	2018 Service Adjustment	2018 Reallocation of Staff	2018 Total FTE	Net Change 2018 vs 2017
Harbours	8.2				8.2	0.0
<b>Total Harbours</b>	<b>8.2</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>8.2</b>	<b>0.0</b>

Harbours staff complement has not increased and remains at 8.2 FTE for 2018.

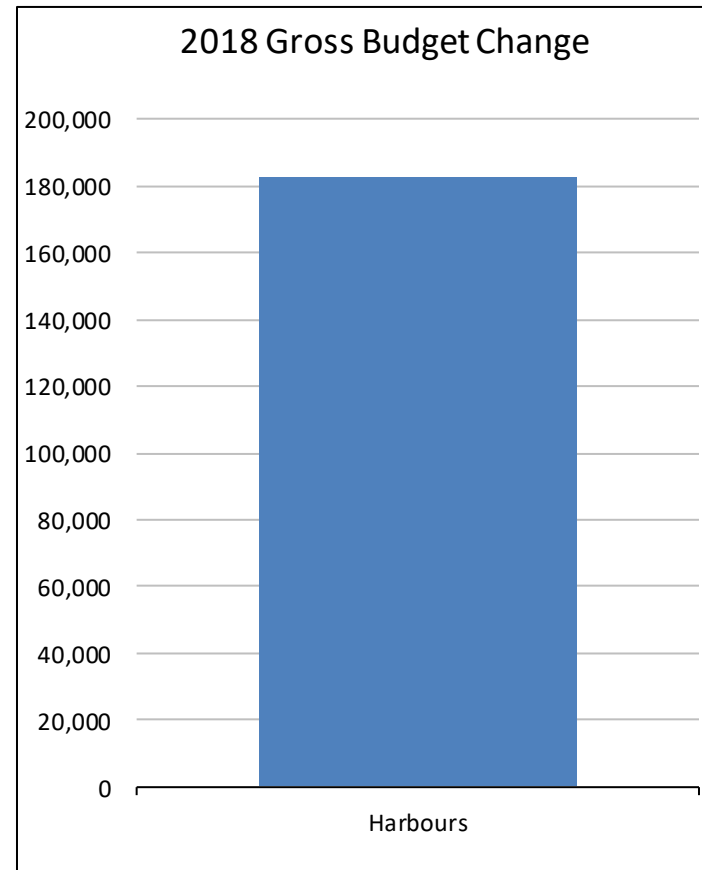
## Program Services Budget Overview

Services/Activities:	2017 Restated		2018 Requested		Net Change 2018 vs 2017	Net Change 2018 vs 2017 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Harbours	1,838,500	0	2,021,100	0	0	0.0%
<b>Total</b>	<b>1,838,500</b>	<b>-</b>	<b>2,021,100</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>

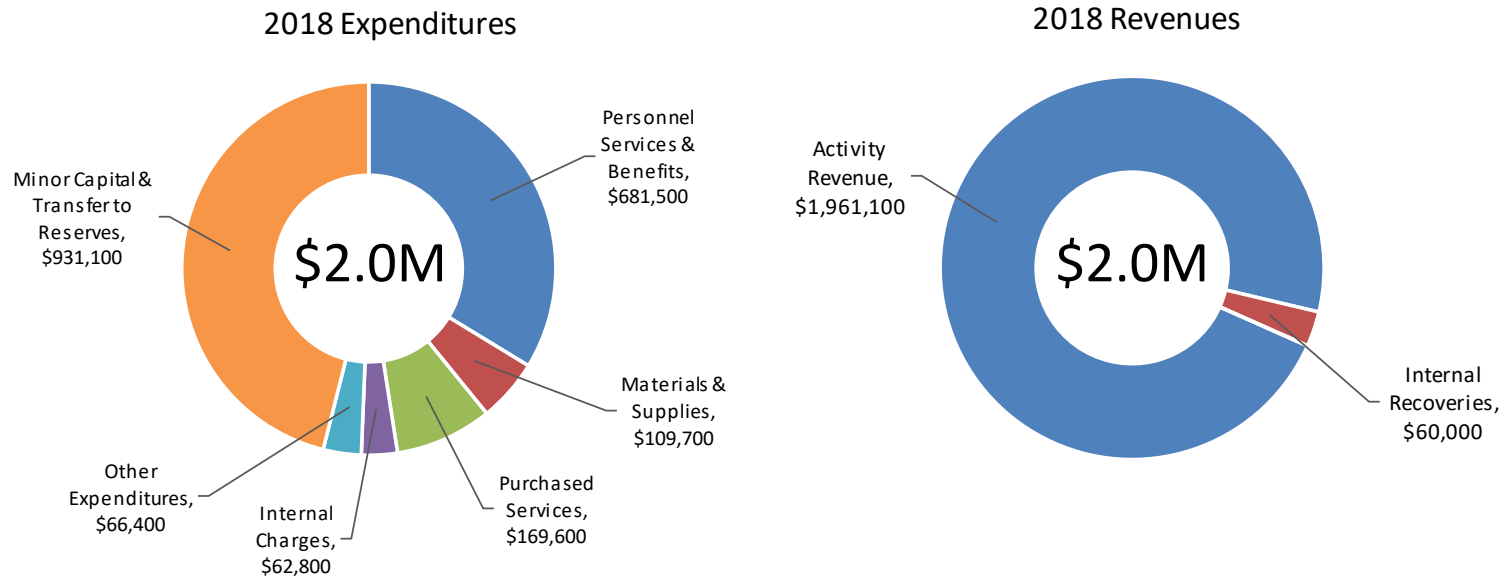
The Harbours budget reflects all operating costs necessary to maintain the (2) Town harbours which include Bronte and Oakville Harbour, as well as a 2.5 year lease for the Bronte Outer Harbour that will commence in April 2018. The program is self-funded and budget increases are supported by revenue generated through fees. For 2018, the gross operating budget totals \$2,021,100, and has increased by \$182,600 from the prior year. The revenue budget reflects recent trends and revenue adjustment for new slip 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.

## Gross Program Budget Change

- **Harbours** – The Harbours program is self-funded and any changes to revenue or expenditures impacts the Harbours reserve. In 2018, the gross operating budget has increased by \$182,600 which is primarily a result of increased revenue from additional mooring slip fees from the Oakville Yacht Squadron and the new rental revenue for Bronte Outer Harbour. This additional revenue contributes to an increased in the transfer to the Harbour reserve to balance the program.



## Program Budget by Component– Net \$0



In 2018, the Harbours program's total direct operating expenditures are \$2,021,100 and anticipated revenues are \$2,021,100, which results in a net revenue transfer to the Harbours reserve funds of \$931,100 resulting in a net overall budget of \$0. Overall program changes are described below.

- **Minor Capital & Transfer to Reserves** is the largest component of the expense budget at \$931,100 or 46% of total expenditures. For 2018, the Harbours the budget has increased by \$147,900. The increase slip fees anticipated for 2018 will provide additional revenue thereby increasing the transfer to the Harbours reserve fund.
- **Personnel Services and Benefits** is the second largest expense at \$681,500 and represents 34% of the expenses. Due to inflationary increases planned for salaries and benefits the costs have increased by \$14,400.
- **Purchased Services** is the third largest expense at \$169,600 or 8% of total expenses. Purchased services have increased by \$12,300 mainly due to property rental due to the Federal Government for 20% of lease revenue for the Bronte Outer Harbour.
- **Materials and Supplies** total \$109,700 which is made up of expenses such as utilities, maintenance supplies and construction material. In 2018 expenditures have increased by \$1,100 for adjustments made to maintenance supplies and building materials.
- **Other Expenditures** have increased by \$6,700 to account for adjustments to property taxes and bank charges.
- **Internal Charges** have increased by \$200 to reflect changes to Harbours for services provided by other departments.
- **Activity Revenues** provides 97% of the revenue earned by Harbours. In 2018, the budget has increased by \$182,600. This reflects new property rental revenue for Bronte Outer Harbour, inflationary increases to service fees and a new licensing agreement and mooring slip fee for the Oakville Yacht Squadron.

## 2019 - 2020 Operating Budget Forecast

Harbours	2018 Requested Budget	2019 Forecast	2018-2019 Change (%)	2020 Forecast	2019-2020 Change (%)
<b>Gross Expenditures By Service</b>					
Harbours	2,021,100	2,173,400	7.5%	2,192,300	0.9%
<b>Total Gross Expenditures</b>	<b>2,021,100</b>	<b>2,173,400</b>	<b>7.5%</b>	<b>2,192,300</b>	<b>0.9%</b>
<b>Tax Levy By Service</b>					
Harbours	-	-	0.0%	-	0.0%
<b>Total Tax Levy</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	681,500	697,600	2.4%	710,700	1.9%
Materials & Supplies	109,700	111,900	2.0%	114,100	2.0%
Purchased Services	169,600	177,100	4.4%	177,700	0.3%
Internal Charges	62,800	62,800	0.0%	62,800	0.0%
Other Expenditures	66,400	67,500	1.7%	67,600	0.1%
Minor Capital & Transfer To Reserves	931,100	1,056,500	13.5%	1,059,400	0.3%
<b>Total Expenses</b>	<b>2,021,100</b>	<b>2,173,400</b>	<b>7.5%</b>	<b>2,192,300</b>	<b>0.9%</b>
<b>Revenues By Type</b>					
Activity Revenue	1,961,100	2,113,400	7.8%	2,132,300	0.9%
Internal Recoveries	60,000	60,000	0.0%	60,000	0.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	-	-	0.0%	-	0.0%
<b>Total Revenues</b>	<b>2,021,100</b>	<b>2,173,400</b>	<b>7.5%</b>	<b>2,192,300</b>	<b>0.9%</b>
<b>Tax Levy</b>	<b>\$-</b>	<b>\$-</b>	<b>0.0%</b>	<b>\$-</b>	<b>0.0%</b>

## 2019 - 2020 Budget Forecast Highlights

- 2019 starts the first year or a 20 year loan for the SeaWall Rehabilitation project as seen in the Transfer to Reserves. An increase in revenues in 2019 is also seen resulting from new mooring slip fees for the Oakville Power Boat Squadron. Additional increases are as a result of inflationary increases and minor adjustments in 2019 and 2020.

## 2018 - 2020 Recommended Capital Budget

The 2018 capital budget includes seawall works at Oakville harbour, along with the purchase of new docks as Harbours will be taking over the operation of Bronte Outer Harbour. Upkeep of dockage and replacement of equipment will take place to keep assets in a state of good repair.

Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2018	2019	2020	2018	2019	2020
52211603	Seawall Rehabilitation - Oakville Harbour	Enterprise Initiatives	1,165,000					
52211801	Seawall Installation - Berta Point - Bronte Harbour	Enterprise Initiatives	104,000	416,000				
52212001	Seawall Rehab. - Bronte Harbour North Wall	Enterprise Initiatives			104,000			
52901702	Annual Dockage/Property	Enterprise Initiatives	89,600	92,300	95,100			
52901801	Bronte Harbour Dredging	Enterprise Initiatives		352,000				
52901802	Bronte Outer Harbour Dockage	Enterprise Initiatives	3,920,000					
52901803	Harbours Equipment Replacement	Enterprise Initiatives	44,000	18,000	251,000			
<b>TOTAL</b>			<b>5,322,600</b>	<b>878,300</b>	<b>450,100</b>			





**Program: Infrastructure Maintenance**

**Program Based Budget**

**2018 - 2020**

### Vision

- To meet the needs of our community through the support and maintenance of Oakville’s municipal transportation infrastructure network and water resource systems.

### Mission

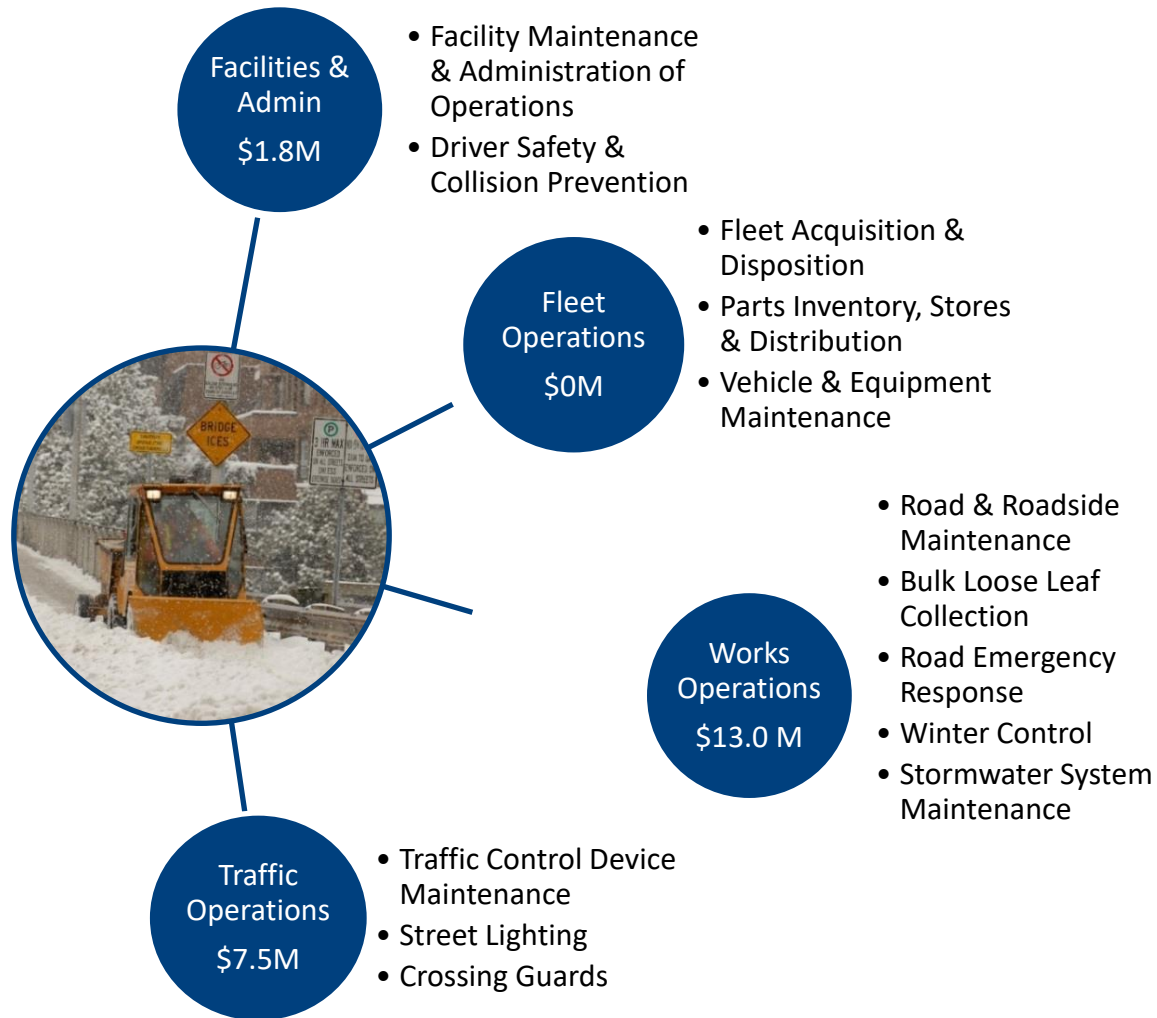
- Provide quality road, traffic and water resource systems maintenance and operations to the residents and businesses of Oakville.

### Key Initiatives

- Ensure assets undergo the appropriate preventive maintenance activities in order to increase reliability, extend service life and to do so in the most cost effective manner.
- Effective fleet and driver training program.
- Successful delivery of the bulk loose leaf collection program.
- Effective and appropriate winter maintenance services in order to provide safe vehicular and pedestrian mobility during the winter season.
- Assist school children to cross safely at approved school crossing locations.
- Reduction of roadside litter and graffiti through awareness and coordination with regional initiatives.

# 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:



# Key Performance Indicators

## 1. Percentage of gross operating budget

2013	2014	2015	2016	2017
12.8%	12.3%	12.4%	12.4%	12.4%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> 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

2013	2014	2015	2016	2017
8.7%	8.5%	8.5%	8.5%	8.6%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total town FTEs.				
<b>How Calculated:</b> Total program FTEs including part-time / total town FTEs including part-time				

## 3. Minimum maintenance standard deficiencies identified per lane kilometers

2013	2014	2015	2016	2017
0.25	0.52	0.24	0.25	0.23 projected (Sept. 30, 2017)
<b>Why Important:</b> Assesses general road conditions with respect to provincial standards and provides 'a state of good repair' asset indicator.				
<b>How Calculated:</b> 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)

2013	2014	2015	2016	2017
82%	82% (2013 Survey Results)	85%	85% (2015 Survey Results)	82%
<b>Why Important:</b> To ensure we're meeting the service expectations of our residents and to help us set our strategic priorities				
<b>How Calculated:</b> 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

2013	2014	2015	2016	2017
68%	68%(2013 Survey Results)	74%	74% (2015 Survey Results)	88%
<b>Why Important:</b> To ensure we're meeting the service expectations of our residents and to help us set our strategic priorities				
<b>How Calculated:</b> 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

2013	2014	2015	2016	2017
100% (6 events)	100% (8 events)	100% (6 events)	100% (3 events)	4 projected (Sept 30, 2017)
<b>Why Important:</b> Assesses the performance of winter maintenance response for roads and sidewalks during the winter season.				
<b>How Calculated:</b> 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

<b>Program: Infrastructure Maintenance</b>	<b>2017 Approved FTE</b>	<b>2018 Capital Impact</b>	<b>2018 Service Adjustment</b>	<b>2018 Reallocation of Staff</b>	<b>2018 Total FTE</b>	<b>Net Change 2018 vs 2017</b>
<b>Services/Activities:</b>						
Facilities & Administration	5.2				5.2	0.0
Works Operations	60.6		0.2		60.8	0.2
Traffic Operations	21.1				21.1	0.0
Crossing Guards	28.7				28.7	0.0
Fleet Operations	22.8				22.8	0.0
<b>Total Infrastructure Maintenance</b>	<b>138.4</b>	<b>0.0</b>	<b>0.2</b>	<b>0.0</b>	<b>138.6</b>	<b>0.2</b>

Overall, total 2018 staff complement for the Infrastructure Maintenance program is 138.6. Part-time staff complement has increased by 0.2 FTEs, for changes to Works Operations. This includes a reduction of 0.1 FTE to Bulk Leaf Collection and an increase due to growth of 0.3 FTE for Creek and Shoreline maintenance.

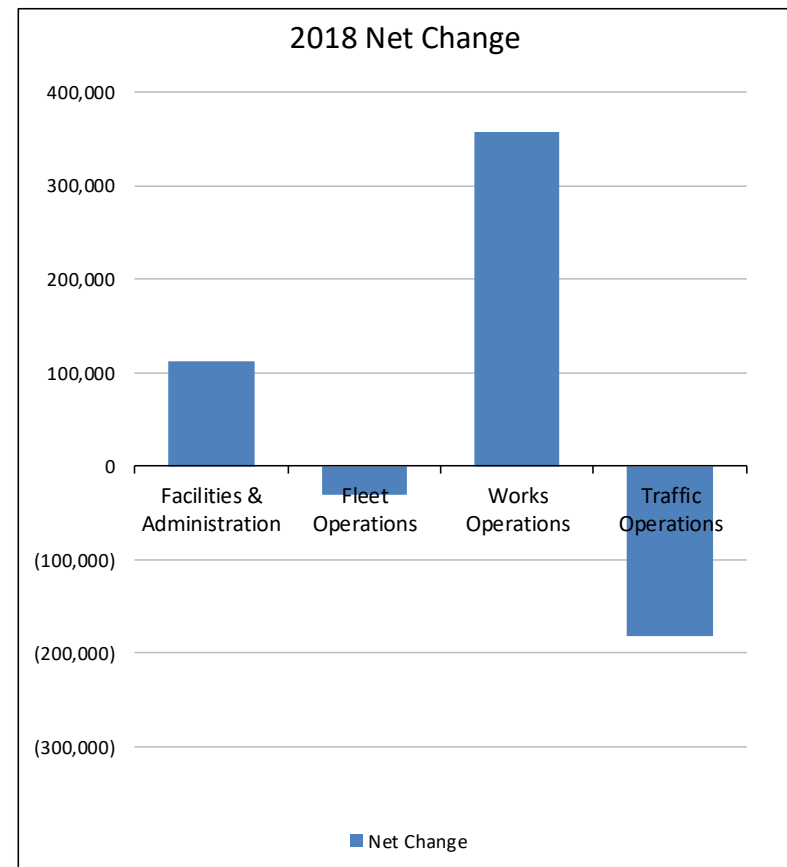
## Program Services Budget Overview

<b>Services/Activities:</b>	<b>2017 Restated</b>		<b>2018 Requested</b>		<b>Net Change 2018 vs 2017</b>	<b>Net Change 2018 vs 2017 (%)</b>
	<b>Gross Budget</b>	<b>Net Budget</b>	<b>Gross Budget</b>	<b>Net Budget</b>		
Facilities & Administration	2,472,700	1,699,600	2,630,100	1,811,300	111,700	6.6%
Fleet Operations	6,866,500	(29,000)	7,311,300	(60,000)	(31,000)	(106.9%)
Works Operations	14,649,600	12,594,200	15,379,700	12,951,100	356,900	2.8%
Traffic Operations	9,612,500	7,704,400	9,412,300	7,522,800	(181,600)	(2.4%)
<b>Total</b>	<b>33,601,300</b>	<b>21,969,200</b>	<b>34,733,400</b>	<b>22,225,200</b>	<b>256,000</b>	<b>1.2%</b>

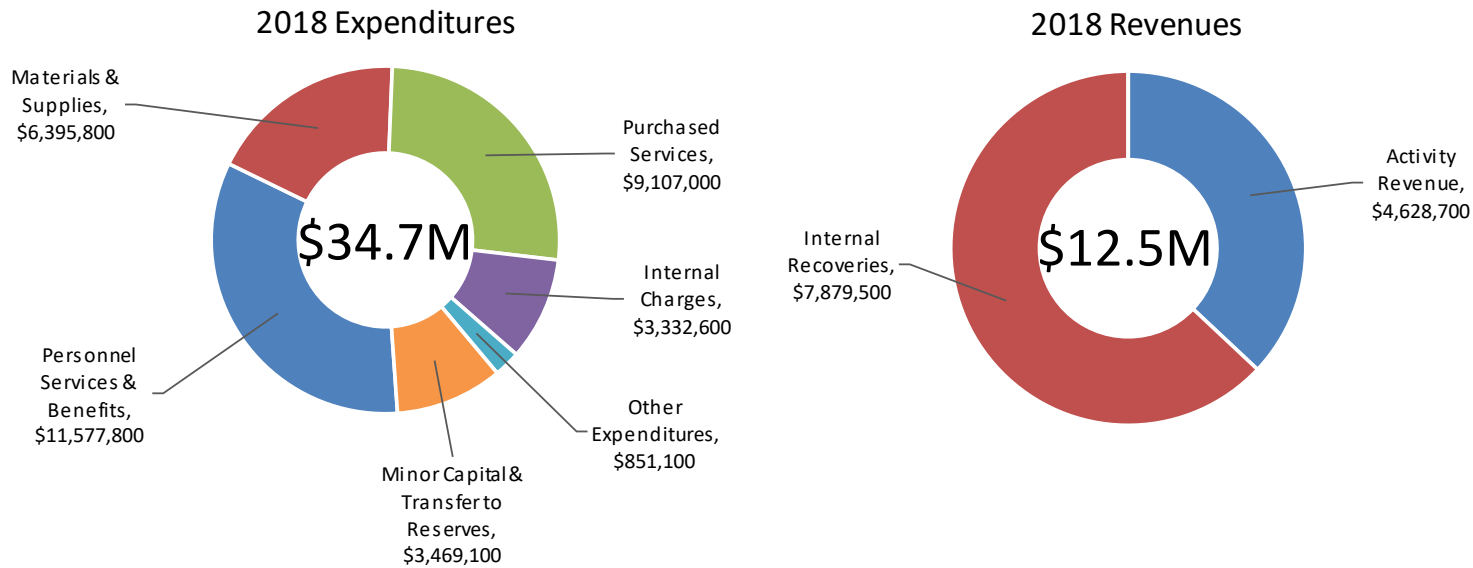
Overall the Infrastructure Maintenance program has a net budget of \$ 22,225,200 which is an increase of \$256,000 or 1.2%. Works Operations represents the largest program \$13.0 million to provide services such as winter control; road maintenance; stormwater system maintenance and bulk loose leaf collection. Traffic Operations is the second largest program with \$7.5 million which provides maintenance and operation of traffic control infrastructure, streetlighting and school crossing guard services. Fleet Operations is responsible for maintaining the town's vehicle and equipment fleet and stores operations which are fully recovered from service delivery departments. Fleet Operations have a minimal net positive budget due to recoveries from Oakville Hydro for vehicle maintenance. Facilities & Administration are comprised of costs associated with maintaining the towns Central Operations facility and North Operations Depot as well as administrative costs for the entire program.

## Net Program Budget Change

- Facilities & Administration** has increased \$111,700 over 2017 which is mainly due to continued phase in of the transfer to the building maintenance reserve for the new North Operations Depot as well as adjustments for repairs and maintenance, security and hydro.
- Fleet Operations** has a net decreased \$(31,000). Budgeted increases have been included for the transfer to vehicle and equipment reserves to ensure timely end of life replacement of assets. Additional budget adjustments are added for fuel, vehicle parts, uniforms and training. These budget adjustments have been offset by an increase to internal fleet maintenance recoveries from other departments and Oakville Hydro resulting in a net credit balance.
- Works Operations** has increased \$356,900 mainly as a result of additional costs associated with growth in the town road network. In addition, budget adjustments for winter maintenance contracted services and increased vehicle maintenance expenses have been included. Budget increases are partially offset with increases to Regional recoveries for winter control and other maintenance completed on behalf of the Region.
- Traffic Operations** has decreased \$(181,600) primarily as a result of a reduction to hydro and contracted maintenance due to savings projected through the LED conversion program. This project is being debt financed with associated debt charges to be paid through hydro savings in this program. To date only a portion of the debt has been issued therefore the budgeted debt charges are scheduled to increase in 2019. In 2018, hydro savings more than offset the debt expense. Other program drivers include: impacts of part-time wages for Crossing Guards has increased by \$104,000 as a result of legislated changes to the minimum hourly rate as well as other inflationary adjustments for wages and benefits and contract obligations.



## 2018 Program Budget by Component – Net \$22,225,200



In the Infrastructure Maintenance program's total expenditures are \$34,733,400 and total revenues are \$12,508,200, resulting in a net budget of \$22,225,200. The net change from the prior year is \$256,000 or 1.2%. The main drivers are the following:

- **Personnel Services & Benefits** make up 33% of total expenditures with \$11.6 million and is also the largest driver. Personnel costs have increased by \$259,600 primarily due to inflationary adjustments for wages and benefits and contract obligations. As a result of the legislated changes to the minimum hourly rate, the budget for Crossing Guards has increased \$104,000. This has been offset with budgeted program gapping which has been based on the average annual number of Crossing Guard vacancies.
- **Purchased Services** make up 26% of total expenditures and is the second largest driver. Purchased Services are comprised, mainly of contracted services and hired equipment to maintain our road networks throughout the various seasons, as well as maintaining our streetlights, fleet vehicles and stormwater systems. In 2018, purchased services have increased by \$183,300 primarily due to increases to accommodate growth in the town road network and for contracted services and hired equipment for winter control. These costs have been offset by reductions to streetlight maintenance costs resulting from savings achieved through the LED conversion program.
- **Materials & Supplies** make up 18% of total expenditures and is the third largest driver. Materials & supplies are comprised mainly of de-icing materials for roads, utilities for Central Operations and North Operations, fuel for vehicles and electrical signal parts to maintain traffic signals and streetlights. Materials & supplies have decreased by \$(83,800) primarily for hydro savings achieved through the LED conversion program (\$288,100).
- **Internal Charges** are mainly comprised of internal charges to the Works and Traffic Operations portions of the budget from Fleet and Stores for vehicle usage and maintenance as well as facility charges. Internal Charges have increased by \$243,500 due to increased vehicle and equipment maintenance costs by all department activities, with the largest budget impact being in winter control.



- **Other Expenditures** are mainly comprised of debt payments for the LED conversion program. Other expenditures have increased by \$93,000, for additional debt payments for the LED conversion program.
- **Minor Capital & Transfer to Reserves** are comprised of transfers to reserves for building maintenance, vehicle and equipment replacement, and stormwater system maintenance. Minor Capital & Transfer to Reserves have increased by \$436,500 due to planned adjustments to the transfer to the vehicle and equipment and building maintenance reserve.
- **Internal Recoveries** makes up 63% 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 \$551,500. This includes additions to rightsize the equipment reserve.
- **Activity Revenue** makes up 37% of total revenues and represent regional recoveries and overhead revenue for work done on behalf of external agencies such as Halton Region, MTO, Halton Hills and Oakville Hydro. Activity Revenue has increased by \$324,600 due to the increases to recoveries for various activities including winter control.

## 2019 - 2020 Operating Budget Forecast

<b>Infrastructure Maintenance</b>	<b>2018 Requested Budget</b>	<b>2019 Forecast</b>	<b>2018-2019 Change (%)</b>	<b>2020 Forecast</b>	<b>2019-2020 Change (%)</b>
<b>Gross Expenditures By Service</b>					
Facilities & Administration	2,630,100	2,776,800	5.6%	2,832,600	2.0%
Fleet Operations	7,311,300	7,696,000	5.3%	8,014,800	4.1%
Works Operations	15,379,700	15,928,300	3.6%	16,333,500	2.5%
Traffic Operations	9,412,300	10,243,900	8.8%	10,509,600	2.6%
<b>Total Gross Expenditures</b>	<b>34,733,400</b>	<b>36,645,000</b>	<b>5.5%</b>	<b>37,690,500</b>	<b>2.9%</b>
<b>Tax Levy By Service</b>					
Facilities & Administration	1,811,300	1,958,000	8.1%	2,013,800	2.8%
Fleet Operations	(60,000)	(20,800)	65.3%	288,000	1484.6%
Works Operations	12,951,100	13,499,700	4.2%	13,904,900	3.0%
Traffic Operations	7,522,800	8,345,600	10.9%	8,602,400	3.1%
<b>Total Tax Levy</b>	<b>22,225,200</b>	<b>23,782,500</b>	<b>7.0%</b>	<b>24,809,100</b>	<b>4.3%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	11,577,800	11,925,700	3.0%	12,200,400	2.3%
Materials & Supplies	6,395,800	6,503,300	1.7%	6,767,100	4.1%
Purchased Services	9,107,000	9,494,900	4.3%	9,836,800	3.6%
Internal Charges	3,332,600	3,467,100	4.0%	3,471,300	0.1%
Other Expenditures	851,100	1,456,800	71.2%	1,458,200	0.1%
Minor Capital & Transfer To Reserves	3,469,100	3,797,200	9.5%	3,956,700	4.2%
<b>Total Expenses</b>	<b>34,733,400</b>	<b>36,645,000</b>	<b>5.5%</b>	<b>37,690,500</b>	<b>2.9%</b>
<b>Revenues By Type</b>					
Activity Revenue	4,628,700	4,638,400	0.2%	4,646,600	0.2%
Internal Recoveries	7,879,500	8,224,100	4.4%	8,234,800	0.1%
Grants	-	-	0.0%	-	0.0%
Other Revenue	-	-	0.0%	-	0.0%
<b>Total Revenues</b>	<b>12,508,200</b>	<b>12,862,500</b>	<b>2.8%</b>	<b>12,881,400</b>	<b>0.1%</b>
<b>Tax Levy</b>	<b>\$22,225,200</b>	<b>\$23,782,500</b>	<b>7.0%</b>	<b>\$24,809,100</b>	<b>4.3%</b>

## 2019 - 2020 Budget Forecast Highlights

- In addition to inflationary impacts, 2019 and 2020 budgets include additional debt charges for the LED conversion program mitigated with savings from hydro and contracted utility services for the streetlighting program.

## 2018 – 2020 Recommended Capital Budget

The capital forecast for Infrastructure Maintenance will provide funds to ensure that traffic and fleet assets are maintained to a state of good repair mitigating unscheduled breakdowns as well as avoiding higher repair and maintenance costs. The Roads & Works Operations replacement equipment capital forecast is based on the life cycle and asset conditions from the town's vehicle and equipment asset registry. The growth capital forecast will provide for new vehicles and equipment required to provide services to growth areas in the town. The Central Operations Depot Capital Replacement ensures the building equipment and systems maintain optimum efficiency. Traffic operations will continue to replace the scheduled hardware and controllers on traffic signals through the Traffic Signal Hardware and Traffic Signal Controller replacement projects. Operating Impacts from the roads and works growth equipment project relate to the operating costs for this equipment.

Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2018	2019	2020	2018	2019	2020
51311001	Central Operations Land Expansion/Improvements	Growth	300,000					
51311501	Winter Operations - Salt/Plow Route Optimization	Strategic Priorities	50,000					
51311702	Central Ops - Furniture Replacement	Infrastructure Renewal	20,000	10,000	10,000			
51311802	Central Operations Depot Capital Replacement	Infrastructure Renewal	75,000		118,000			
51321701	Sludge Decant Pit - Central Ops	Infrastructure Renewal	226,000			20,000		
51321702	Roads and Works Replacement Equipment	Infrastructure Renewal	1,947,100	1,609,000	1,774,000			
51321703	Radio System Replacement & Integrated AVL	Infrastructure Renewal	50,000	50,000	50,000			
51321704	Roads and Works Growth Equipment	Growth	388,000	388,000	383,000	55,700	120,900	126,600
51321801	Hoist Replacements - Central Ops	Infrastructure Renewal	151,000		151,000			
51611601	Major Traffic Signal Repairs	Infrastructure Renewal	45,000	45,000	45,000			
51611602	Traffic Signal Interconnect	Infrastructure Renewal	60,000	60,000	60,000			
51611603	Traffic Signal Hardware Replacement	Infrastructure Renewal	377,000	377,000	377,000			
51611604	Traffic Signal Controller Replacement	Infrastructure Renewal	402,000	402,000	402,000			
51631602	Streetlight Rehabilitation	Infrastructure Renewal	50,000	50,000	50,000			
51631801	BIA Streetlight Pole Rehabilitation	Infrastructure Renewal	30,000					
<b>TOTAL</b>			<b>4,171,100</b>	<b>2,991,000</b>	<b>3,420,000</b>	<b>75,700</b>	<b>120,900</b>	<b>126,600</b>



**Program: Oakville Transit**  
**Program Based Budget**  
**2018 - 2020**

## Vision

- To provide a viable and sustainable transportation option through innovative, responsive and customer focused service delivery.

## Mission

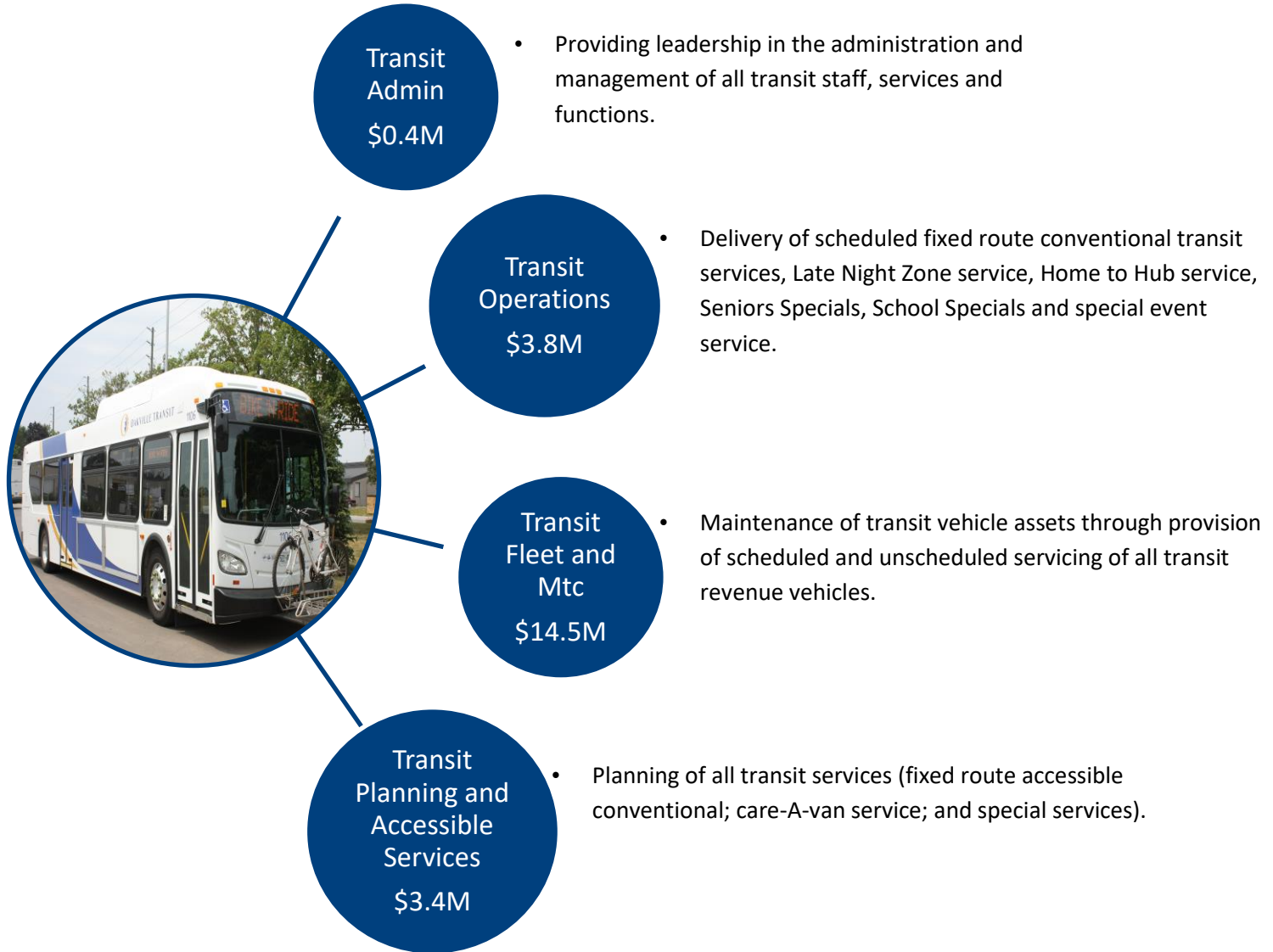
- To provide a safe, reliable, convenient and efficient public transit service.

## Key Initiatives

- Expansion of Home to Hub services to new and under-served areas of town.
- Expansion of smaller capacity 30 foot and 25 foot bus fleet.
- Implement service improvements on several conventional routes.
- Launch of new fully accessible demand response ride booking tools (Web, AVL and Mobile App).
- Complete negotiations with UNIFOR 1256 for a new Collective Agreement.

# Program Services

The Oakville Transit program provides activities through the following services:



# Key Performance Indicators

## 1. Percentage of gross operating budget

2013	2014	2015	2016	2017
12.0%	12.1%	12.0%	12.4%	12.8%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> 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

2013	2014	2015	2016	2017
13.3%	13.4%	13.4%	14.4%	14.5%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTE's.				
<b>How Calculated:</b> Total program FTEs including part-time / Total town FTEs including part-time				

## 3. Ridership

2013	2014	2015	2016	2017
2,961,712	3,014,613	2,833,825	2,851,371	2,993,900 Projected 2017
<b>Why Important:</b> Represents the level of use of the services and allows comparison to revenue recovered and costs				
<b>How Calculated:</b> Total number of passenger boarding less those which are transfers from another bus				

## 4. Annual number of public transport trips per capita

2013	2014	2015	2016	2017
16.0	16.1	15.1	15.0	15.4 Projected, 2017
<b>Why Important:</b> To understand the degree to which transit ridership is either increasing or decreasing relative to the town's population				
<b>How Calculated:</b> Net ridership divided by the total town population				

## 5. Transit on-time performance

2013	2014	2015	2016	2017
Not Available	Not Available	Not Available	72.4%	84.1% Sept. 30, 2017
<b>Why Important:</b> This measures the reliability of transit services				
<b>How Calculated:</b> 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.				



## 6. Subsidy (tax levy per ride)

2013	2014	2015	2016	2017
4.60	4.82	5.30	5.99	5.96 Sept. 30, 2017
<b>Why Important:</b> Measures the degree to which cost of providing service is being shared between transit customers and taxpayers				
<b>How Calculated:</b> The total net direct operating costs of conventional service divided by the number of conventional service rides				

## 7. Preventable accidents safety rating

2013	2014	2015	2016	2017
0.43	0.46	0.55	0.68	0.38 Sept. 30, 2017
<b>Why Important:</b> Measures the effectiveness of driver training and of driver performance				
<b>How Calculated:</b> The number of preventable collisions per 100,000 kms driven				

## 8. Cost recovery ratio - conventional

2013	2014	2015	2016	2017
28.2%	27.9%	28.4%	28.4%	28.1% Sept. 30, 2017
<b>Why Important:</b> Measures the portion of operating costs recovered from external sources (fares, advertising, etc.)				
<b>How Calculated:</b> Total External Revenue / Gross Expenditures; based on actuals for 2013-2016 and budget for 2017 (excludes Gas Tax funding) – note: administrative costs and building costs are fully included within the conventional cost recovery ratio.				

## 9. Cost recovery ratio – care-A-van

2013	2014	2015	2016	2017
8.9%	8.5%	8.7%	8.4%	7.2% Sept. 30, 2017
<b>Why Important:</b> Measures the portion of operating costs recovered from external sources (fares, advertising, etc.)				
<b>How Calculated:</b> Total External Revenue / Gross Expenditures; based on actuals for 2013-2016 and budget for 2017 (excludes Gas Tax funding)				

## Staffing Overview

<b>Program: Oakville Transit</b>	<b>2017 Approved FTE</b>	<b>2018 Capital Impact</b>	<b>2018 Service Adjustment</b>	<b>2018 Reallocation of Staff</b>	<b>2018 Total FTE</b>	<b>Net Change 2018 vs 2017</b>
<b>Services/Activities:</b>						
Transit Administration	5.0			(1.0)	4.0	(1.0)
Transit Operations	171.6		(4.0)	(1.0)	166.6	(5.0)
Transit Fleet & Maintenance	34.1				34.1	0.0
Transit Planning & Accessible Services	21.4		4.0	2.0	27.4	6.0
<b>Total Oakville Transit</b>	<b>232.1</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>232.1</b>	<b>0.0</b>

Overall, total 2018 staff complement for the Oakville Transit program is 232.1. There was a reallocation of 1 FTE from Transit Administration to Transit Planning & Accessible Services for the position of Supervisor Demand Response Services, as well as a conversion from Transit Operations to Planning & Accessible Services for a care-A-van Coordinator. 4 Conventional drivers also moved from Transit Operations to Transit Planning & Accessible Services to further enhance care-A-van service.

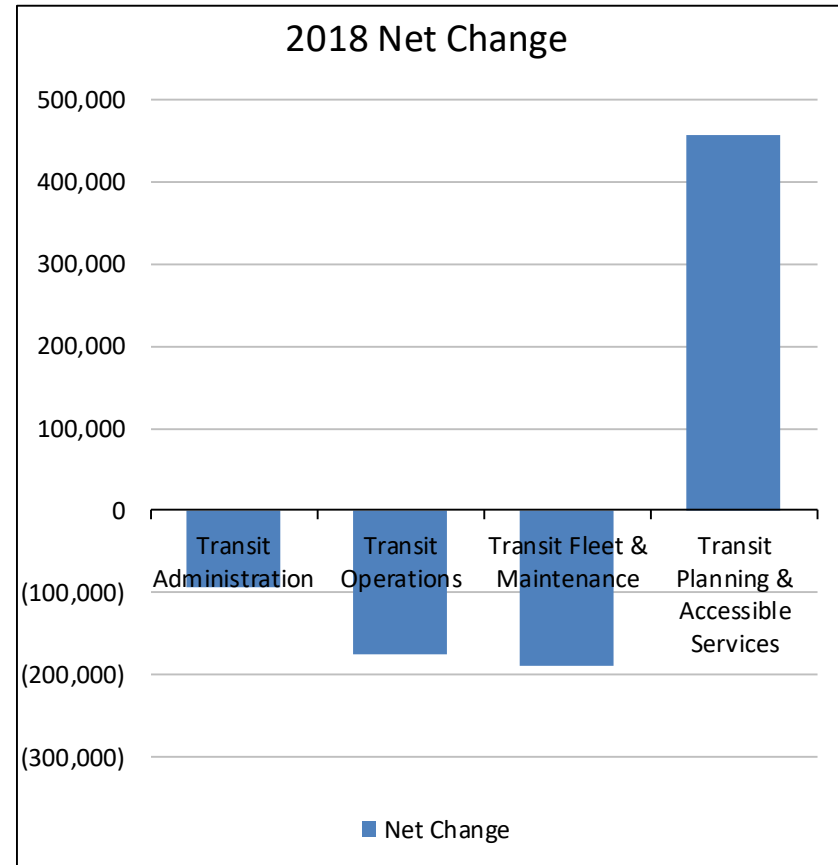
## Program Services Budget Overview

Services/Activities:	2017 Restated		2018 Requested		Net Change 2018 vs 2017	Net Change 2018 vs 2017 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Transit Administration	605,200	484,300	511,400	390,500	(93,800)	(19.4%)
Transit Operations	14,687,000	3,997,300	14,571,800	3,822,400	(174,900)	(4.4%)
Transit Fleet & Maintenance	14,856,200	14,652,500	14,907,000	14,463,800	(188,700)	(1.3%)
Transit Planning & Accessible Services	2,899,600	2,899,600	3,711,400	3,357,000	457,400	15.8%
<b>Total</b>	<b>33,048,000</b>	<b>22,033,700</b>	<b>33,701,600</b>	<b>22,033,700</b>	<b>-</b>	<b>0.0%</b>

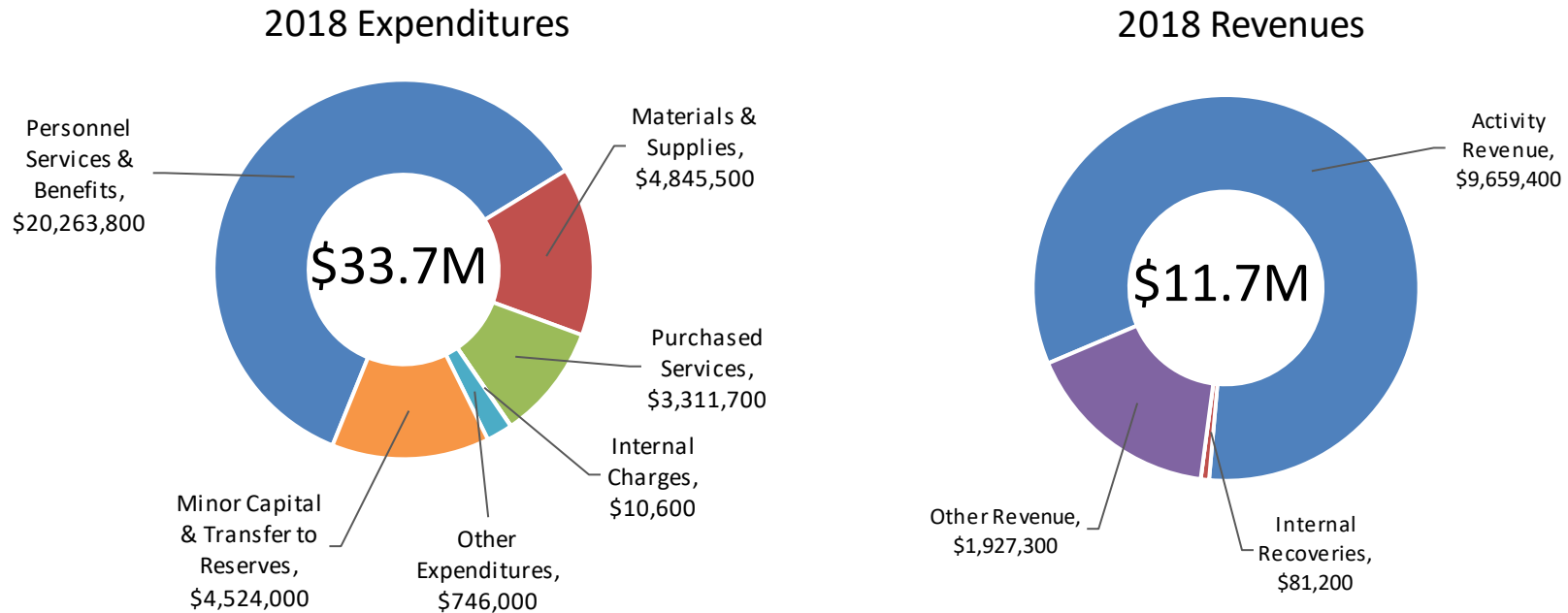
Overall, the Oakville Transit program has a net budget of \$22,033,700 which is a zero percent increase over 2017. Oakville Transit's largest budget component is Transit Fleet & Maintenance services and makes up 66% of the 2018 overall net budget. Transit Fleet & Maintenance services is responsible for the maintenance and state of good repair of the conventional and specialized transit fleet as well as the Transit operations facility. Transit Operations is the second largest component of the net budget at \$3.8 million, which is comprised of costs to provide conventional and Home to Hub transit service which is off set by the revenue generated from various Transit services. Transit Planning & Accessible Services is comprised of costs associated with providing specialized transit service, planning of all transit services and co-ordination of office support for a net budget of \$3.4 million. Finally, Transit Administration is comprised of costs associated with the overall management of Oakville Transit.

## Net Program Budget Change

- **Transit Administration** has decreased by \$93,800 primarily due the reallocation of a supervisor to Transit Planning & Accessible Services for Demand Response Services.
- **Transit Operations** has decreased by \$174,900. This reduction was achieved by adding service improvements to existing service which enabled Oakville Transit to increase the use of provincial gas tax funding to fund these improvements.
- **Transit Fleet & Maintenance** has decreased \$188,700 mainly due to reductions in contracted services and the transfer to the equipment reserve to reflect a longer vehicle life.
- **Transit Planning & Accessible Services** has increased \$457,400, due to allocating more resources to care-A-van. 4 conventional drivers were reallocated to care-A-van as well as a supervisor from Transit Administration for Demand Response Services. The budget for hired taxis has also been increased to better reflect actual expenditures. Several of these improvements have been offset through the use of Provincial Gas Tax Funding.



## 2018 Program by Component – Net \$22,033,700



In 2018, the Oakville Transit program's total expenditures are \$33,701,600 and total revenues are \$11,667,900 resulting in a net budget of \$22,033,700. The net change from the prior year is \$ or -% primarily due to contractual obligations and inflation. The main drivers are the following:

- **Personnel Services & Benefits** make up 60% of the total expenditures and are the largest driver at \$20.3 million. The majority of the total FTEs are comprised of Transit drivers and mechanics to service the fleet. Personnel Services & Benefits have increased by \$542,200 primarily due to inflationary adjustments and contractual obligations for wages and benefits.
- **Materials & Supplies** make up 14% of the total expenditures and are the second largest driver at \$4.8 million. Diesel fuel is the main component of the Materials & Supplies budget. Materials & Supplies have increased by \$130,000 primarily due to an increase in the budgeted cost per litre for fuel to \$0.90 per litre.
- **Minor Capital & Transfers to Reserves** total \$4.5 million and also make up 13% of total expenditures. Minor Capital & Transfers to Reserves are comprised of transfers to reserves for building maintenance and vehicle and equipment replacement. In 2018, transfers to reserves have decreased by \$162,000 primarily due to a reduction to the Vehicle and Equipment reserve for future replacement of new buses and care-A-vans for a longer asset life.
- **Purchased Services** totals \$3.3 million and make up 10% of the total expenditures. Purchased Services are mainly comprised of contracted vehicle maintenance, hired equipment for care-A-van, repairs and maintenance for the Transit facility and advertising. Purchased Services have increased by \$148,200 primarily due to a higher demand for taxi services used to assist in the delivery of specialized transit services which better reflect actuals. These expenditures are partially offset by decreases in advertising and contracted vehicle maintenance to better align budget with expenses.

- **Other Expenditures** mainly consist of Transit facility property taxes, licenses and presto fare settlement fees. Other expenditures have decreased by \$4,800 primarily due to decreases for the Presto fare settlement fee to realign budget with actuals.
- **Activity Revenue** makes up 83% of total revenues and is the largest revenue source. Activity Revenue is comprised of all revenues related to fares, service fees, memberships/passes and sales. Activity Revenue has decreased by \$357,100. 2017 ridership revenues have been performing well compared to 2016 ridership; however, they are not meeting the service plan targets in the budget. As a result, the 2018 ridership revenue has been adjusted to match current trends.
- **Other Revenue** makes up 17% of total revenues and is comprised of transfers from the farecard reserve and the Ontario Gas tax reserve. Other Revenues have increased by \$1,010,700 primarily due to an increase in the transfer from the Ontario Gas Tax reserve fund which has been used to offset some route changes and service enhancements and to keep the Oakville Transit net increase at the 2017 level.

## 2019 - 2020 Operating Budget Forecast

Oakville Transit	2018 Requested Budget	2019 Forecast	2018-2019 Change (%)	2020 Forecast	2019-2020 Change (%)
<b>Gross Expenditures By Service</b>					
Transit Administration	511,400	521,600	2.0%	532,000	2.0%
Transit Operations	14,571,800	14,848,800	1.9%	15,128,200	1.9%
Transit Fleet & Maintenance	14,907,000	15,205,100	2.0%	15,560,700	2.3%
Transit Planning & Accessible Services	3,711,400	3,789,000	2.1%	3,863,900	2.0%
<b>Total Gross Expenditures</b>	<b>33,701,600</b>	<b>34,364,500</b>	<b>2.0%</b>	<b>35,084,800</b>	<b>2.1%</b>
<b>Tax Levy By Service</b>					
Transit Administration	390,500	497,000	27.3%	507,400	2.1%
Transit Operations	3,822,400	3,983,200	4.2%	4,089,000	2.7%
Transit Fleet & Maintenance	14,463,800	14,761,900	2.1%	15,117,500	2.4%
Transit Planning & Accessible Services	3,357,000	3,434,600	2.3%	3,509,500	2.2%
<b>Total Tax Levy</b>	<b>22,033,700</b>	<b>22,676,700</b>	<b>2.9%</b>	<b>23,223,400</b>	<b>2.4%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	20,263,800	20,661,000	2.0%	21,058,600	1.9%
Materials & Supplies	4,845,500	4,942,400	2.0%	5,041,300	2.0%
Purchased Services	3,311,700	3,362,600	1.5%	3,429,300	2.0%
Internal Charges	10,600	10,600	0.0%	10,600	0.0%
Other Expenditures	746,000	747,100	0.1%	748,200	0.1%
Minor Capital & Transfer To Reserves	4,524,000	4,640,800	2.6%	4,796,800	3.4%
<b>Total Expenses</b>	<b>33,701,600</b>	<b>34,364,500</b>	<b>2.0%</b>	<b>35,084,800</b>	<b>2.1%</b>
<b>Revenues By Type</b>					
Activity Revenue	9,659,400	9,849,000	2.0%	10,042,300	2.0%
Internal Recoveries	81,200	81,200	0.0%	81,200	0.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	1,927,300	1,757,600	(8.8%)	1,737,900	(1.1%)
<b>Total Revenues</b>	<b>11,667,900</b>	<b>11,687,800</b>	<b>(0.2%)</b>	<b>11,861,400</b>	<b>1.5%</b>
<b>Tax Levy</b>	<b>\$22,033,700</b>	<b>\$22,676,700</b>	<b>2.9%</b>	<b>\$23,223,400</b>	<b>2.4%</b>

## 2019 - 2020 Budget Forecast Highlights

- 2019 and 2020 includes additional inflationary increases for contractual obligations and revenues. Additionally, in 2019 there is a reduction to other revenue as 2018 was the final year for the transfer from the Transit farecard reserve. No fee increase is forecasted for the next 2 years.

## 2018 - 2020 Recommended Capital Budget

The 2018 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. The capital program also includes funding to purchase land for a terminal in Palermo as well as for the replacement of Presto equipment. In 2018, an additional specialized transit vehicle has been planned for to address increasing AODA requirements. The capital budget for Transit vehicle expansion requirements to service ridership growth across the town is still being finalized through the Transportation Master Plan and Development Charges study updates. Other growth related projects for Transit shelters and facilities have been included in 2020 as place holders and will be finalized through the DC study.

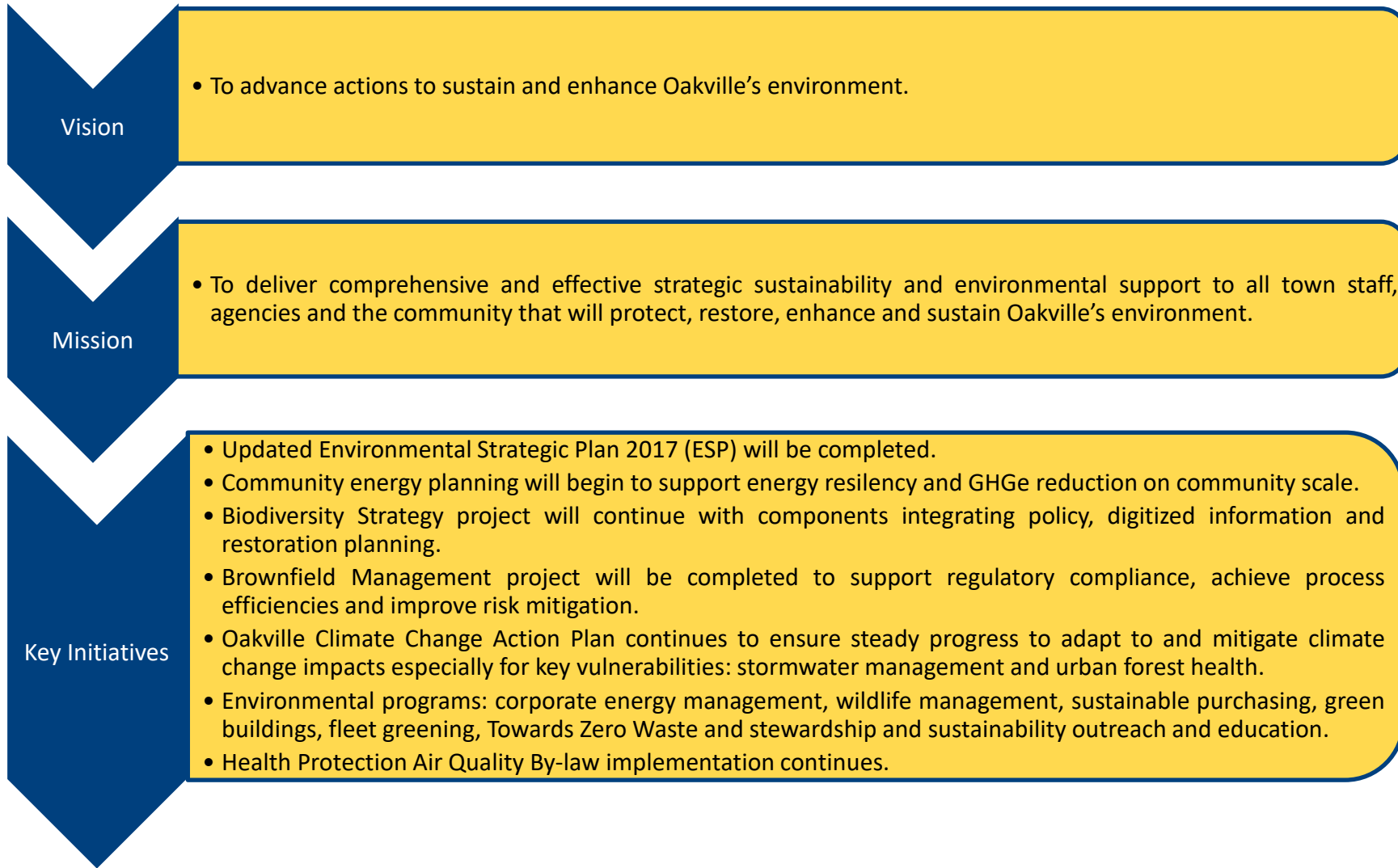
Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2018	2019	2020	2018	2019	2020
54201704	Replacement Shelters	Infrastructure Renewal			84,000			
54201705	New Shelters	Growth			45,000			
54201901	North Oakville Transit Centres	Growth			201,000			
54201902	Transit Park and Ride Facilities	Growth			101,000			
54202101	Palermo Terminal	Growth	50,000	5,296,000	1,480,000			
54211701	Transit Facility Equipment Replacement	Infrastructure Renewal	72,000	182,000	109,000			
54211703	Bus Stop Accessibility Improvements	Strategic Priorities			40,000			
54211901	Transit - 10 year forecast & 5 Year Plan	Growth		201,000				
54411607	Major Vehicle Refurbishment	Infrastructure Renewal		1,146,000	1,719,000			
54411705	Replacement Buses	Infrastructure Renewal	2,724,000	3,268,000	3,765,000			
54411803	Maintenance Vehicle and Equipment Replacement	Infrastructure Renewal	60,000	60,000	60,000			
54411804	Specialized Vehicle Replacement	Infrastructure Renewal	452,000		678,000			
54411805	Specialized Vehicle Expansion	Growth	266,000			38,000		
54411807	Supervisory Vehicle Replacement	Infrastructure Renewal	85,000					
54411902	Presto Equipment Replacement	Infrastructure Renewal		1,508,000				
54421701	Security Cameras	Infrastructure Renewal	25,000	25,000				
54211802	Transit Facility Capital Repairs and Replacement	Infrastructure Renewal	47,000	35,000	44,000			
<b>TOTAL</b>			<b>3,781,000</b>	<b>11,721,000</b>	<b>8,326,000</b>	<b>38,000</b>		



**Program: Environmental Policy**

**Program Based Budget**

**2018 - 2020**



## Program Services

Environmental Policy delivers the following services:



Environmental  
Policy  
\$0.96M

- Environmental and energy policy development
- Environmental programs: sustainability, stewardship and energy

## Key Performance Indicators

### 1. Percentage of gross operating budget

2013	2014	2015	2016	2017
0.5%	0.5%	0.5%	0.4%	0.4%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> 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

2013	2014	2015	2016	2017
0.4%	0.4%	0.4%	0.4%	0.4%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTE's.				
<b>How Calculated:</b> Total program FTEs including part-time / Total town FTEs including part-time				

### 3. Energy consumption (electricity and natural gas) per square foot of town facility

2013	2014	2015	2016	2017
39.24 ekWh/ sq. ft	41.18 ekWh/sq. ft	40.00 ekWh/sq. ft	38.40/ekWh/sq. ft.	Not available
<b>Why Important:</b> Energy consumption per square foot is an energy intensity measurement defined in the corporate Energy Conservation and Demand Management Plan (CDM 2014-2019). The CDMs goal is a 15 percent reduction in corporate energy use from the 2012 baseline by 2019. Energy consumption per square foot is one of the indicators that will be used to measure the success of meeting the CDM goal.				
<b>How Calculated:</b> Energy consumption (natural gas and electricity) is calculated for each year using utility billed data from all town owned facilities. This data is then measured against the total gross floor area to calculate ekWh/sq. ft.				

### 4. Improved air quality: Ozone Concentration (ISO 37120 Supporting Indicator 8.6)

2013	2014	2015	2016	2017
56.57	53.97	54.79	53.73	Not available mid-year
<b>Why Important:</b> Responsible for the majority of smog advisories in Oakville, known to have significant negative impacts on respiratory health.				
<b>How Calculated:</b> Annual average measured in ug/m3. Raw data provided by the province. Data reflects one year prior (e.g. 2017 based on data from January 1 to December 31, 2016).				

## 5. Improved water quality: mean phosphorus in creeks (mg/L)

2013			2014			2015			2016			2017		
16 Mile/14 Mile/Bronte Creeks			16 Mile/14 Mile/Bronte Creeks			16 Mile/14 Mile/Bronte Creeks			16 Mile/14 Mile/Bronte Creeks			16 Mile/14 Mile/Bronte Creeks		
.045	.118	.021	.02	.016	.013	.016	.034	.014	.029	.039	.028	.020	.034	.014
<b>Why Important:</b> Excess phosphorus is a significant contributor to water quality issues and is the main cause of excessive algal blooms.														
<b>How Calculated:</b> The average of total phosphorus from samples drawn from each of Oakville's three major creek systems (16 Mile, 14 Mile and Bronte) between April and October. Values should ideally be below the Provincial Water Quality Objectives (PWQO) of 0.03 mg/L. Raw data provided by Conservation Halton. Data reflects one year prior (e.g. 2017 based on data from January 1 to December 31, 2016).														

## 6. Fine particulate matter (PM<sub>2.5</sub>): number of days with daily average exceeding Health Canada's Health Reference Level

2013		2014		2015		2016		2017	
13		33		29		46		20	
<b>Why Important:</b> Fine particulate matter is a significant contributor to poor air quality. Exposure associated with hospital admissions and serious health effects, including premature death.									
<b>How Calculated:</b> Health Canada's health reference level for PM <sub>2.5</sub> is 15 ug/m <sup>3</sup> , the point at which health effects may start to be seen in some populations. The daily average is calculated based on hourly values and the total number of days that exceed a value of 15 ug/m <sup>3</sup> are determined. Raw data provided by the province. Data reflects one year prior (e.g. 2017 based on data from January 1 to December 31, 2016).									

## Staffing Overview

<b>Program: Environmental Policy</b>	<b>2017 Approved FTE</b>	<b>2018 Capital Impact</b>	<b>2018 Service Adjustment</b>	<b>2018 Reallocation of Staff</b>	<b>2018 Total FTE</b>	<b>Net Change 2018 vs 2017</b>
Environmental Policy	6.4			0.1	6.5	0.1
<b>Total Environmental Policy</b>	<b>6.4</b>	<b>0.0</b>	<b>0.0</b>	<b>0.1</b>	<b>6.5</b>	<b>0.1</b>

Overall, the total 2018 staff complement for Environmental Policy is 6.5FTE and has increased by 0.1 FTE as a result of a reallocation of 0.1 FTE for an Administrative Assistant.

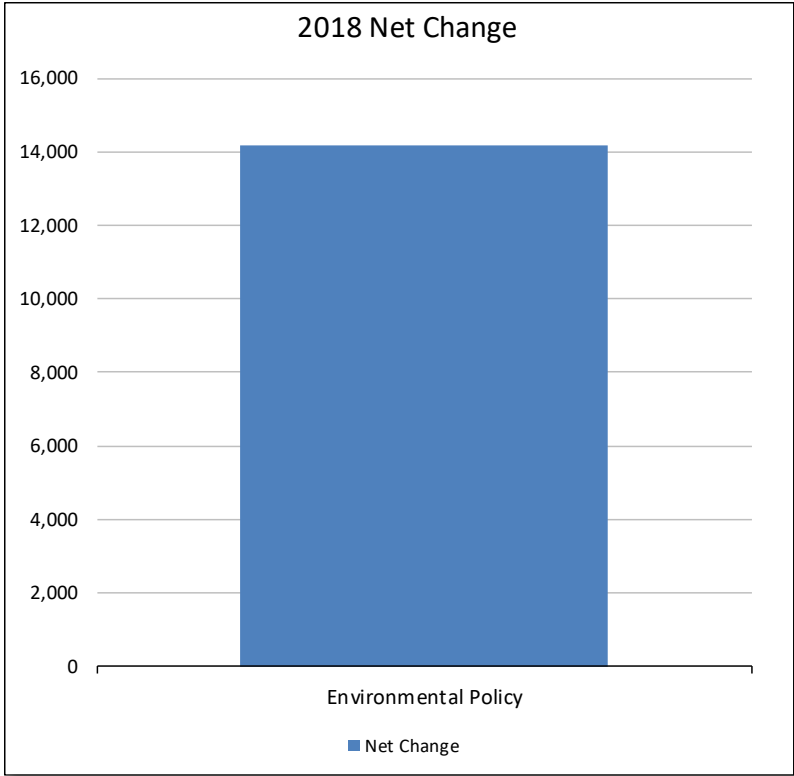
## Program Services Budget Overview

<b>Services/Activities:</b>	<b>2017 Restated</b>		<b>2018 Requested</b>		<b>Net Change 2018 vs 2017</b>	<b>Net Change 2018 vs 2017 (%)</b>
	<b>Gross Budget</b>	<b>Net Budget</b>	<b>Gross Budget</b>	<b>Net Budget</b>		
Environmental Policy	967,200	942,200	981,400	956,400	14,200	1.5%
<b>Total</b>	<b>967,200</b>	<b>942,200</b>	<b>981,400</b>	<b>956,400</b>	<b>14,200</b>	<b>1.5%</b>

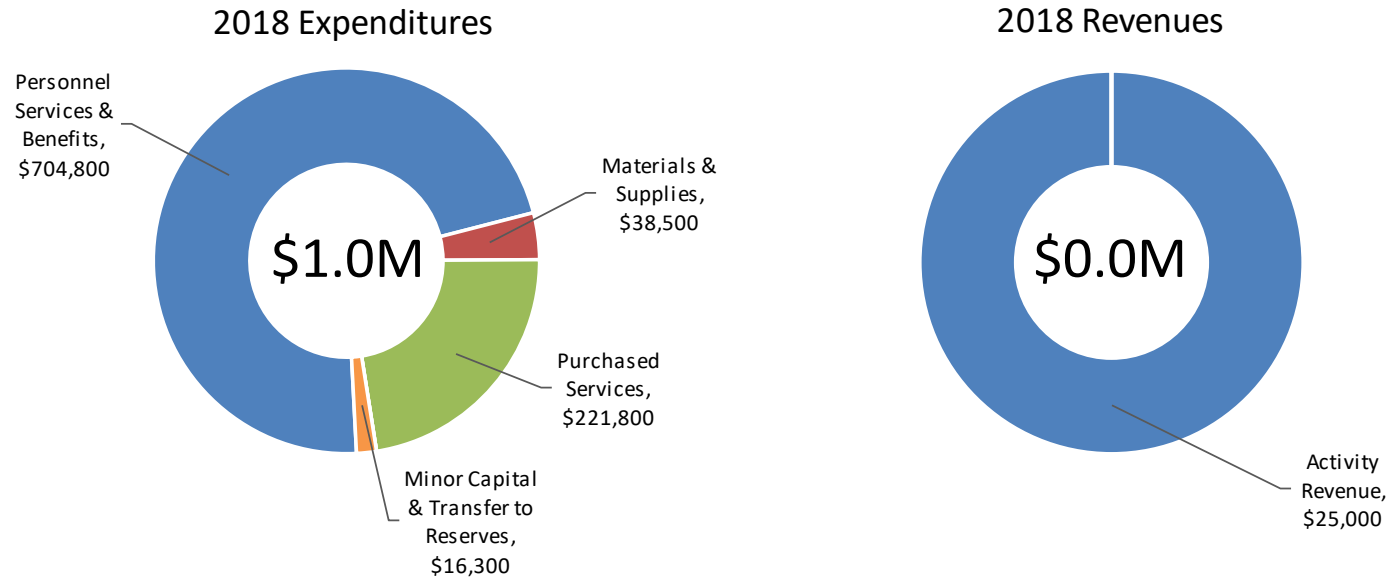
Overall the Environmental Policy program has a net budget of \$956,400 which is an increase of \$14,200 or 1.5%. The Environmental Policy program provides strategic sustainability, environmental and energy policy development; implementation of Oakville's Environmental Strategic Plan (ESP) and overall guidance and support in the areas of environmental stewardship and energy management. The main drivers of the 2018 Environmental Policy budget are salary and wages. In some accounts, expenditures have been reduced to reflect actuals.

# Net Program Budget Change

- Environmental Policy has increased by \$14,200 primarily due to inflationary adjustments for wages and benefits.



## 2018 Program Budget by Component – Net \$956,400



In 2018, the Environmental Policy program’s total expenditures are \$981,400 and total revenues are \$25,000; resulting in a net budget of \$956,400. The net change from the prior year is \$14,200 or 1.5%. The main drivers are the following.

- **Personnel Services & Benefits** make up 72% of the total expenditures and is the main driver of the Environmental Policy Budget. Personnel Services have increased by \$16,600 as a result of anticipated contractual increases as well as inflationary increases for other groups and benefits
- **Purchased Services** make up 23% of the total expenditures and have decreased by \$2,400 as a result of aligning budget with actual expenditures.
- **Materials & Supplies** make up only 4% of the total expenditures. There was no increase to materials & supplies for 2018.
- **Activity Revenue** for the Environmental Policy budget consists of revenue associated with major emitter reviews. There was no increase to revenues for 2018.



## 2019 - 2020 Operating Budget Forecast

<b>Environmental Policy</b>	<b>2018 Requested Budget</b>	<b>2019 Forecast</b>	<b>2018-2019 Change (%)</b>	<b>2020 Forecast</b>	<b>2018-2020 Change (%)</b>
<b>Gross Expenditures by Service</b>					
Environmental Policy	981,400	1,003,900	2.3%	1,023,800	2.0%
<b>Total Gross Expenditures</b>	<b>981,400</b>	<b>1,003,900</b>	<b>2.3%</b>	<b>1,023,800</b>	<b>2.0%</b>
<b>Tax Levy By Service</b>					
Environmental Policy	956,400	978,900	2.4%	998,800	2.0%
<b>Total Tax Levy</b>	<b>956,400</b>	<b>978,900</b>	<b>2.4%</b>	<b>998,800</b>	<b>2.0%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	704,800	722,100	2.5%	736,700	2.0%
Materials & Supplies	38,500	39,300	2.1%	40,100	2.0%
Purchased Services	221,800	226,200	2.0%	230,700	2.0%
Internal Charges	-	-	0.0%	-	0.0%
Other Expenditures	-	-	0.0%	-	0.0%
Minor Capital & Transfer To Reserves	16,300	16,300	0.0%	16,300	0.0%
<b>Total Expenses</b>	<b>981,400</b>	<b>1,003,900</b>	<b>2.3%</b>	<b>1,023,800</b>	<b>2.0%</b>
<b>Revenues By Type</b>					
Activity Revenue	25,000	25,000	0.0%	25,000	0.0%
Internal Recoveries	-	-	0.0%	-	0.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	-	-	0.0%	-	0.0%
<b>Total Revenues</b>	<b>25,000</b>	<b>25,000</b>	<b>0.0%</b>	<b>25,000</b>	<b>0.0%</b>
<b>Tax Levy</b>	<b>\$956,400</b>	<b>\$978,900</b>	<b>2.4%</b>	<b>\$998,800</b>	<b>2.0%</b>

## 2019 - 2020 Budget Forecast Highlights

- The 2019 - 2020 budget inflationary increases only.

## 2018 - 2020 Recommended Capital Budget

The capital budget will provide funds to develop a Biodiversity (Natural Heritage System) Strategy. Also, the purchase of a new software platform has been budgeted in the Energy Management System Solution project to manage and analyze energy consumption across the town and ensure that the Energy Conservation and Demand Management Plan targets are met. Lastly, plans to update the Integrated Community Sustainability Plan are scheduled in 2019.

Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2018	2019	2020	2018	2019	2020
22101604	Biodiversity (Natural Heritage System) Strategy	Strategic Priorities	50,000					
22101701	Energy Management System Solution	Strategic Priorities	101,000	101,000	101,000			
22101801	Integrated Community Sustainability Plan	Strategic Priorities		50,000				
<b>TOTAL</b>			<b>151,000</b>	<b>151,000</b>	<b>101,000</b>			

**Program: Infrastructure Planning & Improvements**

**Program Based Budget**

**2018 - 2020**

## Vision

- To meet the needs of our community today and tomorrow through the provision, management and rehabilitation of municipal transportation infrastructure

## Mission

- Provide safe and sustainable transportation infrastructure to keep residents and businesses of Oakville moving

## Key Initiatives

- Transportation Master Plan update in support of a new DC Bylaw
- Midtown Infrastructure funding strategy (MTO, Halton, Metrolinx)
- Funding partnerships with Metrolinx for the Kerr Street/Burloak Drive grade separation projects
- Completion of engineering design and mitigation strategy for the Lakeshore Rd Streetscape Project.
- Two way conversion of Downtown Streets
- Engineering design/land acquisition for Kerr St Grade Separation Project to accommodate new road alignment
- Wyecroft Road Environmental Assessment Study (Bronte Rd to Kerr St)
- Road Resurfacing Program to support a cost effective pavement network performance
- Active Transportation Capital Program (pedestrian/cycling infrastructure network upgrades and major rehabilitation) and Smart Commute initiatives.
- Completion of Federal/Provincial funding program projects (Canada 150, CWWF, PTIFF)
- Planning/policy work related to the implementation of Automated Speed Enforcement (ASE) in community safety zones (photo radar)
- 10-year Infrastructure Planning capital forecast update

## Additional Program Initiatives:

### **Major Construction Projects:**

- Annual Road Resurfacing & Preservation Program
- Cornwall Rd Reconstruction and Widening Project (Chartwell Rd to Morrison Rd)
- Speers Rd Widening & Reconstruction Project (Third Line to Fourth Line)
- Bridge Rd Reconstruction (Smith Ln to Lee's Ln)
- Sixth Line Widening and Reconstruction north of Dundas St
- Maplehurst Dr Storm Sewer
- Amber Cresc Culvert Replacement
- Westminster Dr Storm Sewer (Lakeshore Rd to Hixon St)
- Coronation Park Storm Outfall Replacement
- Bronte Rd/Rebecca St Intersection Improvements
- Cross Town Trail (Neyagawa Blvd to North Ridge Trail)
- North Service Road Multi-use Pathway (Third Line to Fourth Line)
- Tannery & Waterworks Parks Shoreline Improvement Project

### **Environmental Assessment Studies:**

- Completion of Lakeshore Road EA (Mississauga St to Dorval Dr)
- Initiation of Wyecroft Road EA (Bronte Road to Kerr Street)

### **Engineering Design:**

- Speers Road Widening & Reconstruction Project (Fourth Line to Dorval Drive).
- North Service Road Widening & Reconstruction (Eighth Line to east of Invicta Drive)
- Invicta Drive Reconstruction Project
- Kerr St Grade Separation Project
- Lakeshore Road (Dorval Drive to Fourth Line)
- Bridge Road (Sherin Drive to Third Line)
- Bridge Rd and Warminster Dr bridge structures at Fourteen Mile Creek
- Khalsa Gate Streetscape (south of Dundas St)

### **Other Projects/Programs:**

- Active transportation capital program
- Traffic signal construction program
- Traffic signal optimization program
- Traffic calming program
- Pedestrian Safety Program
- Downtown streets two-way conversion

Road corridor network management to ensure an efficient and safe road system through the coordination of third party activities (e.g. utility and regional work, special event coordination, licenses and encroachment agreements, etc.).

# Program Services

The Infrastructure Planning and Improvements Program provide the following services:



# Key Performance Indicators

## 1. Percentage of gross operating budget

2013	2014	2015	2016	2017
1.9%	1.8%	1.6%	1.5%	1.6%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> 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

2013	2014	2015	2016	2017
2.2%	2.1%	1.8%	1.7%	1.8%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTE's.				
<b>How Calculated:</b> Total program FTEs including part-time / Total town FTEs including part-time				

## 3. Percentage of deficient pavement with the network

2013	2014	2015	2016	2017
10.4	7.3	8.1	9.0	8.5
<b>Why Important:</b> Investing in the state of good repair of the town's road network assists in optimizing life cycle performance and is a key aspect to community sustainability				
<b>How Calculated:</b> 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.				

## 4. Metres of bicycle paths and lanes per 100,000 population (ISO 37120 supporting indicator 18.7)

2013	2014	2015	2016	2017
			104.42	105.82
<b>Why Important:</b> Provides a consistent comparator to other municipalities of varying sizes				
<b>How Calculated:</b> 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. Note – this is a new KPI report that was initiated in 2015. Population figure used for 2017 = 190,100.				

## 5. Kilometres of active transportation implemented per year

2013	2014	2015	2016	2017
16.1km	20.0km	28.3km	18.2km	3.0km
<b>Why Important:</b> Monitors the success of implementation of the Active Transportation Master Plan				
<b>How Calculated:</b> 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				

## 6. Traffic control system performance (intersection level of service) at acceptable levels

2013	2014	2015	2016	2017
99%	98%	98%	98.6%	98.6%
<b>Why Important:</b> 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.				
<b>How Calculated:</b> % of signalized intersections at Level of Service A – D				



## Staffing Overview

Program: Infrastructure Planning & Improvements Services/Activities:	2017 Approved FTE	2018 Capital Impact	2018 Service Adjustment	2018 Reallocation of Staff	2018 Total FTE	Net Change 201 vs 2017
Administration	2.5			(0.1)	2.4	(0.1)
Road Infrastructure Improvements	24.4				24.4	0.0
Road Corridor Management	2.0				2.0	0.0
<b>Total Infrastructure Plan &amp; Improv.</b>	<b>28.9</b>	<b>0.0</b>	<b>0.0</b>	<b>(0.1)</b>	<b>28.8</b>	<b>(0.1)</b>

The staff complement for Infrastructure Planning and Improvements is 28.8 FTE. In 2018, staff complement will decrease by 0.1 FTE's as a result of reallocating a portion of the personnel expenses of the Administrative Assistant FTE to support the Environmental Policy department; this change does not affect the town complement.

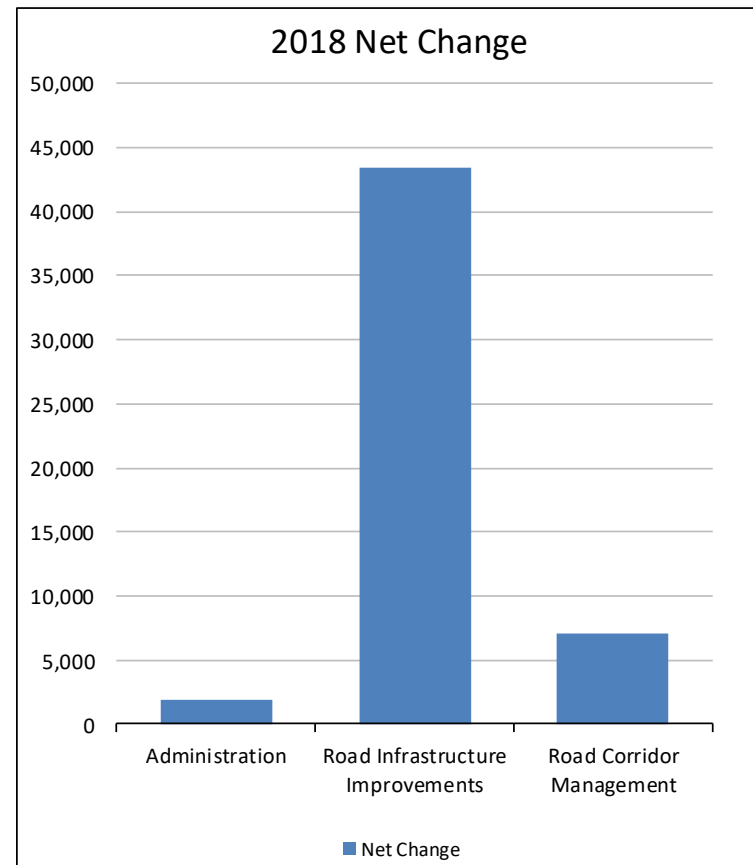
## Program Services Budget Overview

Services/Activities:	2017 Restated		2018 Requested		Net Change 2018 vs 2017 (\$)	Net Change 2018 vs 2017 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Administration	460,600	460,000	462,500	461,900	1,900	0.4%
Road Infrastructure	2,936,500	1,735,300	2,980,300	1,778,700	43,400	2.5%
Road Corridor Management	268,600	35,900	275,400	43,000	7,100	19.8%
<b>Total</b>	<b>3,665,700</b>	<b>2,231,200</b>	<b>3,718,200</b>	<b>2,283,600</b>	<b>52,400</b>	<b>2.3%</b>

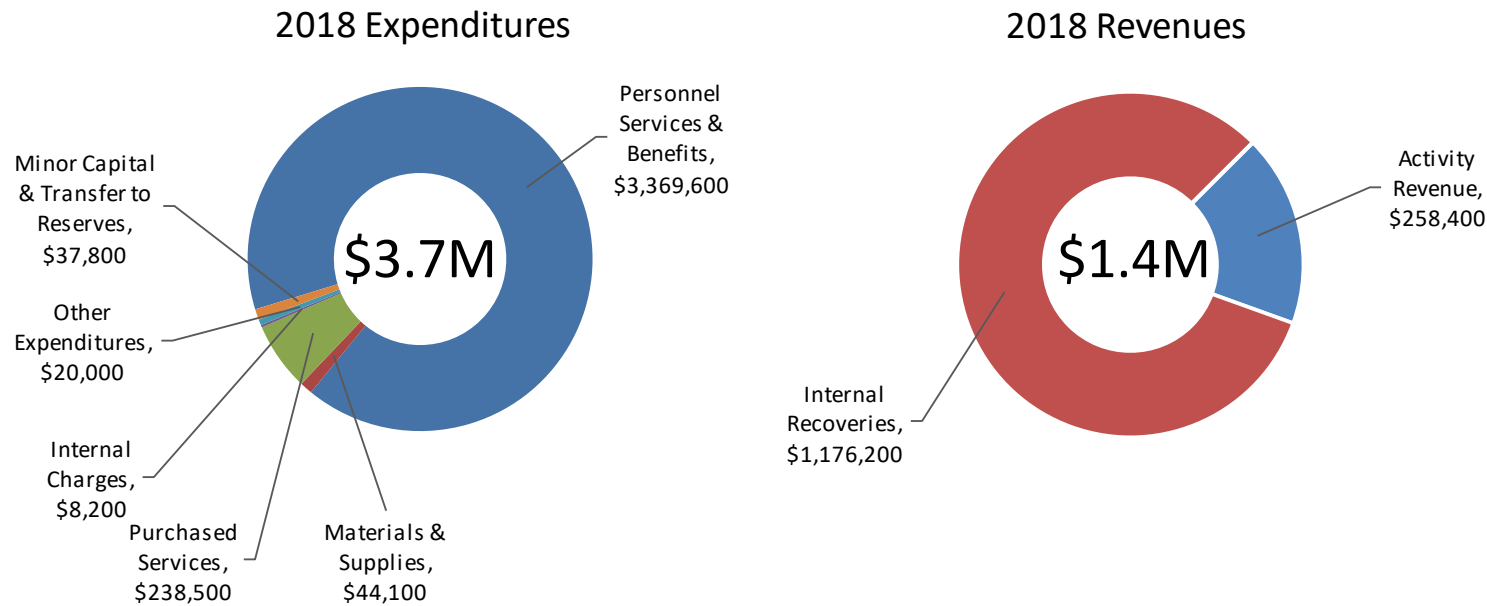
In 2018, the Infrastructure Planning & Improvement budget increased by \$52,400 or 2.3% resulting in a net total budget of \$ 2,283,600. Which reflects the costs for the overall management, coordination and implementation of engineering planning and design and construction of Oakville's transportation infrastructure. The \$52,400 increased is primarily due to inflation to personnel, insurance and minor adjustments to various budgets.

## Net Program Budget Change

- **Administration** has increased \$1,900. Inflationary adjustments for personnel and supplies and an increase to insurance have been offset with the partial reallocation of Administrative staff to Environmental Policy.
- **Road Infrastructure Improvements** has increased \$43,400 primarily due to inflationary and contractual agreements required for salaries and benefits. Additional budget has been included for advertising and professional fees which have been partially offset with reductions to overtime and cell phones.
- **Road Corridor Management** has increased by \$7,100 as a result of inflation and contractual increases for personnel which have been partially offset with reductions to contracted services, legal fees and internal labour charges.



## Program Budget by Component– Net \$2,283,600



The Infrastructure Planning & Improvement program's total expenditures are \$3,718,200 and total revenues are \$1,434,600, resulting in a net budget of \$2,283,600. In 2018, the budget has increased by \$52,400 or 2.3%. The main drivers are highlighted below.

- **Personnel Services & Benefits** is the largest cost component of the budget at \$3.4 million, representing 91% of the total gross expenditures. In 2018, personnel costs have increased by \$51,500 primarily due to inflation and contractual increases for salary and benefits. A portion of the personnel budget for the Administrative Assistant has been reallocated to Environmental Policy to recognize the work completed for this department.
- **Purchased Services** which represents 6% of the gross expenditures have increased by \$6,600 primarily due to an increase to insurance.
- **Materials & Supplies** have increased by \$200 minimal increases have been offset with budget reductions.
- **Internal Recoveries** represent 82% of the total revenue and represent the recoveries from the capital program for staff time spent on project management to implementing various capital program initiatives. In 2018, internal recoveries have decreased by \$3,300 for changes to staff allocations and personnel budget adjustments.
- **Activity Revenue** have increased by \$3,400 to reflect adjustments to other service fees and increases for monthly transit passes.

## 2019 - 2020 Operating Budget Forecast

<b>Infrastructure Planning and Improvements</b>	<b>2018 Requested Budget</b>	<b>2019 Forecast</b>	<b>2018-2019 Change (%)</b>	<b>2020 Forecast</b>	<b>2019-2020 Change (%)</b>
<b>Gross Expenditures By Service</b>					
Administration	462,500	471,500	1.9%	480,600	1.9%
Road Infrastructure Improvements	2,980,300	3,042,900	2.1%	3,100,200	1.9%
Road Corridor Management	275,400	270,000	-2.0%	274,800	1.8%
<b>Total Gross Expenditures</b>	<b>3,718,200</b>	<b>3,784,400</b>	<b>1.8%</b>	<b>3,855,600</b>	<b>1.9%</b>
<b>Tax Levy By Service</b>					
Administration	461,900	470,900	1.9%	480,000	1.9%
Road Infrastructure Improvements	1,778,700	1,816,700	2.1%	1,850,100	1.8%
Road Corridor Management	43,000	38,100	-11.4%	42,900	12.6%
<b>Total Tax Levy</b>	<b>2,283,600</b>	<b>2,325,700</b>	<b>1.8%</b>	<b>2,373,000</b>	<b>2.0%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	3,369,600	3,430,100	1.8%	3,495,600	1.9%
Materials & Supplies	44,100	44,900	1.8%	45,700	1.8%
Purchased Services	238,500	242,900	1.8%	247,300	1.8%
Internal Charges	8,200	8,200	0.0%	8,200	0.0%
Other Expenditures	20,000	20,300	1.5%	20,600	1.5%
Minor Capital & Transfer To Reserves	37,800	38,000	0.5%	38,200	0.5%
<b>Total Expenses</b>	<b>3,718,200</b>	<b>3,784,400</b>	<b>1.8%</b>	<b>3,855,600</b>	<b>1.9%</b>
<b>Revenues By Type</b>					
Activity Revenue	258,400	258,900	0.2%	258,900	0.0%
Internal Recoveries	1,176,200	1,199,800	2.0%	1,223,700	2.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	-	-	0.0%	-	0.0%
<b>Total Revenues</b>	<b>1,434,600</b>	<b>1,458,700</b>	<b>1.7%</b>	<b>1,482,600</b>	<b>1.6%</b>
<b>Tax Levy</b>	<b>\$2,283,600</b>	<b>\$2,325,700</b>	<b>1.8%</b>	<b>\$2,373,000</b>	<b>2.0%</b>

## 2019 - 2020 Budget Forecast Highlights

- Inflationary increases and minor adjustments are anticipated for 2019 and 2020.

## 2018 - 2020 Recommended Capital Budget

The following chart details recommended capital projects for 2018 - 2020. Highlight projects being undertaken in 2018 include the reconstruction and widening of Speers Road and of Sixth Line, land acquisitions and utility relocations for the 3<sup>rd</sup> phase of the widening of Speers Road from Fourth Line to Dorval and for the future widening and grade separation at Kerr Street between Speers Road and North Service Road. In addition, several continuing capital programs (Road Resurfacing Preservation Program, Active Transportation New Facilities and Rehabilitation Programs, Fences and Noise Wall Maintenance and Rehabilitation, Storm Sewer Maintenance and Replacement, Bridge and Culvert Minor Rehabilitation, Traffic Calming and New Signal Construction Programs) are included.

Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2018	2019	2020	2018	2019	2020
53111601	Transportation Master Plan Updates	Growth		553,000				
53111701	Engineering and Construction Cap. Repl.	Infrastructure Renewal	25,000	25,000	25,000			
53310703	Kerr St Widening and Grade Separation (Speers to NSR-N	Growth	4,600,000					
53311410	Speers Rd - GO Station W of 3rd Line to 4th Line	Growth	7,084,000				52,800	
53311502	North Service Road (1km East of Invicta to 8th Line)	Growth		6,562,000			37,200	
53311606	Wyecroft Rd - East of Fourth Line to Weller	Growth		380,000	1,463,000			
53311701	Traffic Management - Intersections	Growth	529,000	1,058,000	2,140,000	1,900		
53311705	Burloak Dr Grade Sep - Harvester to PW D	Growth		27,000,000	27,000,000			
53311713	Speers Road - Fourth Line to Dorval Drive	Growth	1,059,000		4,969,000			35,700
53311805	Speers - East of Dorval Dr to Kerr St	Growth		140,000	1,110,000			
53311806	Khalsa Gate Streetscape - Pine Glen to Cul-de-Sac	Strategic Priorities	187,000	152,000	3,004,000			
53311807	Signal Optimization Program	Growth	185,000	264,000	185,000			
53311903	Lakeshore Road West - Third to Sandwell Drive	Growth		455,000	599,000			
53311910	6th Line - North Park to Burnhamthorpe	Growth		622,000	693,000			
53311911	Pedestrian Overpasses	Growth		1,322,000	4,177,000		2,100	2,100
53312002	Lakeshore Road West - Fourth Line to Sandwell	Growth			464,000			
53312004	North Service Road - 3rd Line to 4th Line	Growth			101,000			

Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2018	2019	2020	2018	2019	2020
53312005	Khalsa Gate Streetscape - Dundas St to Pine Glen	Strategic Priorities			135,000			
53312006	Wyecroft Rd - Sinclair Rd to Kerr St	Growth			224,000			
53312108	Lakeshore Road West - Dorval Dr to Fourth Line	Growth	727,000	464,000	11,752,000			
53321504	Downtown Lakeshore - Reconstruction/Streetscape	Infrastructure Renewal	130,000	4,517,000	4,517,000			
53321607	Invicta Drive - North Service Rd to North Limit	Infrastructure Renewal		1,535,000			5,100	
53321701	Bridge Road - Third Line to Sherin Drive	Infrastructure Renewal	70,000	1,209,000			4,600	
53321801	Transit Layby Lane - McCraney Street	Strategic Priorities	15,000	95,000				100
53322003	Chisholm Street - Rebecca St. to Bond St.	Infrastructure Renewal			95,000			
53331602	Road Safety Program	Infrastructure Renewal	51,000	51,000	51,000			
53331701	Fences and Noise Wall Maintenance & Rehabilitation	Infrastructure Renewal	198,000	198,000	533,000			
53331702	Road Resurfacing and Preservation Program	Infrastructure Renewal	9,643,000	10,150,000	10,150,000			
53341701	Active Transportation Initiatives	Growth	153,000		153,000			
53341702	ATMP Cycle lanes, Pathways etc.	Growth	407,000	407,000	407,000			
53341703	AT Facility Rehabilitation	Infrastructure Renewal	295,000	295,000	295,000			
53351801	Infrastructure Assessment and Engineering Studies	Infrastructure Renewal	102,000		102,000			
53360805	Brookmill Rd Bridge at Joshuas Creek	Infrastructure Renewal	254,000					
53361103	Warminster Dr Bridge at 14 Mile Creek	Infrastructure Renewal	102,000	1,421,000				
53361301	Bridge Rd at 14 Mile Creek Bridge	Infrastructure Renewal	203,000					
53361701	Biannual Structure Inspection	Infrastructure Renewal		203,000				
53361703	Bridge Permitting Allocation	Infrastructure Renewal	49,000	76,000	61,000			
53361704	Bridge & Culvert Minor Rehabilitations - Various Locations	Infrastructure Renewal	345,000	345,000	345,000			
53361801	SSR at Joshua Creek Bridge Rehabilitation	Infrastructure Renewal	51,000	254,000				
53381706	Storm Sewer Maintenance & Replacement Program	Infrastructure Renewal	353,000	353,000	475,000			
53381801	Brant Street/Kerr Street Sewer	Infrastructure Renewal			37,000			
53381804	Storm Sewer Inspection	Infrastructure Renewal	132,000	132,000	116,000			
53381805	Woodhaven Park Drive Sewer	Infrastructure Renewal	112,000	1,741,000				
53381806	Coral Terrace/Birchview Drive Sewer	Infrastructure Renewal		63,000	601,000			
53381901	Storm Sewer - Allocation	Infrastructure Renewal			475,000			
53411701	Traffic Studies and Monitoring	Infrastructure Renewal	53,000	53,000	53,000			
53411703	New Traffic Calming Program	Strategic Priorities	158,000	158,000	158,000			
53411801	Traffic Signal Construction Program	Growth		513,000	513,000	15,600	15,600	15,600
53341901	Active Transportation Studies	Growth		100,000	100,000			
53311006	6th Line - 4 from E-W Connector 1	Growth	4,900,000					
53111801	Transportation Policy Review	Growth	100,000					
53411802	PXO Conversion Program	Infrastructure Renewal	74,000					
<b>TOTAL</b>			<b>32,346,000</b>	<b>62,866,000</b>	<b>77,278,000</b>	<b>17,500</b>	<b>117,400</b>	<b>53,500</b>

A number of projects involve the widening and urbanization of roadways in order to increase capacity to address growing travel demands, as well as accommodate active transportation modes. Operating impacts are required in 2018 - 2020 as a result of additional lane kilometres of roadways, cycling provision, multi-use paths and sidewalks include additional costs for winter control, roadway and sidewalk maintenance, and hydro for traffic signals.





**Program: Parking**  
**Program Based Budget**  
**2018 - 2020**



## Vision

- To provide municipal parking operations for residents and businesses with practices which 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.

## Key Initiatives

- Undertake a commercial parking demand and utilization study
- Conduct North of Dundas parking studies
- Liaise with commercial BIA's with regard to commercial parking programs and services
- Review efficiencies and technologies for improved and alternate service delivery options and programs
- Ensure timely responses to requests for enforcement from the public
- Capital asset management - asses, rehabilitate and replace parking system infrastructure that optimizes life cycle costing, public safety and customer convenience

# Program Services

The Parking Program delivers the following services:



Commercial District Parking  
\$(0.6) M

- Manage and maintain public parking facilities to allow patrons and employees to park safely and conveniently
- Provide payment options, provide permits and ensure adequate parking supply and enforce parking regulations

Parking Operations & Enforcement  
\$0.6 M

- Manage the town-wide parking enforcement program
- Work with all departments to ensure a safe, adequate and well planned parking supply is available to residents town-wide

# Key Performance Indicators

## 1. Percentage of gross operating budget

2013	2014	2015	2016	2017
1.4%	1.4%	1.4%	1.4%	1.5%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> 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

2013	2014	2015	2016	2017
1.3%	1.3%	1.3%	1.3%	1.2%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTE's.				
<b>How Calculated:</b> Total program FTEs including part-time / Total town FTEs including part-time				

## 3. Percentage of available North of Dundas Street parking permits issued

2013	2014	2015	2016	2017
7%	20%	30%	42%	47% Sept. 30, 2017
<b>Why Important:</b> Measures to the growth of a new program in a developing area.				
<b>How Calculated:</b> Total Permits issued/Total Permit spaces available				

## 4. Utilization rate of parking spaces by Commercial District

2013	2014	2015	2016	2017
N/A	69%/64%	62%/65%	N/A	N/A Sept. 30, 2017
<b>Why Important:</b> Assesses the available parking in the commercial districts				
<b>How Calculated:</b> From parking utilization surveys Downtown Oakville /Kerr Village				

## 5. Percentage of tickets paid and not disputed

2013	2014	2015	2016	2017
95%	94%	93%	92%	91% Sept. 30, 2017
<b>Why Important:</b> Assesses the quality of the tickets				
<b>How Calculated:</b> Total tickets issued-# tickets at early resolution and court/total tickets issued				

## 6. Percentage of tickets resolved during facilitation sessions

2013	2014	2015	2016	2017
98%	99%	99%	99.7%	99.7% Sept. 30, 2017
<b>Why Important: Assesses the value and success of the program</b>				
<b>How Calculated:</b> Total number of tickets resolved/Total number of tickets at early resolution				

## Staffing Overview

<b>Program: Parking</b>	<b>2017 Approved FTE</b>	<b>2018 Capital Impact</b>	<b>2018 Service Adjustment</b>	<b>2018 Reallocation of Staff</b>	<b>2018 Total FTE</b>	<b>Net Change 2018 vs 2017</b>
Commercial District Parking	2.0			0.2	2.2	0.2
Parking Operations and Enforcement	17.9			(0.2)	17.7	(0.2)
<b>Total Parking</b>	<b>19.9</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>19.9</b>	<b>0.0</b>

There are no staffing changes for Parking for 2018. Part-time hours have been reallocated between programs resulting in a 0.2 FTE increase in Commercial District Parking and a 0.2 FTE decrease in Parking Operations and Enforcement.

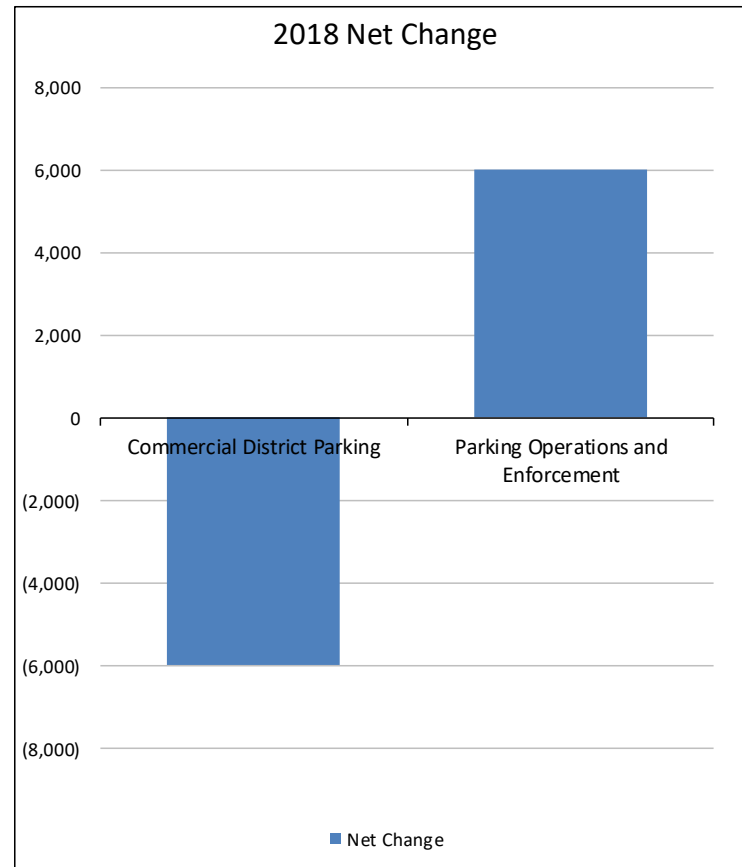
## Program Services Budget Overview

<b>Services/Activities:</b>	<b>2017 Restated</b>		<b>2018 Requested</b>		<b>Net Change 2018 vs 2017</b>	<b>Net Change 2018 vs 2017 (%)</b>
	<b>Gross Budget</b>	<b>Net Budget</b>	<b>Gross Budget</b>	<b>Net Budget</b>		
Commercial District Parking	1,706,300	(641,300)	1,800,800	(647,300)	(6,000)	(0.9%)
Parking Operations and Enforcement	2,699,900	641,300	2,829,800	647,300	6,000	0.9%
<b>Total</b>	<b>\$4,406,200</b>	<b>\$0</b>	<b>\$4,630,600</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>

The 2018 Parking budget has a total gross budget of \$4.6 million and continues to be a self-sustaining operation with expenses fully offset by revenues resulting in a net budget of zero. This includes a projected surplus revenue transfer to the Parking reserve of \$302,500. There are two program activities included in Parking: Commercial District Parking, which includes operating parking lots and permit systems; and Parking Operations and Enforcement, which conducts enforcement and administers the fine process. In 2018, the transfer to the Parking reserve has increased by \$57,500 or 23.56%, primarily due to an increase in parking lot revenue of \$100,500 and Administrative Penalty System revenue of \$123,900.

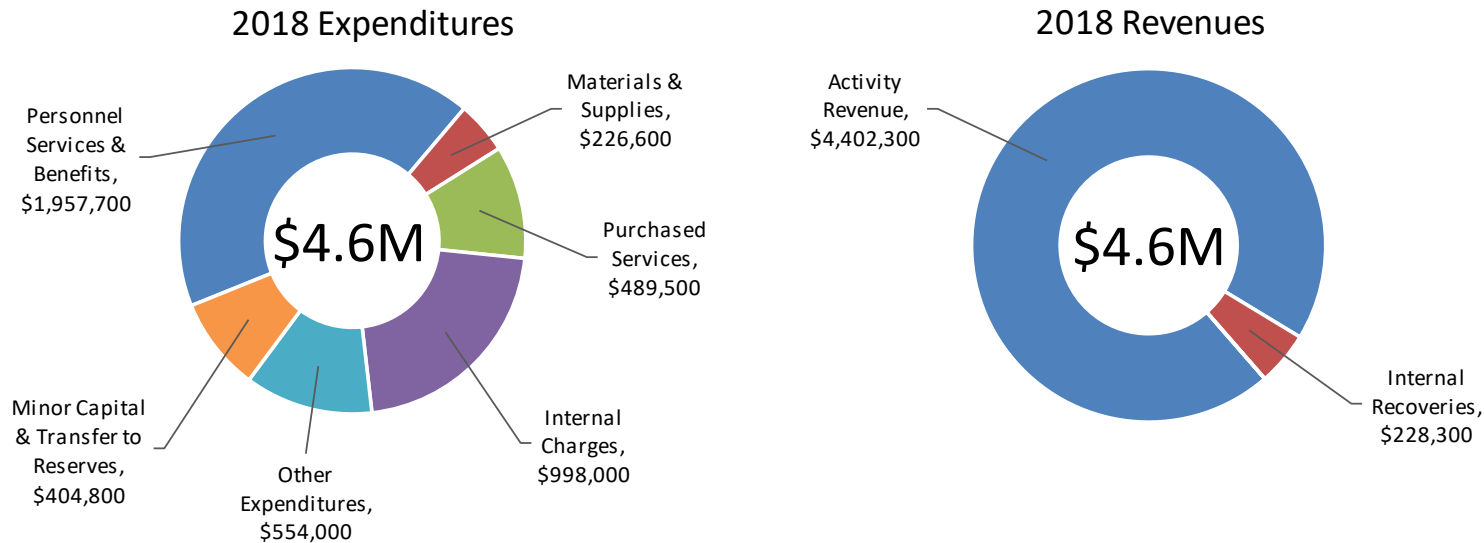
## Net Program Budget Change

- **Commercial District Parking** has decreased by \$6,000. Inflation for expenditures have been budgeted and adjustments made to overtime, janitorial and security services to match current demand. With fee increases anticipated at several Oakville lots, the parking revenue budget increased by \$100,500. The parking program is self-funding and budget adjustments are reflected in the reserve transfer. In 2018, an increased reserve transfer of \$57,500 is budgeted.
- **Parking Operations and Enforcement** has increased by \$6,000. The personnel budget has increased for inflation and contractual increases. Other adjustments have been made to postage and traffic signs. Adjustments have been partially offset by reductions for Ministry of Transportation and Halton Court Services charges. In addition, the Administrative Monetary Penalty revenue budget has been increased by \$123,900.





## Program Budget by Component– Net \$0



The Parking program's total direct operating expenditures are \$4,630,600 and anticipated revenues are \$4,630,600. The budget includes a revenue transfer to the Parking reserve fund of \$302,500 and \$102,300 reserve transfer to parking equipment reserve resulting in a net budget of \$0. Overall program changes are described below.

- **Personnel Services & Benefits** is the largest cost component at \$2.0 million representing 43% of the gross expenditures. In 2018, personnel costs have increased by \$21,200 due partly to increases for inflation and negotiated wage increases. An overtime adjustment has also been included.
- **Internal Charges** comprises \$1.0 million or 19% of the budget and have increased by \$173,100. The increase is mainly due to adjustments made to be consistent with inflationary increase related to internal services such as fleet maintenance, snow removal, software licenses and administrative overhead.
- **Other Expenditures** have decreased by \$15,000 mainly due to budget changes for Ministry of Transportation service fees and Halton Court Services fees.
- **Purchased Services** at a budget of \$489,500 encompasses 11% of the expenditure budget. For 2018, the budget has decreased by \$26,500 primarily due the reduction for the AIMS software license which is now budgeted in the IS department and recovered through the internal chargeback.
- **Materials and Supplies** has increased by \$14,100 to reflect additional postage and utility needs.
- **Minor Capital & Transfer to Reserves** total \$524,800 which includes an annual transfer to the parking equipment reserve of \$102,300 for ongoing replacement of vehicles and equipment. In addition, \$302,500 is transferred to the parking reserve fund which represents the net surplus revenue anticipated for the program. In 2018, the transfer has increased by \$57,500 to net the overall parking program to zero.
- **Activity Revenue** represents 96% of the budgeted revenue and has increased by \$224,400 primarily due to the increase to parking lot and the Administrative Penalty revenue.
- **Internal Recoveries** which is 4% of revenues remains unchanged for 2018.

## 2019 - 2020 Operating Budget Forecast

Parking	2018 Requested Budget	2019 Forecast	2018-2019 Change (%)	2020 Forecast	2018-2020 Change (%)
<b>Gross Expenditures By Service</b>					
Commercial District Parking	1,800,800	1,556,100	-13.6%	1,576,100	1.3%
Parking Operations and Enforcement	2,829,800	2,856,800	1.0%	2,920,600	2.2%
<b>Total Gross Expenditures</b>	<b>4,630,600</b>	<b>4,412,900</b>	<b>(4.7%)</b>	<b>4,496,700</b>	<b>1.9%</b>
<b>Tax Levy By Service</b>					
Commercial District Parking	(647,300)	(906,300)	-40.0%	(1,006,700)	-11.1%
Parking Operations and Enforcement	647,300	906,300	40.0%	1,006,700	11.1%
<b>Total Tax Levy</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	1,957,700	1,998,300	2.1%	2,038,600	2.0%
Materials & Supplies	226,600	231,500	2.2%	243,800	5.3%
Purchased Services	489,500	500,600	2.3%	514,100	2.7%
Internal Charges	998,000	1,013,000	1.5%	1,016,700	0.4%
Other Expenditures	554,000	553,500	(0.1%)	557,300	0.7%
Minor Capital & Transfer To Reserves	404,800	116,000	(71.3%)	126,200	8.8%
<b>Total Expenses</b>	<b>4,630,600</b>	<b>4,412,900</b>	<b>(4.7%)</b>	<b>4,496,700</b>	<b>1.9%</b>
<b>Revenues By Type</b>					
Activity Revenue	4,402,300	3,881,200	(11.8%)	3,856,000	(0.6%)
Internal Recoveries	228,300	228,300	0.0%	228,300	0.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	-	303,400	0.0%	412,400	35.9%
<b>Total Revenues</b>	<b>4,630,600</b>	<b>4,412,900</b>	<b>(4.7%)</b>	<b>4,496,700</b>	<b>1.9%</b>
<b>Tax Levy</b>	<b>\$-</b>	<b>\$-</b>	<b>0.0%</b>	<b>\$-</b>	<b>0.0%</b>

## 2019 - 2020 Budget Forecast Highlights

- There are no significant increases anticipated for 2019. As a result of Lakeshore Road East reconstruction, parking lot revenue and meter revenue has been adjusted to reflect the reduced access to parking spaces. As a result, the transfer to reserve has been reduced to \$0 and a transfer from the parking reserve of \$303,400 has been budgeted
- For 2020, the continuation of Lakeshore Road East reconstruction is reflected in lower than normal revenue and an increased transfer from reserves of \$109,000.

## 2018 - 2020 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. In the coming years, demand and strategy studies will be completed, and additional lots are planned for Kerr Village and Downtown.

Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2018	2019	2020	2018	2019	2020
53511601	Parking Garage - Rehab - FCM	Enterprise Initiatives		6,000	26,000			
53511605	Lot Maintenance and Repair	Enterprise Initiatives	95,000	15,000	15,000			
53511702	Parking - Minor repairs	Enterprise Initiatives	20,000	20,000	43,500			
53511704	Annual Utilization Survey	Enterprise Initiatives	45,000	30,000	30,000			
53511802	Kerr Village Lot	Growth	69,000			(1,000)	(4,800)	
53511901	Downtown Oakville Lot	Growth		77,000			(800)	(2,300)
53511902	Parking Demand Study-North Oakville and Uptown	Growth		200,000				
53511903	Town wide Parking Strategy	Enterprise Initiatives		200,000				
53521602	Replacement of on Street Parking Equipment	Enterprise Initiatives	30,000	131,000	121,000			
53521701	Vehicle Replacement (Operations)	Enterprise Initiatives		35,000				
53521801	Replace Handhelds and Software	Enterprise Initiatives		18,000	40,000			
53521802	Lot Equipment Replacement (Pay and Display)	Enterprise Initiatives	15,000					
53522001	Vehicle Replacement (Enforcement)	Enterprise Initiatives			161,000			
53522002	On Street Paid Parking Program-Expansion	Growth			45,000			(1,200)
53522003	Expansion to Parking Fleet (Enforcement)	Growth			32,000			13,100
<b>TOTAL</b>			<b>274,000</b>	<b>732,000</b>	<b>513,500</b>	<b>(1,000)</b>	<b>(5,600)</b>	<b>9,600</b>



**Program: Municipal Enforcement**

**Program Based Budget**

**2018 - 2020**

## Vision

- To promote livability, protect quality of life and maintain community standards through education, innovation and enforcement

## Mission

- To use industry best practices and legal guidelines to provide exceptional enforcement, parking, and licensing services through strategic planning, innovation and professionalism

## Key Initiatives

- Implement Council approved municipal enforcement strategy
- Develop an innovative way to manage impacts of vacant properties in residential neighbourhoods
- Update and modernize sign permitting processes - with a focus on the customer
- Provide options for the modernization of taxicab regulations - focusing on impacts resulting from Transportation Network Company licensing
- Provide updated noise by-law enforcement training to all officers
- Review and respond to impacts of provincial marijuana legalization legislation
- Review recent implementation of Transportation Network Company and Short-Term Accommodation Licensing for full cost recovery staffing model

## Program Services

The Municipal Enforcement Program delivers the following services:



By-Law  
Services  
\$1.3M

- Legislative Requirements
- Responds to citizen requests to enforce town by-laws
- Attends court to provide evidence related to investigations
- Develops and updates town by-laws

Humane  
Society  
\$0.8M

- Management of the Oakville and District Humane Society service contract

## Key Performance Indicators

### 1. Percentage of gross operating budget

2013	2014	2015	2016	2017
N/A	N/A	N/A	N/A	1.0%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> 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

2013	2014	2015	2016	2017
N/A	N/A	N/A	N/A	0.6%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTE's.				
<b>How Calculated:</b> 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

2013	2014	2015	2016	2017
IB = 65 days IL = 28 days	IB = 87 days IL = 32 days	IB = 69 days IL = 36 days	IB = 41 days IL = 29 days	IB = 25 days IL = 26 days Sept. 30, 2017
<b>Why Important:</b> To continuously ensure the efficiency of investigations and quickly identify opportunities for improvement				
<b>How Calculated:</b> AMANDA report on the average time between the creation of investigative folder to the end of an investigation. 2017 numbers are as of Sept. 30, 2017. IB= regulatory by-law investigations IL= licensing by-law investigations				



#### 4. Number of yearly investigations

2013	2014	2015	2016	2017
IB = 2031 IL = 765 Total: 2796	IB = 1774 IL = 605 Total: 2379	IB = 2074 IL = 885 Total: 2959	IB = 3031 IL = 1164 Total: 4195	IB = 2790 IL = 792 Total: 3582 Sept. 30, 2017
<b>Why Important:</b> Understanding ongoing service demand allows us to monitor trends, predict resource requirements and strategically plan future enhancements				
<b>How Calculated:</b> Number of IB's and IL's taken from AMANDA. 2017 numbers are as of Sept. 30, 2017 – Taxi inspection requirement reduced in 2017. IB= regulatory by-law investigations IL= licensing by-law investigations				

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

2013	2014	2015	2016	2017
BG=97 POA 9 + 17 = 26 LM/PS orders = 102 Total: 225	BG = 117 POA 12 + 7 = 19 LM/PS orders = 123 Total: 259	BG = 47 POA 11 + 16 = 27 Orders = 181 Total: 255	BG= 102 POA = 11 Orders =237 Total: 350	BG = 80 POA = 3 Orders =397 Total: 480 Sept. 30, 2017
<b>Why Important:</b> 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				
<b>How Calculated:</b> Estimate – AMANDA reporting under development BG = 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. 2017 numbers are as of Sept. 30, 2017.				

## Staffing Overview

<b>Program: Parking</b>	<b>2017 Approved FTE</b>	<b>2018 Capital Impact</b>	<b>2018 Service Adjustment</b>	<b>2018 Reallocation of Staff</b>	<b>2018 Total FTE</b>	<b>Net Change 2018 vs 2017</b>
Humane Society	0.0				0.0	0.0
By-law Services	10.2		1.0		11.2	1.0
<b>Total Parking</b>	<b>10.2</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>11.2</b>	<b>1.0</b>

With the approval of the Municipal Enforcement Strategy in 2017, (1) By-Law Enforcement Officer has been added to the department complement for 2018.

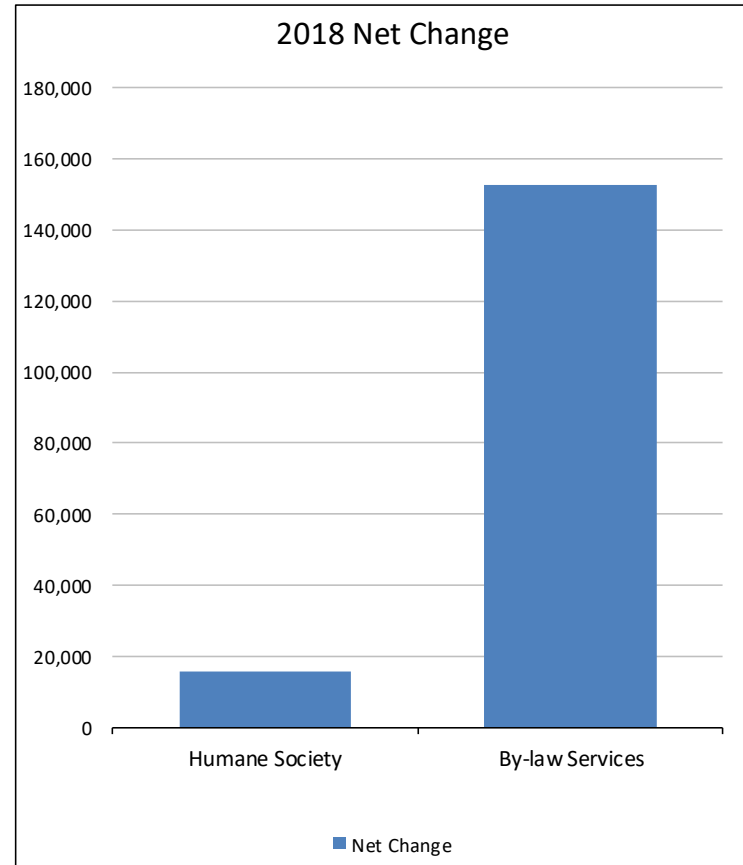
## Program Services Budget Overview

<b>Services/Activities:</b>	<b>2017 Restated</b>		<b>2018 Requested</b>		<b>Net Change 2018 vs 2017</b>	<b>Net Change 2018 vs 2017 (%)</b>
	<b>Gross Budget</b>	<b>Net Budget</b>	<b>Gross Budget</b>	<b>Net Budget</b>		
Humane Society	788,700	788,700	804,500	804,500	15,800	2.0%
By-law Services	1,363,600	1,107,900	1,517,500	1,260,800	152,900	13.8%
<b>Total</b>	<b>\$2,152,300</b>	<b>\$1,896,600</b>	<b>\$2,322,000</b>	<b>\$2,065,300</b>	<b>\$168,700</b>	<b>8.9%</b>

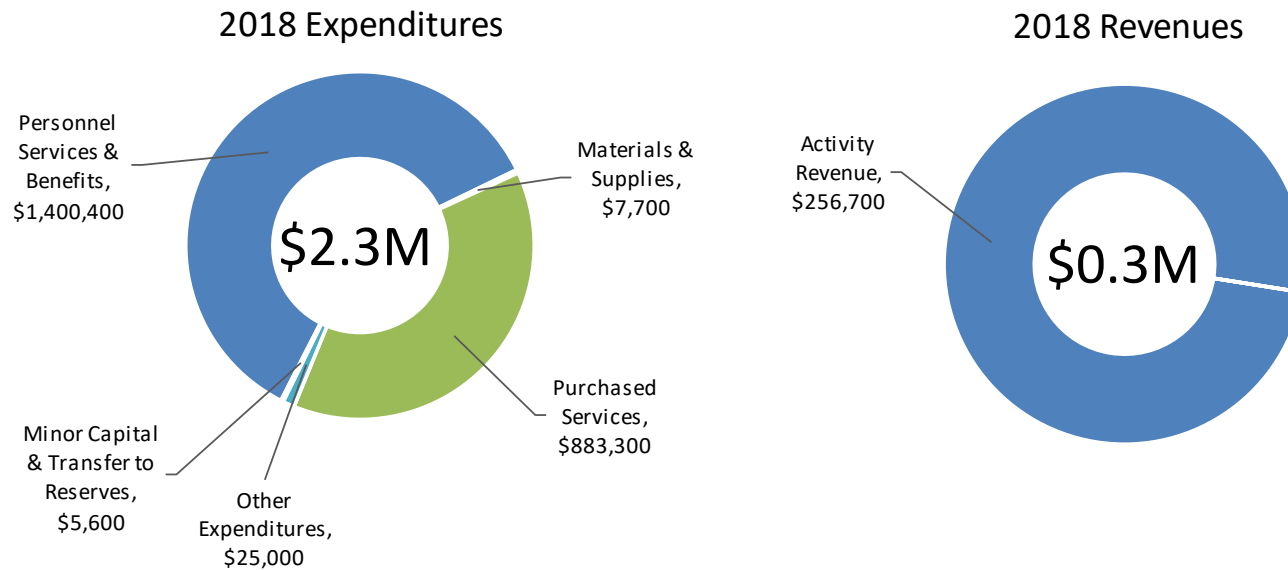
The Municipal Enforcement department was created in 2017 as a separate program from Regulatory Services in order to achieve efficiencies, respond to increasing demand for municipal enforcement and implement the Municipal Enforcement Strategy,. The 2018 budget has increased by \$168,700 or 8.9% resulting in a net total budget of \$2,065,300. By-law Services enforces most of the town's regulatory by-laws with a budget of \$1.3 million which represents 59% of the total program budget. Also included is the Humane Society budget is \$0.8 million and represents the contract with the Oakville Milton Humane Society for animal control services.

## Net Program Budget Change

- **By-law Services** has increased by \$152,900, primarily for the additional by-law enforcement officer which was approved as part of the Municipal Enforcement Strategy in 2017 with a budget of \$110,800. A one time budget of \$18,000 for noise enforcement training has been added to the program and will be removed in 2019. Also included are inflationary impacts for salaries and wages and minor adjustments.
- **Humane Society** contract for animal control services increased by \$15,800 in line with inflation.



## Program Budget by Component– Net \$2,065,300



The Municipal Enforcement program's total direct operating expenditures are \$2,322,000 and anticipated revenues are \$256,700, which results in a net overall budget of \$2,065,300. Additional Municipal Enforcement revenues are reported in the Regulatory Services budget and not accounted for in these numbers. A review is in place to more accurately reflect overall revenue numbers for Municipal Enforcement. Program changes are described below:

- **Personnel Services & Benefits** is the largest component of the budget and represents 60% of the total expense budget. In 2018, personnel costs have increased by \$131,600. In addition to inflation and contractual increases to salary and benefits, the department has also increased the full-time complement for one By-Law Enforcement Officer as approved in the Municipal Enforcement Strategy.
- **Purchased Services** is the second largest expense budget and is 38% of the departmental expense budget. In 2018, the budget has increased by \$38,100 with the most significant driver being an inflation increase to the Oakville Milton Humane Society's grant, along with a one-time budget for staff noise enforcement training.
- **Activity Revenue** partially offsets expenses for the department and includes various fees for sign permits, by-law fines and administrative penalties (additional Municipal Enforcement revenues are reported in the Regulatory Services budget). In 2018, the budget has increased by \$1,000 for minor adjustments.

## 2019 - 2020 Operating Budget Forecast

Parking	2018 Requested Budget	2019 Forecast	2018-2019 Change (%)	2020 Forecast	2018-2020 Change (%)
<b>Gross Expenditures By Service</b>					
Humane Society	804,500	820,600	2.0%	837,000	2.0%
By-law Services	1,517,500	1,703,400	12.3%	1,817,200	6.7%
<b>Total Gross Expenditures</b>	<b>2,322,000</b>	<b>2,524,000</b>	<b>8.7%</b>	<b>2,654,200</b>	<b>5.2%</b>
<b>Tax Levy By Service</b>					
Humane Society	804,500	820,600	2.0%	837,000	-2.0%
By-law Services	1,260,800	1,444,000	14.5%	1,555,000	7.7%
<b>Total Tax Levy</b>	<b>2,065,300</b>	<b>2,264,600</b>	<b>9.6%</b>	<b>2,392,000</b>	<b>5.6%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	1,400,400	1,607,100	14.8%	1,712,000	6.5%
Materials & Supplies	7,700	7,800	1.3%	7,900	1.3%
Purchased Services	883,300	883,500	0.0%	901,600	2.0%
Internal Charges	-	-	0.0%	-	0.0%
Other Expenditures	25,000	25,500	2.0%	26,000	2.0%
Minor Capital & Transfer To Reserves	5,600	100	(98.2%)	6,700	6,600.0%
<b>Total Expenses</b>	<b>2,322,000</b>	<b>2,524,000</b>	<b>8.7%</b>	<b>2,654,200</b>	<b>5.2%</b>
<b>Revenues By Type</b>					
Activity Revenue	256,700	259,400	1.1%	262,200	1.1%
Internal Recoveries	-	-	0.0%	-	0.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	-	-	0.0%	-	0.0%
<b>Total Revenues</b>	<b>256,700</b>	<b>259,400</b>	<b>(1.1%)</b>	<b>262,200</b>	<b>1.1%</b>
<b>Tax Levy</b>	<b>\$2,065,300</b>	<b>\$2,264,600</b>	<b>9.6%</b>	<b>\$2,392,000</b>	<b>5.6%</b>

## 2019 - 2020 Budget Forecast Highlights

- The 2019 net budget is projected to increase by 9.6% or \$199,300. In addition to budget increases for inflation (wages and benefits) and the Oakville Milton Humane Society contract, the budget has been adjusted to include wage increases associated with the Municipal Enforcement Strategy implementation. As noted above, revenues are currently being reported as part of Regulatory services.
- The 2020 net budget is projected to increase by 5.6% or \$127,400 due to inflation and the addition of a By-Law Coordinator included in the Municipal Enforcement Strategy.

**Program: Economic Development**

**Program Based Budget**

**2018 - 2020**

### Vision

- To be recognized by companies as the premier town in Canada in which to locate.

### Mission

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

### Key Initiatives

- Research and develop 5-year Economic Development Strategy.
- Prepare CIP for implementation of Brownfield Redevelopment Strategy.
- Develop Innovation Hub at the former Post Office site downtown.
- Create Mitigation Strategy for Lakeshore Road Reconstruction Project.
- Develop one window approach for filming in Oakville.
- Lead servicing, corporate calling program and marketing initiatives.
- International Business Development - focus on China.



## Program Services

Economic Development is a department of the Town of Oakville. Oakville Tourism Partnership Inc. (Visit Oakville) is an external not-for-profit organization that is housed within the Economic Development department. They provide the following services:



# Key Performance Indicators

## 1. Percentage of gross operating budget

2013	2014	2015	2016	2017
0.3%	0.3%	0.3%	0.3%	0.4%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> 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

2013	2014	2015	2016	2017
0.3%	0.3%	0.3%	0.3%	0.3%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTE's.				
<b>How Calculated:</b> Total program FTEs including part-time / Total town FTEs including part-time				

## 3. Industrial occupancy rate

2013	2014	2015	2016	2017
97.6% Q4	97.6% Q4	98.0% Q4	97.2% Q4	98.9% Sept. 30, 2017
<b>Why Important:</b> Provides information about industrial activity and the availability of existing space for new investment.				
<b>How Calculated:</b> Source: CBRE Limited Industrial Market reports which provide vacancy rates.				

## 4. Office occupancy rate

2013	2014	2015	2016	2017
83.5% Q4	85.7% Q4	79% Q4	74.4% Q4	77.4% Sept. 30, 2017
<b>Why Important:</b> Provides information about commercial activity and the availability of existing space for new investment.				
<b>How Calculated:</b> Source: CBRE Limited Oakville Office Market reports which provide office vacancy rates (direct and sublet).				

## 5. Square feet of industrial development

2013	2014	2015	2016	2017
7,686	182,557	134,189	66,002	208,140 Sept. 30, 2017
<b>Why Important:</b> Measure of the industrial development activity in Oakville for economic development analysis and review of initiatives.				
<b>How Calculated:</b> Town of Oakville Building Permit data – new construction and additions (not alterations).				

## 6. Square feet of commercial development

2013	2014	2015	2016	2017
915,521	889,414	358,104	676,366	303,961 Sept. 30, 2017
<b>Why Important:</b> Measure of the commercial development activity in Oakville for economic development analysis and review of initiatives.				
<b>How Calculated:</b> Town of Oakville Building Permit data – new construction and additions (not alterations)				

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

2013	2014	2015	2016	2017
N/A	N/A	4,226	4,349	4,254 Sept. 30, 2017
<b>Why Important:</b> (ISO 37120 supporting indicator of economic health) – licensed businesses				
<b>How Calculated:</b> Source: Canadian Business Patterns, Statistics Canada, Data on statistical establishments as at December 2016 and June 2017 respectively. Note: The Statistics Canada methodology for determining the number of business locations changed in 2014, which resulted in an increase in the number of businesses, making year-over-year comparisons difficult; data for 2013-2014 is therefore not included.				

## Staffing Overview

<b>Program: Economic Development</b>	<b>2017 Approved FTE</b>	<b>2018 Capital Impact</b>	<b>2018 Service Adjustment</b>	<b>2018 Reallocation of Staff</b>	<b>2018 Total FTE</b>	<b>Net Change 2018 vs 2017</b>
<b>Services/Activities:</b>						
Economic Development	4.0				4.0	0.0
<b>Total Economic Development</b>	<b>4.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>4.0</b>	<b>0.0</b>

The total staff complement for Economic Development is 4.0 FTE's. There are no changes for 2018 and no FTE's associated with Tourism.

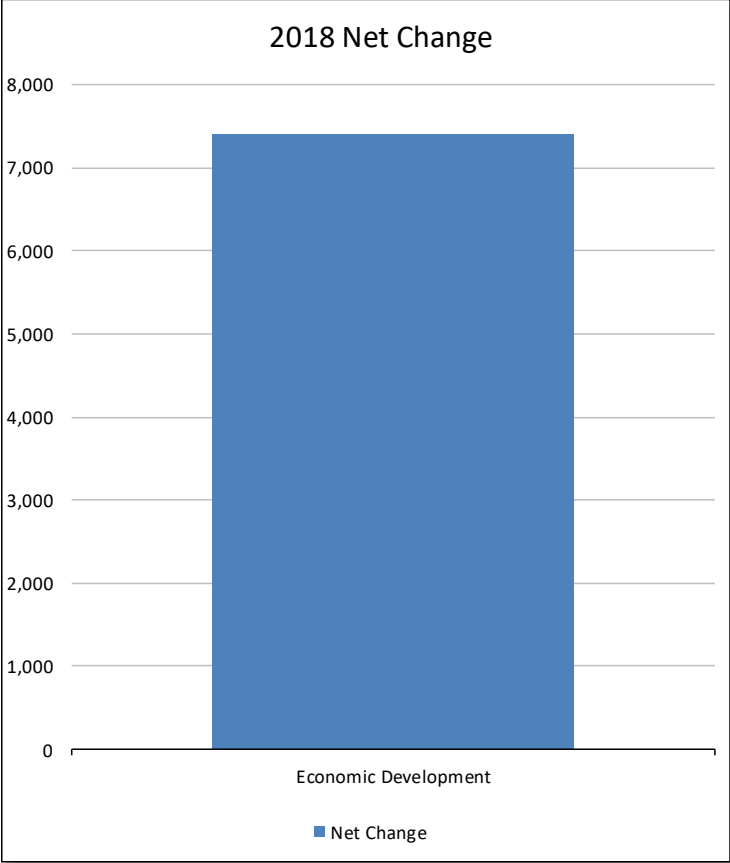
## Program Services Budget Overview

<b>Services/Activities:</b>	<b>2017 Restated</b>		<b>2018 Requested</b>		<b>Net Change 2018 vs 2017</b>	<b>Net Change 2018 vs 2017 (%)</b>
	<b>Gross Budget</b>	<b>Net Budget</b>	<b>Gross Budget</b>	<b>Net Budget</b>		
Economic Development	786,600	786,600	794,000	794,000	7,400	0.9%
<b>Total</b>	<b>786,600</b>	<b>786,600</b>	<b>794,000</b>	<b>794,000</b>	<b>7,400</b>	<b>0.9%</b>

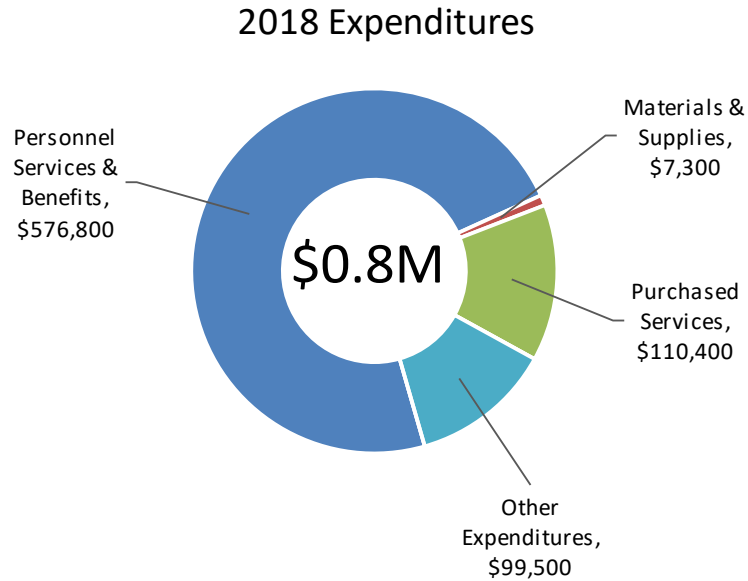
Overall, the Economic Development program has a net budget of \$794,000 which is an increase of \$7,400 or 0.9%. The Economic Development program includes initiatives for investment attraction as well as business retention and expansion, primarily related to commercial and industrial development. This includes marketing, lead servicing, research, business development in targeted industry sectors, and customer service. Salary and wages are the main driver of the Economic Development budget.

# Net Program Budget Change

- **Economic Development** has increased by \$7,400 over 2017. Inflationary costs for salaries and benefits have been included and are the main contributor for the year over year increase.



## 2018 Program Budget by Component –Net \$794,000



In 2018, the Economic Development program's total expenditures are \$794,000, with zero revenues; resulting in a net budget of \$794,000. The net change from the prior year is \$7,400 or 0.9%. The main drivers are the following:

- **Personnel Services and Benefits** make up 73% of the total expenditures and is the main driver of the budget. Personnel costs have increased by \$7,600 due to anticipated contractual increases and inflationary increases for other groups and benefits.
- **Purchased Services** make up 14% of total expenditures and mainly consist of consultant fees and promotion expenses to provide economic development services to the town. Purchased Services have decreased by \$(200) due to a reduction of mileage expenses to match recent trends.
- **Other Expenditures** make up 13% of total expenditures and consists of grants for Tourism.

## 2019 - 2020 Operating Budget Forecast

<b>Economic Development</b>	<b>2018 Requested Budget</b>	<b>2019 Forecast</b>	<b>2018-2019 Change (%)</b>	<b>2020 Forecast</b>	<b>2018-2020 Change (%)</b>
<b>Gross Expenditures By service</b>					
Economic Development	794,000	809,500	2.0%	825,200	1.9%
<b>Total Gross Expenditures</b>	<b>794,000</b>	<b>809,500</b>	<b>2.0%</b>	<b>825,200</b>	<b>1.9%</b>
<b>Tax Levy By Service</b>					
Economic Development	794,000	809,500	2.0%	825,200	1.9%
<b>Total Tax Levy</b>	<b>794,000</b>	<b>809,500</b>	<b>2.0%</b>	<b>825,200</b>	<b>1.9%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	576,800	588,200	2.0%	599,800	2.0%
Materials & Supplies	7,300	7,400	1.4%	7,500	1.4%
Purchased Services	110,400	112,400	1.8%	114,400	1.8%
Internal Charges	-	-	0.0%	-	0.0%
Other Expenditures	99,500	101,500	2.0%	103,500	2.0%
Minor Capital & Transfer To Reserves	-	-	0.0%	-	0.0%
<b>Total Expenses</b>	<b>794,000</b>	<b>809,500</b>	<b>2.0%</b>	<b>825,200</b>	<b>1.9%</b>
<b>Revenues By Type</b>					
Activity Revenue	-	-	0.0%	-	0.0%
Internal Recoveries	-	-	0.0%	-	0.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	-	-	0.0%	-	0.0%
<b>Total Revenues</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
<b>Tax Levy</b>	<b>\$794,000</b>	<b>\$809,500</b>	<b>2.0%</b>	<b>\$825,200</b>	<b>1.9%</b>

## 2019 - 2020 Budget Forecast Highlights

- The 2019 - 2020 budget reflects inflationary increases only.

## 2018-2020 Recommended Capital Budget

The capital forecast will provide funds to update the Economic Development Strategy in 2018. The Economic Development Strategy was developed in 2008 for business retention, expansion and attraction.

Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2018	2019	2020	2018	2019	2020
65101701	Economic Development Strategy Update	Strategic Priorities	25,000					
<b>TOTAL</b>			<b>25,000</b>					



**Program: Building Services**  
**Program Based Budget**  
**2018 - 2020**

## 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

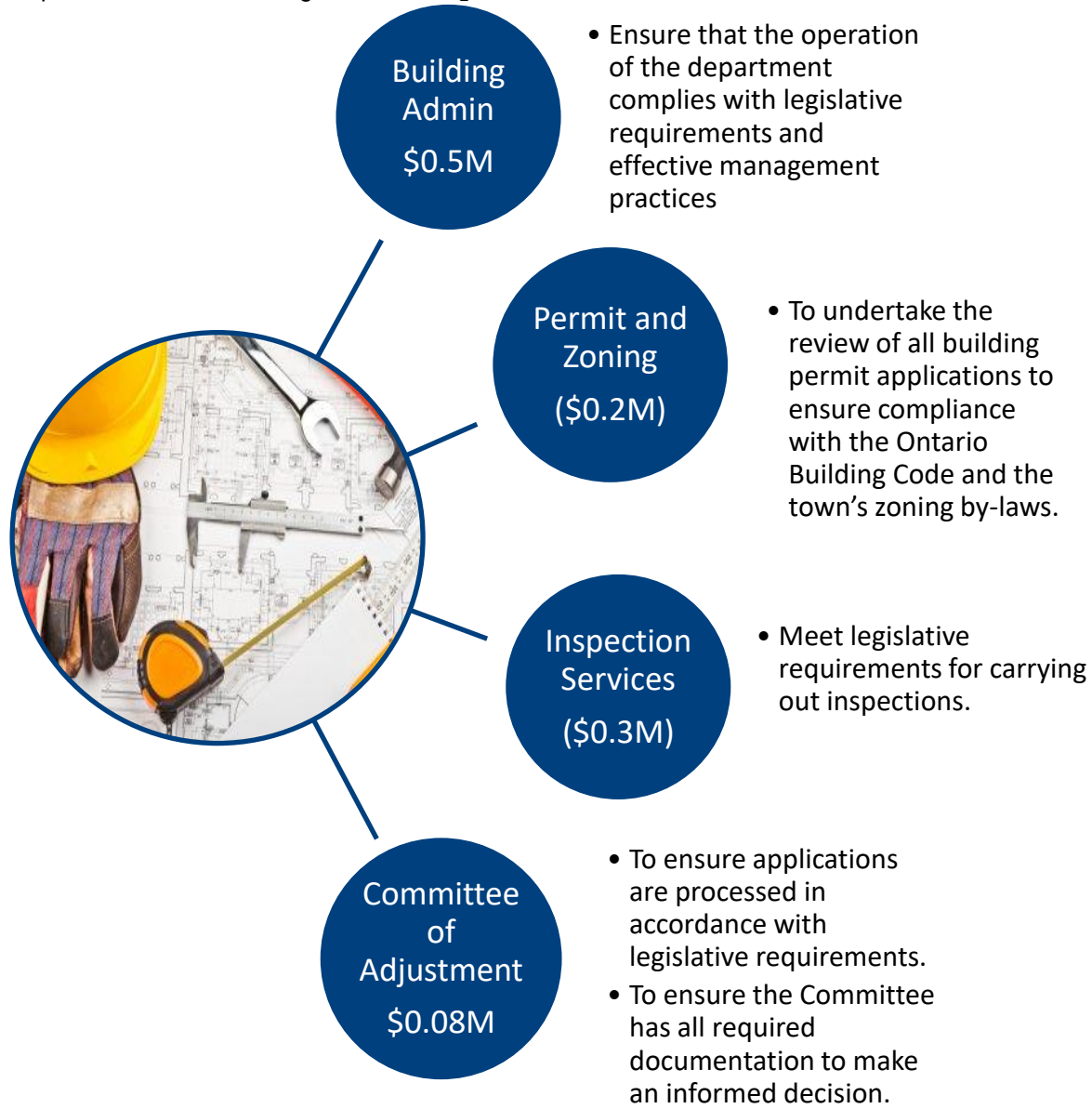
- To inform and assist our customers to ensure safe and orderly development and provide efficient delivery of building and zoning review approvals, inspections, minor variance and consent applications and other related services.

## Key Initiatives

- Undertake a Building Business Process Review
- Develop an implementation plan based on the Business Process Review recommendations.
- Provide staff training on the new 2018 amendments to the Ontario Building Code
- Develop and implement a pilot project for on-line survey plans
- Implement recommendations of the infill residential housing strategy to minimize negative impacts
- Develop an AMANDA Consent folder

# Program Services

The Building Services Department provides activities through the following services:



# Key Performance Indicators

## 1. Percentage of gross operating budget

2013	2014	2015	2016	2017
2.5%	2.5%	2.3%	2.3%	2.3%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> 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

2013	2014	2015	2016	2017
3.2%	3.1%	3.1%	3.0%	3.0%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTE's.				
<b>How Calculated:</b> Total program FTEs including part-time / Total town FTEs including part-time				

## 3. Cost recovery ratio

2013	2014	2015	2016	2017
100%	100%	100%	100%	100%
<b>Why Important:</b> Building Code Act allows for 100% cost recovery and council has directed full cost recovery for Committee of Adjustment.				
<b>How Calculated:</b> (Total Revenue + Transfer from Reserves) / (Gross Revenues – Committee of Adjustments Tax Supported)				

## 4. Percentage of inspections completed within mandated timeframes

2013	2014	2015	2016	2017
99%	99%	99%	99%	99% Sept. 30, 2017
<b>Why Important:</b> Provincially mandated timeframes regulate time taken to complete inspections.				
<b>How Calculated:</b> Results gathered from the Amanda system.				

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

# Days	2013	2014	2015	2016	2017
10 days	9	13	10	11	15 Sept. 30, 2017
15 days	15	14	15	19	19 Sept. 30, 2017
20 days	19	21	15	21	21 Sept. 30, 2017
30 days	29	18	16.5	19.5	0 Sept. 30, 2017
<b>Why Important:</b> Provincially mandated timeframes regulate time taken to process building permit applications.					
<b>How Calculated:</b> Results gathered from the Amanda system.					

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

2013	2014	2015	2016	2017
12 days	12 days	13 days	14 days	14 days Sept. 30, 2017
<b>Why Important:</b> The Planning Act stipulates providing notice of applications a minimum of 10 days prior to a Committee of Adjustment meeting.				
<b>How Calculated:</b> Results gathered from the Amanda system.				

## Staffing Overview

<b>Program: Building Services</b>	<b>2017 Approved FTE</b>	<b>2018 Capital Impact</b>	<b>2018 Service Adjustment</b>	<b>2018 Reallocation of Staff</b>	<b>2018 Total FTE</b>	<b>Net Change 2018 vs 2017</b>
<b>Services/Activities:</b>						
Building Administration	1.8				1.8	0.0
Inspection Services	19.0		2.0		21.0	2.0
Permit & Zoning	20.2		2.0		22.2	2.0
Committee of Adjustment	2.3				2.3	0.0
<b>Total Building Services</b>	<b>43.2</b>	<b>0.0</b>	<b>4.0</b>	<b>0.0</b>	<b>47.2</b>	<b>4.0</b>

Overall, the total staff complement for Building Services is 47.2 FTE's. As per Council's direction on July 10<sup>th</sup>, 2017, approval of 4.0 FTE's have been added to improve compliance with mandatory provincial timelines and regulations.

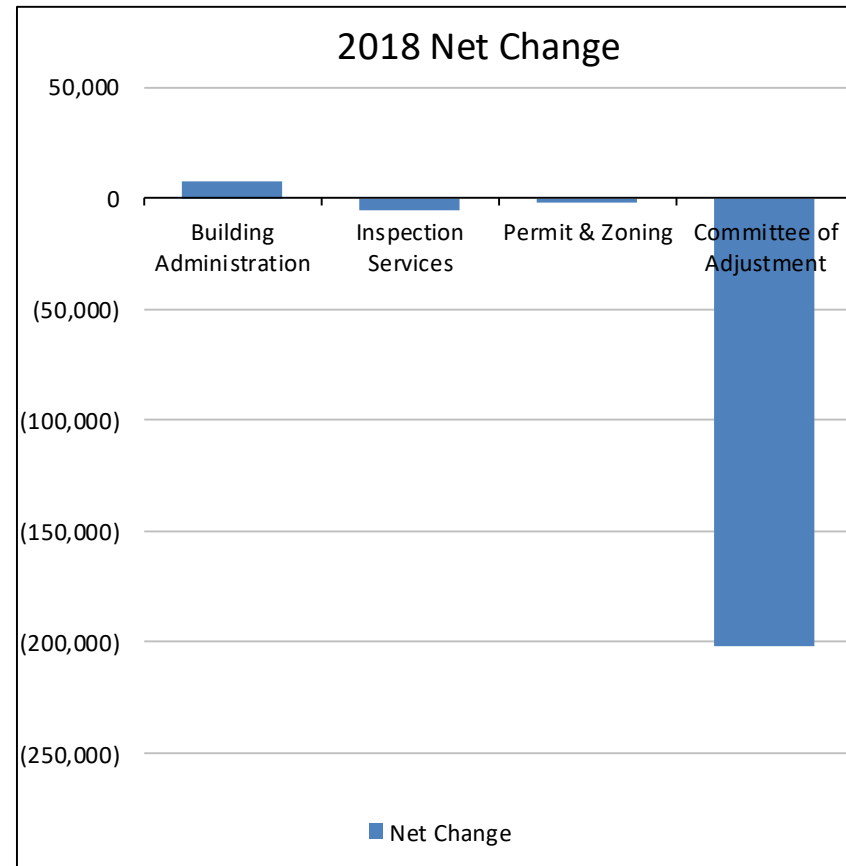
## Program Services Budget Overview

Services/Activities:	2017 Restated		2018 Requested		Net Change 2018 vs 2017	Net Change 2018 vs 2017 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Building Administration	486,200	471,200	493,600	478,400	7,200	1.5%
Inspection Services	4,245,300	(235,600)	3,964,500	(241,000)	(5,400)	(2.3%)
Permit & Zoning	3,958,400	(235,600)	4,211,900	(237,400)	(1,800)	(0.8%)
<b>Sub-total</b>	<b>8,689,900</b>	<b>0</b>	<b>8,670,000</b>	<b>0</b>	<b>0</b>	<b>-</b>
Committee of Adjustment	872,300	280,200	885,200	78,200	(202,000)	(72.1%)
<b>Total</b>	<b>9,562,200</b>	<b>280,200</b>	<b>9,555,200</b>	<b>78,200</b>	<b>(202,000)</b>	<b>(72.1%)</b>

The Building Services program is a 100% cost recovered program, meaning total gross expenditures of \$8.7 million have been fully offset by revenues resulting in a net budget of zero, after a projected surplus revenue transfer to reserve of \$1.3 million for 2018. Building Services ensures that all construction within the municipality meet Ontario Building Code minimum standards to ensure life safety for all residents, businesses and workers. In 2018, Building permit rates have been increased by 1.4% and average volumes have been projected resulting in an increase activity revenue of \$237,900. Funding of 4 additional FTE's approved by council in 2017 to improve compliance with mandatory timelines has ensued an increase to personnel services. As a result, the transfer to the Building Enterprise reserve has been reduced by (\$519,500) from 2017. Overall gross expenditures have decreased by (\$7,000) which is primarily a result of the reduction to the transfers to Building Enterprise reserve. The 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 2018, the total net budget for Committee of Adjustment is \$ 78,200, which has decreased by (\$202,000) or (72.1%) as a result of an alignment of costs and fees to reflect the delivery of service.

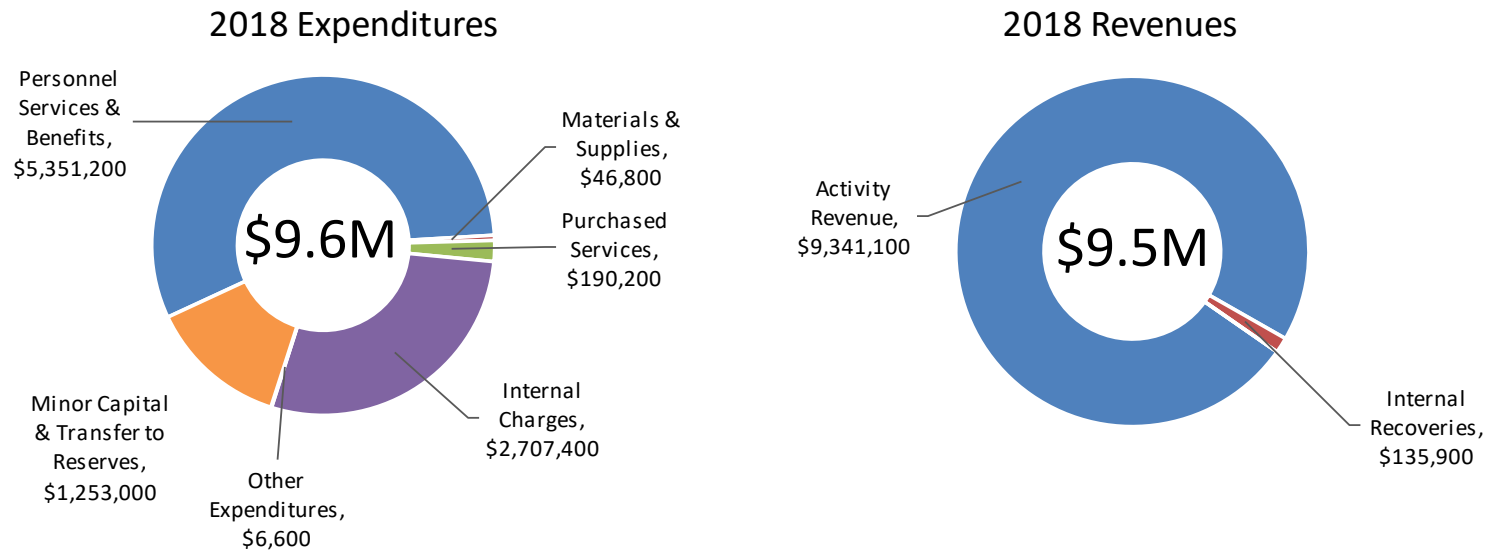
## Net Program Budget Change

- **Administration** has increased \$7,800 primarily due to inflationary adjustments for wages and benefits and an increase to internal charges.
- **Inspection Services** has decreased (\$5,400). Increased personnel costs for additional building inspector positions results in a reduced transfer to the Building Maintenance reserve. Overall, the Building program still results in a net surplus with the 2018 transfer to the Building Enterprise reserve budgeted at \$1.3M, a (\$520,600) reduction from 2017.
- **Permit & Zoning** has decreased (\$1,800) primarily due to the increase to personnel services from the additional approved positions which is almost entirely mitigated with increased permit revenue of \$253,400 due to anticipated average volumes.
- **Committee of Adjustment** has decreased (\$202,000) mainly as a result of increased revenue of \$259,900. A review of rates was conducted and fees were adjusted to bring the program closer to full cost recovery.





## Program Budget by Component– Net \$78,200



In 2018, total direct operating expenditures for Building Services and Committee of adjustment is \$9,555,200 and total revenues are \$ 9,477,000 which results in a net revenue transfer to the Building Enterprise reserve of \$1,253,000 for an overall net budget of \$ 78,200. Overall, the Building Services portion of the budget is net to zero by recovering 100% of costs of the services with the net budget of \$ 78,200 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 \$5.4 million. In 2018, personnel costs have increased by \$514,900, to include inflationary wage and benefit increases. In addition, 4 Inspection positions have been included to keep up with recent peak demand which is expected to continue into 2018.
- **Internal Charges** is the second largest component with \$2.7 million, which have decreased by \$2,400 to reflect other departments direct and indirect costs attributed to the delivery of Building Services.
- **Minor Capital and Transfer to Reserves**, third largest portion, has decreased by \$519,500 which is a reflection of the reduced transfer to the Building Enterprise Reserve to the revised amount of \$1.3 million.
- **Activity Revenue** represents 99% of the total revenue for the Building Services program. In 2018, activity revenue is projected to increase by \$237,900 mainly due to inflationary rate increases and to reflect average unit volumes.
- **Internal Recoveries** have decreased by \$42,900 which are a recovery from Planning and Development Engineering to reflect the use of Building resources in delivery of those services.

## 2019 - 2020 Operating Budget Forecast

<b>Building Services</b>	<b>2018 Requested Budget</b>	<b>2019 Forecast</b>	<b>2018-2019 Change (%)</b>	<b>2020 Forecast</b>	<b>2019-2020 Change (%)</b>
<b>Gross Expenditures By Service</b>					
Building Administration	493,600	499,400	1.2%	505,300	1.2%
Inspection Services	3,964,500	4,505,600	13.6%	4,342,900	-3.6%
Permit & Zoning	4,211,900	4,242,000	0.7%	4,274,200	0.8%
Committee of Adjustment	885,200	889,900	0.5%	894,400	0.5%
<b>Total Gross Expenditures</b>	<b>9,555,200</b>	<b>10,136,900</b>	<b>6.1%</b>	<b>10,016,800</b>	<b>(1.2%)</b>
<b>Tax Levy By Service</b>					
Building Administration	478,400	484,200	1.2%	490,100	1.2%
Inspection Services	(241,000)	(242,100)	(0.5%)	(245,000)	(1.2%)
Permit & Zoning	(237,400)	(242,100)	(2.0%)	(245,100)	(1.2%)
Committee of Adjustment	78,200	66,700	(14.7%)	54,800	-17.8%
<b>Total Tax Levy</b>	<b>78,200</b>	<b>66,700</b>	<b>(14.7%)</b>	<b>54,800</b>	<b>(17.8%)</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	5,351,200	5,459,900	2.0%	5,568,700	2.0%
Materials & Supplies	46,800	47,600	1.7%	48,400	1.7%
Purchased Services	190,200	193,800	1.9%	197,400	1.9%
Internal Charges	2,707,400	2,707,400	0.0%	2,707,400	0.0%
Other Expenditures	6,600	6,700	1.5%	6,800	1.5%
Minor Capital & Transfer To Reserves	1,253,000	1,721,500	37.4%	1,488,100	(13.6%)
<b>Total Expenses</b>	<b>9,555,200</b>	<b>10,136,900</b>	<b>6.1%</b>	<b>10,016,800</b>	<b>(1.2%)</b>
<b>Revenues By Type</b>					
Activity Revenue	9,341,100	9,934,300	6.4%	9,826,100	(1.1%)
Internal Recoveries	135,900	135,900	0.0%	135,900	0.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	-	-	0.0%	-	0.0%
<b>Total Revenues</b>	<b>9,477,000</b>	<b>10,070,200</b>	<b>6.3%</b>	<b>9,962,000</b>	<b>(1.1%)</b>
<b>Tax Levy</b>	<b>\$78,200</b>	<b>\$66,700</b>	<b>(14.7%)</b>	<b>\$54,800</b>	<b>(17.8%)</b>

## 2019 - 2020 Budget Forecast Highlights

- In 2019 inflationary fee increases have been incorporated and activity revenue is expected to increase \$593,200 based on average volume increases. Personnel costs have been increased to include inflationary costs. Overall, 2019 results in an expected increase transfer to the Building Enterprise Reserve of \$468,500 to \$1.7M.
- 2020 reflects inflationary changes of personnel and fees from 2019 .

## 2018 - 2020 Recommended Capital Budget

The recommended project is to undertake an end-to-end process and service review from permit application to issuance to inspections in order to identify opportunities to streamline, simplify and reduce the time it takes for permit issuance and improve customer service.

Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2018	2019	2020	2018	2019	2020
62101701	Building Services Business Process Review	Enterprise Initiatives	251,000	101,000				
<b>TOTAL</b>			<b>251,000</b>	<b>101,000</b>				



**Program: Planning Services**

**Program Based Budget**

**2018 - 2020**

## Vision

- To promote the development and maintenance of a livable and sustainable community in order to enhance the natural, cultural, social and economic environments of the Town of Oakville.

## Mission

- As a team, strive for excellence in creating and maintaining a livable community for present and future generations.

## Key Initiatives

- Continue the Five Year review and update of the Town's Official Plan (Livable Oakville) and consolidation of the North Oakville East and West Secondary Plans to create one Livable Oakville Official Plan.
- Completing Growth Area Reviews consistent with Urban Structure and commencing Residential Area review and Provincial and Regional Plan conformity.
- Continue to co-lead the Midtown Strategy to implement the Midtown EA, update to the Livable Oakville Plan, Urban Design and Parking Strategy and new zoning.
- Continuing Livable by Design Manual documents to implement Official Plan Review.
- Continued management of the Kerr Street Community Improvement Plan Façade Program.
- Continue the work under the Heritage Work Program including implementation of the Cultural Heritage Landscape Strategy.
- Continue to collaborate with other Town depts. on Corporate initiatives, ie. Transportation on the Lakeshore EA, Wayfinding, Sign By-law.
- Continue to develop policy frameworks and implementation tools for high priority properties (OTMH, Brantwood, Glen Abbey, Public Works, Life Sciences)

# Program Services

Planning delivers the following services:



# Key Performance Indicators

## 1. Percentage of gross operating budget

2013	2014	2015	2016	2017
1.8%	2.0%	1.9%	1.8%	1.7%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> 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

2013	2014	2015	2016	2017
2.2%	2.1%	2.0%	2.0%	1.9%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTE's.				
<b>How Calculated:</b> Total program FTEs including part-time / Total town FTEs including part-time				

## 3. Cost recovery ratio

2013	2014	2015	2016	2017
54%	55%	54%	59%	53% Sept. 30, 2017
<b>Why Important:</b> 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.				
<b>How Calculated:</b> 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) meeting statutory timeframes

2013	2014	2015	2016	2017
NA	75%	80%	54%	29% Oct. 31 2017
<b>Why Important:</b> Ensure that Planning Services is meeting legislated timing for processing development applications.				
<b>How Calculated:</b> Tracked from AMANDA system to measure the time taken to process applications from "Open" to "Council decision" status.				

## 5. Percentage of site plan applications processed from initiation to recommendation within 4 months

2013	2014	2015	2016	2017
NA	75%	74%	70%	15% June. 30, 2017
<b>Why Important:</b> Ensure that Planning Services is meeting legislated timing for processing Site Plan applications.				
<b>How Calculated:</b> Tracked from AMANDA to measure the time taken to process applications from "Open" to "Clearing Conditions" status.				



## 6. Percentage of Council Decisions related to Development Applications\* Appealed within 12 months

2013	2014	2015	2016	2017
50%	40%	19%	8%	38% Sept. 30, 2017
<b>Why Important:</b> The percentage of Council decisions related to development applications that are appealed, measures the effectiveness of the Official Plan.				
<b>How Calculated:</b> Tracked from AMANDA to measure the percentage of Council decisions related to development applications (*Subdivision and Condominium applications, Zoning By-law amendments and Official Plan amendments). *Applications received and appealed in 2017 until October 31, 2017.				

## Staffing Overview

Program: Planning Services	2017 Approved FTE	2018 Capital Impact	2018 Service Adjustment	2018 Reallocation of Staff	2018 Total FTE	Net Change 2018 vs 2017
Administration	2.5			(1.0)	1.5	(1.0)
Urban Design	5.0				5.0	0.0
Current Planning	14.0				14.0	0.0
Policy Planning & Heritage	9.0				9.0	0.0
<b>Total Planning Services</b>	<b>30.5</b>	<b>0.0</b>	<b>0.0</b>	<b>(1.0)</b>	<b>29.5</b>	<b>(1.0)</b>

Overall, the total staff complement for Planning is 29.5 FTE's. In 2018, there was a reallocation of 1.0 FTE as the Manager of Planning position was reallocated to the corporate pool to be repurposed when required. In addition it should be noted that 1 position remains unfunded or "gapped".

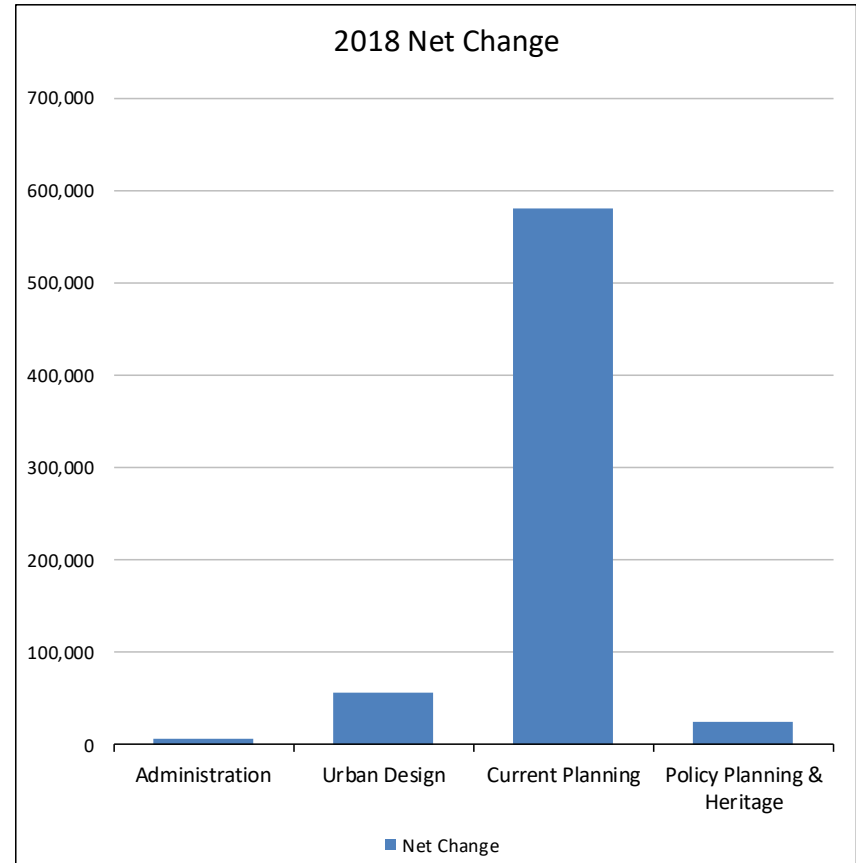
## Program Services Budget Overview

Services/Activities:	2017 Restated		2018 Requested		Net Change 2018 vs 2017	Net Change 2018 vs 2017 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Administration	473,700	444,600	480,700	451,100	6,500	1.5%
Urban Design	1,097,100	1,006,400	1,124,000	1,062,400	56,000	5.6%
Current Planning	3,742,700	(973,700)	3,915,200	(394,200)	579,500	59.5%
Policy Planning & Heritage	1,414,500	1,195,200	1,424,600	1,219,400	24,200	2.0%
<b>Total</b>	<b>6,728,000</b>	<b>1,672,500</b>	<b>6,944,500</b>	<b>2,338,700</b>	<b>666,200</b>	<b>39.8%</b>

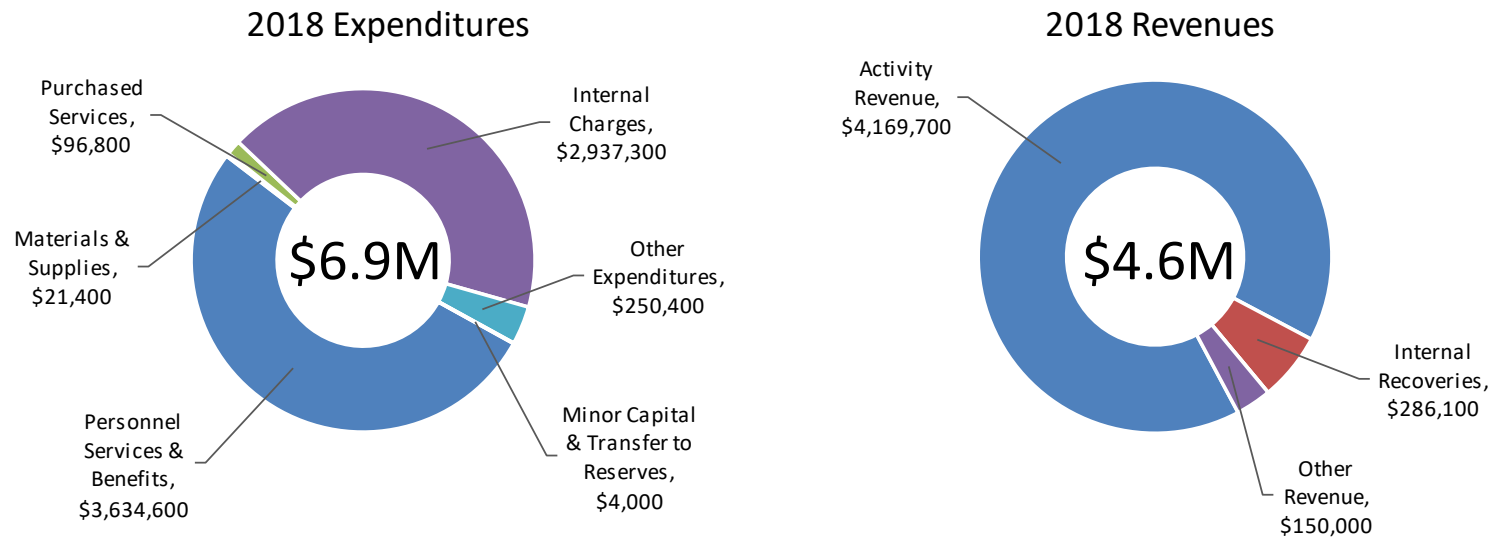
In 2018, the Planning Services program budget has increased by \$666,200 resulting in a net total budget of \$2,338,700. The largest portion of the total net budget is Policy Planning & Heritage at \$1.2 million which represent costs to help manage growth while balancing community needs, economic prosperity and environmental sustainability. Urban Design is the next largest portion of the total net budget at \$1.1 million which are the costs necessary to ensure that policies and practices reflect the town's strategic direction to enhance its built environment. The costs associated with Current Planning are to review and process development applications which is offset by revenues from the applications resulting in a net budget of (\$0.4) million. In 2018, a strategy of budgeting revenue based on historical average volumes has been employed as a means of stabilizing revenues and to mitigate fluctuations in development activity. As a result, the budget for planning activity revenue has been increased by \$1.4 million to a total amount of \$4.2 million, particularly in site plan, subdivision applications and zoning by-law amendments. As a result, the transfer from the Planning Stabilization Reserve of \$1.8 million previously being used to stabilize revenue has been eliminated as the program is projected to achieve the cost recovery ratios as indicated in the Rates and Fees model.

## Net Program Budget Change

- **Administration** has increased \$6,500 primarily due to inflationary and contractual increases for wages and benefits.
- **Urban Design** has increased \$56,000 primarily due to the reduction of staff time allocated to capital projects. In addition contractual and inflationary increases for wages and benefits have been included.
- **Current Planning** has increased \$579,500 primarily as a result of the removal of the transfer from the Planning Stabilization reserve previously used to bring the program to the cost recovery target. This transfer is no longer required as a strategy of budgeting average volumes. In addition, un-gapping of personnel costs for one Planner has been included for 2018; the internal recovery has been increased for staff time spent on other departments fee for service delivery; and a recovery from capital has been removed for staff time to be spent on the Official Plan update. Rate increases to fees have been included, overall activity revenue is expected to increase due to anticipated average volumes, particularly in site plan, subdivision applications and zoning by-law amendments.
- **Policy Planning & Heritage** has increased \$24,200 primarily due to the reduction of staff time allocated to capital projects. In addition contractual and inflationary increases for wages and benefits have been included.



## Program Budget by Component– Net \$2,338,700



In 2018, the Planning Services program has total expenditures of \$6,944,500 and total revenues of \$4,605,800 resulting in a net budget of \$2,338,700. The main drivers for the change are the following:

- **Personnel Services & Benefits** represents 52% of the total gross expenditures for Planning Services with \$3.6 million. In 2018, personnel costs have increased by \$170,800, primarily due to the un-gapping of a Planner. In addition inflationary and contractual increases for salaries and benefits have been included.
- **Internal Charges** is the second largest cost component at 42% with \$2.9 million and represent direct and indirect costs from other departments involved in the Planning application process. In 2018, internal charges have increased by \$46,300 to reflect inflationary increases from other departments involved in the planning process that can be recovered through Planning fees.
- **Purchased Services** have decreased by \$600, due to a reduction in advertising costs to reflect 5 year trends.
- **Activity Revenue** represents 91% of the total revenue for Planning Services with \$4.2 million. Activity revenue has increased by \$1,440,100 due to inflationary increases to rates and budgeting at average volumes particularly in site plan, subdivision applications and zoning by-law amendments.
- **Other Revenue** primarily consists of the transfer from the Planning Stabilization reserve which was previously used to help smooth out impacts due to volatility in application volumes. The transfer from reserve has decreased by \$1,821,100, as average volumes are now used, and a transfer from the stabilization reserve is no longer required to achieve cost recovery ratios.
- **Internal Recoveries** have decreased by \$68,700 to reflect a reduction in labour recovery from capital projects.

## 2019 - 2020 Operating Budget Forecast

Planning Services	2018 Requested Budget	2019 Forecast	2018-2019 Change (%)	2020 Forecast	2019-2020 Change (%)
<b>Gross Expenditures By Service</b>					
Administration	480,700	486,600	1.2%	492,500	1.2%
Urban Design	1,124,000	1,136,900	1.1%	1,150,200	1.2%
Current Planning	3,915,200	3,950,300	0.9%	3,986,200	0.9%
Policy Planning & Heritage	1,424,600	1,452,700	2.0%	1,481,300	2.0%
<b>Total Gross Expenditures</b>	<b>6,944,500</b>	<b>7,026,500</b>	<b>1.2%</b>	<b>7,110,200</b>	<b>1.2%</b>
<b>Tax Levy By Service</b>					
Administration	451,100	457,000	1.3%	462,900	1.3%
Urban Design	1,062,400	1,074,700	1.2%	1,087,400	1.2%
Current Planning	(394,200)	(442,400)	(12.2%)	(491,400)	-11.1%
Policy Planning & Heritage	1,219,400	1,247,100	2.3%	1,275,300	2.3%
<b>Total Tax Levy</b>	<b>2,338,700</b>	<b>2,336,400</b>	<b>(0.1%)</b>	<b>2,334,200</b>	<b>(0.1%)</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	3,634,600	3,709,300	2.1%	3,785,600	2.1%
Materials & Supplies	21,400	21,700	1.4%	22,000	1.4%
Purchased Services	96,800	98,700	2.0%	100,600	1.9%
Internal Charges	2,937,300	2,937,300	0.0%	2,937,300	0.0%
Other Expenditures	250,400	255,400	2.0%	260,500	2.0%
Minor Capital & Transfer To Reserves	4,000	4,100	2.5%	4,200	2.4%
<b>Total Expenses</b>	<b>6,944,500</b>	<b>7,026,500</b>	<b>1.2%</b>	<b>7,110,200</b>	<b>1.2%</b>
<b>Revenues By Type</b>					
Activity Revenue	4,169,700	4,253,000	2.0%	4,337,900	2.0%
Internal Recoveries	286,100	287,100	0.3%	288,100	0.3%
Grants	-	-	0.0%	-	0.0%
Other Revenue	150,000	150,000	0.0%	150,000	0.0%
<b>Total Revenues</b>	<b>4,605,800</b>	<b>4,690,100</b>	<b>1.8%</b>	<b>4,776,000</b>	<b>1.8%</b>
<b>Tax Levy</b>	<b>\$2,338,700</b>	<b>\$2,336,400</b>	<b>(0.1%)</b>	<b>\$2,334,200</b>	<b>(0.1%)</b>

## 2019 - 2020 Budget Forecast Highlights

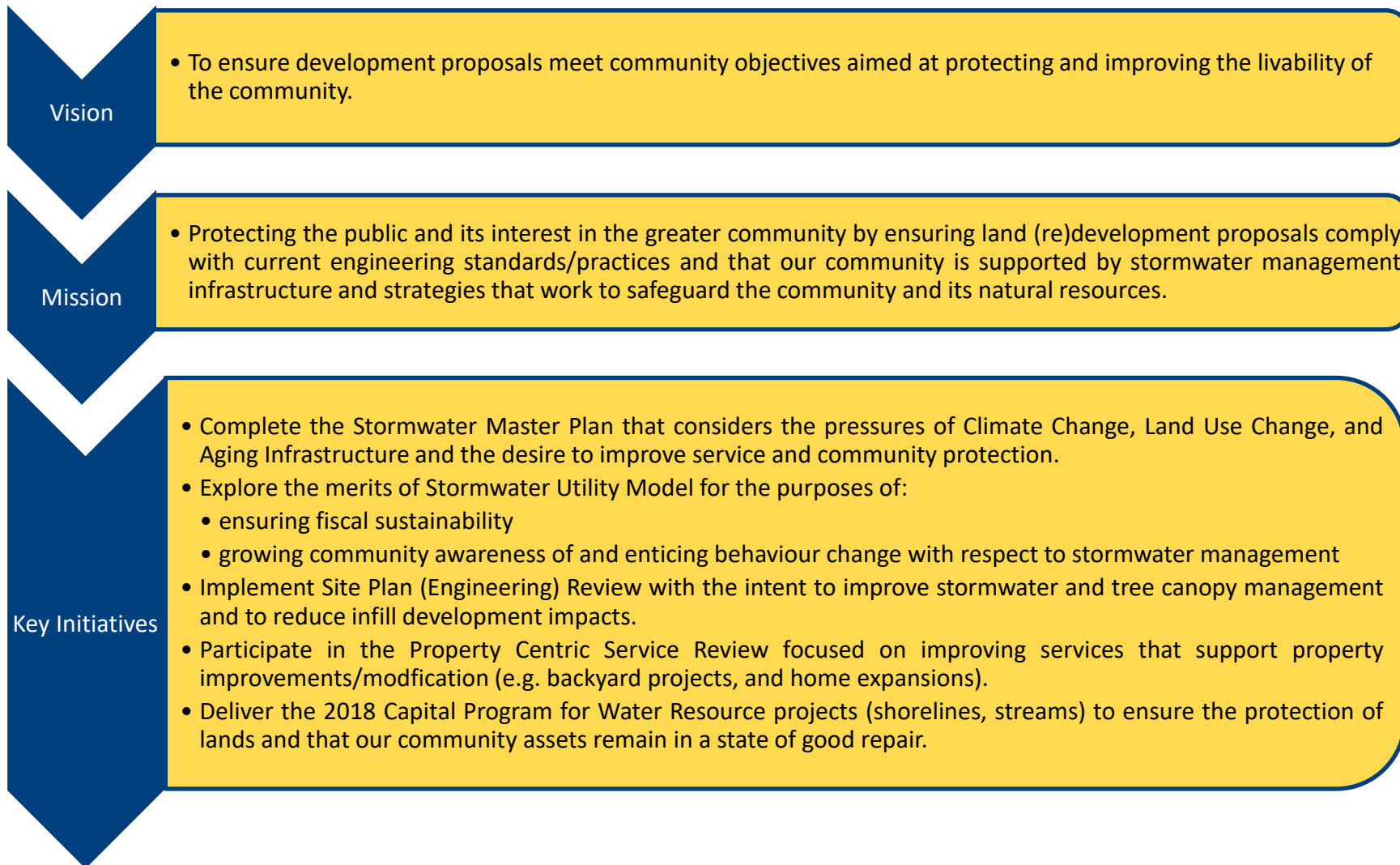
- 2019 personnel costs include inflationary increases for wages and benefits. While activity volume has remained static with average volumes used, revenue has increased by \$83,300 to reflect inflationary increases in fees.
- 2020 expenditures have been increased by inflation and contractual agreements. Activity volume remains static with average volumes used, inflationary increases have been applied to fees.

## 2018 - 2020 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 Guidelines Review and Heritage Planning Studies.

Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2018	2019	2020	2018	2019	2020
63101501	Official Plan/ Prov. Conformity Review	Growth	51,000	101,000	101,000			
63101604	Urban Design Guidelines	Growth	51,000					
63101701	Zoning Review	Growth		101,000	101,000			
63101703	Special Planning Projects/Studies	Growth	50,000	50,000	50,000			
63101801	Heritage Planning Studies	Infrastructure Renewal	201,000	25,000	25,000			
<b>TOTAL</b>			<b>353,000</b>	<b>277,000</b>	<b>277,000</b>			

**Program: Development Engineering**  
**Program Based Budget**  
**2018 - 2020**





# Program Services

The Development Engineering department provides program services through the following sections:



## Key Performance Indicators

### 1. Percentage of gross operating budget

2013	2014	2015	2016	2017
1.2%	1.3%	1.6%	1.6%	1.6%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> 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

2013	2014	2015	2016	2017
1.5%	1.5%	1.8%	1.8%	1.8%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTE's.				
<b>How Calculated:</b> Total program FTEs including part-time / Total town FTEs including part-time				

### 3. Cost recovery ratio

2013	2014	2015	2016	2017
75%	79%	73%	80%	92% Sept. 30, 2017
<b>Why Important:</b> Monitors the programs alignment with the Town's User Fee Policy and is measure that can be rationalized against expected and actual activity levels.				
<b>How Calculated:</b> Total Revenues generated from applications/Total expenses attributed to application processing				

### 4. Percentage of Site Plan applications processed within the prescribed timeframe (3 weeks)

2013	2014	2015	2016	2017
NA	75%	77%	80%	80% Sept. 30, 2017
<b>Why Important:</b> To ensure service delivery remains in line with service level expectations. This measure can also be rationalized against expected and actual activity volumes. Processing time for Subdivisions has been excluded as processing times are highly variable based size and complexity of development proposals.				
<b>How Calculated:</b> Actual processing time/Service Level processing time.				

## 5. Percentage of permit applications processed within the prescribed timeframe (4 to 6 weeks)

2013	2014	2015	2016	2017
NA	70%	70%	67%	63% Sept. 30, 2017
<p><b>Why Important:</b> To ensure service delivery remains in line with service level expectations. This measure can also be rationalized against expected and actual activity volumes.</p>				
<p><b>How Calculated:</b> Actual processing time/Service Level processing time. Processing time is from date of acceptance to date of issuance. Issuance date is tied to the completion of other associated permits such as the Private Tree Permit. For 2017 the time to issue has been heavily influenced by the time to complete the private tree permit process.</p>				

## Staffing Overview

<b>Program: Development Engineering</b>	<b>2017 Approved FTE</b>	<b>2018 Capital Impact</b>	<b>2018 Service Adjustment</b>	<b>2018 Reallocation of Staff</b>	<b>2018 Total FTE</b>	<b>Net Change 2018 vs 2017</b>
<b>Services/Activities:</b>						
Administration	1.5				1.5	0.0
Development & Environmental Engineering	12.2				12.2	0.0
Permits & Inspection	14.5			(1.0)	13.5	(1.0)
<b>Total Development Engineering</b>	<b>28.2</b>	<b>0.0</b>	<b>0.0</b>	<b>(1.0)</b>	<b>27.2</b>	<b>(1.0)</b>

In 2018, the Development Engineering program has a total of 27.2 FTE's, which is a 1.0 FTE reduction from 2017. This is a result of an Urban Forester position being transferred to the Forestry program within Parks and Open Spaces to support the private tree by-law.

## Program Services Budget Overview

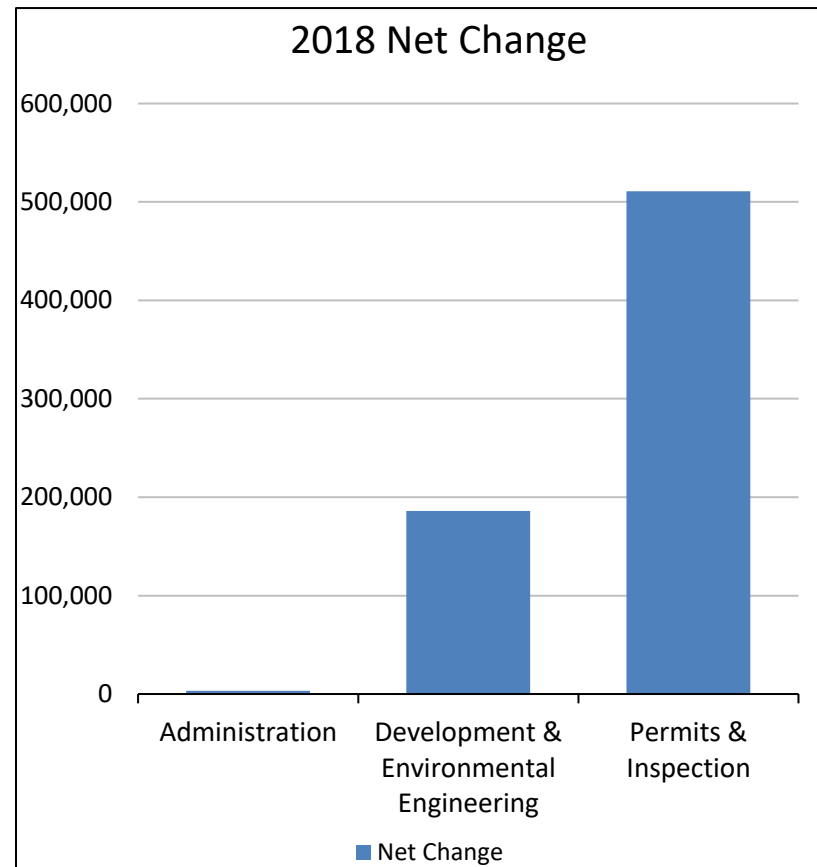
<b>Services/Activities:</b>	<b>2017 Restated</b>		<b>2018 Requested</b>		<b>Net Change 2018 vs 2017</b>	<b>Net Change 2018 vs 2017 (%)</b>
	<b>Gross Budget</b>	<b>Net Budget</b>	<b>Gross Budget</b>	<b>Net Budget</b>		
Administration	317,300	283,600	321,200	287,000	3,400	1.2%
Development & Environmental Engineering	2,095,600	254,600	2,128,400	440,600	186,000	73.1%
Permits & Inspection	2,213,300	(656,800)	2,203,000	(145,800)	511,000	77.8%
<b>Total</b>	<b>4,626,200</b>	<b>(118,600)</b>	<b>4,652,600</b>	<b>581,800</b>	<b>700,400</b>	<b>590.6%</b>

Overall the Development Engineering program has increased by \$700,400 resulting in a net total budget of \$581,800 which is an increase to the tax levy. The primary driver for the net increase is a change in philosophy in how revenue is budgeted for Development Engineering fees. Revenue forecasting that follows volatile markets like housing is extremely challenging and can result in significant tax levy impacts if not stabilized. Therefore, similar to Planning and Building departments, a strategy of budgeting revenue based on historical average volumes have been employed as a means of stabilizing revenues and to mitigate fluctuations where appropriate. This change in approach results in a reduction to budgeted activity revenue for 2018 of \$688,100 when compared to 2017. This change is expected to be a one-time significant shift with future budget impacts being more temperate as budgets continue to be based on historical averages.

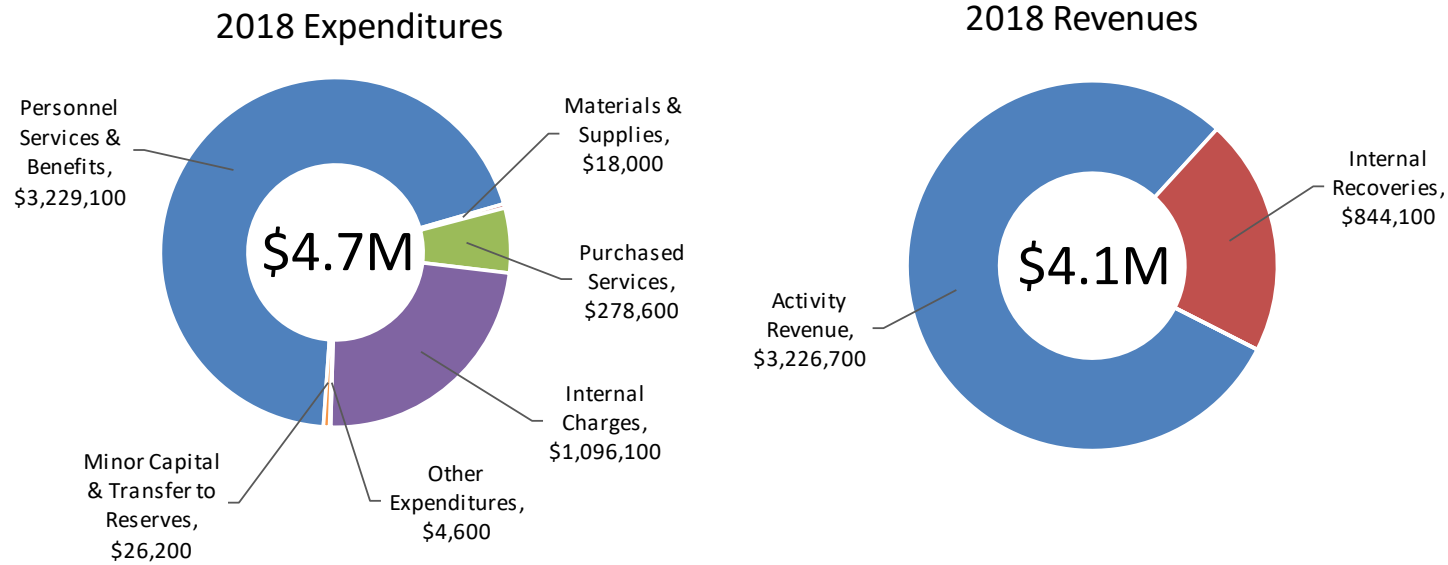
The service area with largest gross budget is Permits and Inspections with \$2.2 million, which are costs from administering site alterations, road by-laws and permitting processes from application processing, plan reviews/approval and construction compliance. Revenues generated from these activities more than offset costs resulting in a net budget of (\$145,800) for 2018. The next largest portion of the budget is Development and Environmental Engineering with \$2.1 million which includes costs to establish and apply the engineering standards for development proposals. The net budget of this service area is \$440,600 as revenues collected for supervision and subdivision agreements and internal recoveries largely offset expenditures. The net budget for Administration is \$287,000 which incorporates costs to provide oversight and direction to the department ensuring goals are met. Revenue projections for these activities include fee increases that range from 2.5% to 11% and collectively demonstrate an ability to achieve a cost recovery of 82% which is in line with the target.

## Net Program Budget Change

- **Administration** has increased \$3,400 primarily due to inflationary adjustments for wages and benefits.
- **Development Engineering** has increased \$186,000 primarily due to lower revenues from subdivision agreement and supervision fees. Rate increases have been incorporated. However, overall revenue has decreased from 2017 as a 5 year historical average has been utilized where appropriate. Furthermore, inflation and contractual increases have been included for wages and benefits.
- **Permits & Inspections** has increased \$511,000 primarily as a result of lower revenues particularly in inspections, road cuts and temporary street occupation permits. While rates have increased, volumes are based on historical averages where appropriate which results in a decrease from the high volumes projected for 2017. The temporary gapping of two positions in 2017 have now been funded. However, an Urban Forester position has been reallocated to Parks and Open Spaces along with the associated revenues for the tree inspection program.



## Program Budget by Component– Net \$581,800



In 2018, the Development Engineering program's total expenditures are \$4,652,600 and total revenues are \$4,070,800 resulting in a net budget of \$581,800. The net change from prior year is \$700,400 or 590.6%. The main drivers for the change are the following:

- **Personnel Services & Benefits** is the largest cost component of the budget at \$3.2 million representing 69% of the total gross expenditures. In 2018 personnel costs have increased by \$7,300. The 2017 cumulative six month gapping of a Road Construction Inspector and Coordinator has been funded for 2018. Inflationary increases and contractual obligations for wages have also been included. However, an Urban Forester position has been reallocated to Parks and Open Spaces, lowering the overall impact to personnel services.
- **Internal Charges** is the second largest portion of the gross expenditures with \$1.1 million or 24% and represent time other departments spend on the Development Engineering application process that can be recovered through fees. In 2018, internal charges have increased by \$18,100 due to inflationary increases in the other departments.
- **Purchases Services** have increased by \$1,900, due to an increase in professional development to reflect 5 year trends which was partially reallocated from Materials and Supplies.
- **Materials and Supplies** have decreased by \$900, due to a reallocation to professional development.
- **Activity Revenue** is 79% of the total revenue for the Development Engineering program and represents fees recovered for various services provided. In 2018, activity revenue has decreased by \$688,100 as a result of using historical average volumes for 2018.
- **Internal Recoveries** have increased by \$14,100 to reflect inflationary Development Engineering time spent on Planning Services activities.

## 2019 - 2020 Operating Budget Forecast

Development Engineering	2018 Requested Budget	2019 Forecast	2018-2019 Change (%)	2020 Forecast	2019-2020 Change (%)
<b>Gross Expenditures By Service</b>					
Administration	321,200	326,200	1.6%	331,300	1.6%
Development & Environmental Engineering	2,128,400	2,162,800	1.6%	2,197,700	1.6%
Permits & Inspection	2,203,000	2,236,000	1.5%	2,266,600	1.4%
<b>Total Gross Expenditures</b>	<b>4,652,600</b>	<b>4,725,000</b>	<b>1.6%</b>	<b>4,795,600</b>	<b>1.5%</b>
<b>Tax Levy By Service</b>					
Administration	287,000	292,000	1.7%	297,100	1.7%
Development & Environmental Engineering	440,600	447,800	1.6%	471,200	5.2%
Permits & Inspection	(145,800)	(158,900)	-9.0%	(174,800)	-10.0%
<b>Total Tax Levy</b>	<b>581,800</b>	<b>580,900</b>	<b>(0.2%)</b>	<b>593,500</b>	<b>2.2%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	3,229,100	3,295,900	2.1%	3,360,800	2.0%
Materials & Supplies	18,000	18,300	1.7%	18,600	1.6%
Purchased Services	278,600	283,800	1.9%	289,100	1.9%
Internal Charges	1,096,100	1,096,100	0.0%	1,096,100	0.0%
Other Expenditures	4,600	4,700	2.2%	4,800	2.1%
Minor Capital & Transfer To Reserves	26,200	26,200	0.0%	26,200	0.0%
<b>Total Expenses</b>	<b>4,652,600</b>	<b>4,725,000</b>	<b>1.6%</b>	<b>4,795,600</b>	<b>1.5%</b>
<b>Revenues By Type</b>					
Activity Revenue	3,226,700	3,295,300	2.1%	3,348,500	1.6%
Internal Recoveries	844,100	848,800	0.6%	853,600	0.6%
Grants	-	-	0.0%	-	0.0%
Other Revenue	-	-	0.0%	-	0.0%
<b>Total Revenues</b>	<b>4,070,800</b>	<b>4,144,100</b>	<b>1.8%</b>	<b>4,202,100</b>	<b>1.4%</b>
<b>Tax Levy</b>	<b>\$581,800</b>	<b>\$580,900</b>	<b>(0.2%)</b>	<b>\$593,500</b>	<b>2.2%</b>



## 2019 - 2020 Budget Forecast Highlights

- 2019 personnel costs reflect inflationary increases for salaries and benefits. Activity revenue increased by \$68,600 to reflect inflationary increases to fees.
- 2020 expenditures have been increased by inflation. Activity revenue increased by \$53,200 over 2019 to reflect average volumes and inflationary increases to fees.

## 2018 - 2020 Recommended Capital Budget

The capital budget includes projects undertaking erosion control works at a number of shoreline and creek locations as well as the maintenance of storm ponds.

Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2018	2019	2020	2018	2019	2020
53371102	Morrison Creek West Reach 37	Infrastructure Renewal	597,000					
53371505	Vista Promenade - Shoreline Protection	Infrastructure Renewal		1,688,000				
53371601	Holyrood Promenade	Infrastructure Renewal		433,000				
53371603	Arkendo Park- Shoreline Protection	Infrastructure Renewal			1,828,000			
53371606	Morrison Creek East- Reaches 39 to 45 - Creek Erosion	Infrastructure Renewal			1,583,000			
53371701	Flooding Protection Program	Infrastructure Renewal	158,000	528,000	528,000			
53371705	McCraney Creek, Reach 21 - Creek Erosion	Infrastructure Renewal		422,000				
53371706	Storm Pond - Capital Maintenance	Infrastructure Renewal	528,000	264,000	422,000			
53371707	Outfall Major Maintenance	Infrastructure Renewal	37,000	37,000	37,000			
53371709	Shelburne Promenade at Sheldon Creek	Infrastructure Renewal	2,216,000					
53371801	Glen Oak Creek, Reach 32a - Creek Erosion	Infrastructure Renewal	158,000	754,000				
53371803	Environmental Studies and Monitoring	Growth	40,000		40,000			
53371902	Creek & Channel Inspections	Infrastructure Renewal		132,000				
53372002	Shoreline Assessment	Infrastructure Renewal			106,000			
53371804	Major Slope Inspection/Monitoring/Design	Infrastructure Renewal	150,000	100,000				
<b>TOTAL</b>			<b>3,884,000</b>	<b>4,358,000</b>	<b>4,544,000</b>			



**Program: Strategic Business Support**

**Program Based Budget**

**2018 - 2020**

## 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.

## Key Initiatives

- Support the implementation of the Property Centric Services Program
- Develop Online Services/Digital Strategy for the Community Development Commission (CDC)
- Develop, implement, and support Amanda based solutions for the CDC
- Support the implementation of the Building Services Process Review
- Implement the SBS Review Recommendations
- Develop, implement, and support GIS based solutions for the CDC and the corporation
- Support continuous improvements and innovation efforts across CDC
- Develop and support the business intelligence/data analytics capability of the CDC

# Program Services

Strategic Business Support provides services through the following staff group:



- Geospatial Information
- Data Management
- Data Analytics & Visualization
- Business Solutions
- Financial Coordination
- Digital Engagement
- Continious Improvement & Innovation

# Key Performance Indicators

## 1. Percentage of gross operating budget

2013	2014	2015	2016	2017
0.4%	0.4%	0.5%	0.5%	0.5%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> 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

2013	2014	2015	2016	2017
0.6%	0.6%	0.6%	0.6%	0.6%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTE's.				
<b>How Calculated:</b> Total program FTEs including part-time / Total town FTEs including part-time				

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

2013	2014	2015	2016	2017
90%	90%	97%	90%	90% Sept. 30, 2017
<b>Why Important:</b> Projects and service requests completed increase the effectiveness and efficiency of the program areas that SBS supports.				
<b>How Calculated:</b> As per Strategic Business Support (SBS) Service Request & Project Tracking Systems.				

## Staffing Overview

Program: Strategic Business Support	2017 Approved FTE	2018 Capital Impact	2018 Service Adjustment	2018 Reallocation of Staff	2018 Total FTE	Net Change 2018 vs 2017
Services/Activities:						
Strategic Business Support	9.0			1.0	10.0	0.0
<b>Total Emergency Services</b>	<b>9.0</b>	<b>0.0</b>	<b>0.0</b>	<b>1.0</b>	<b>10.0</b>	<b>0.0</b>

Overall the total staffing complement for Strategic Business Support is 10.0 FTE's. After an extensive service delivery review staff complement has increased by 1.0 reallocated FTE for 2018 with the addition of a Business Process Analyst.

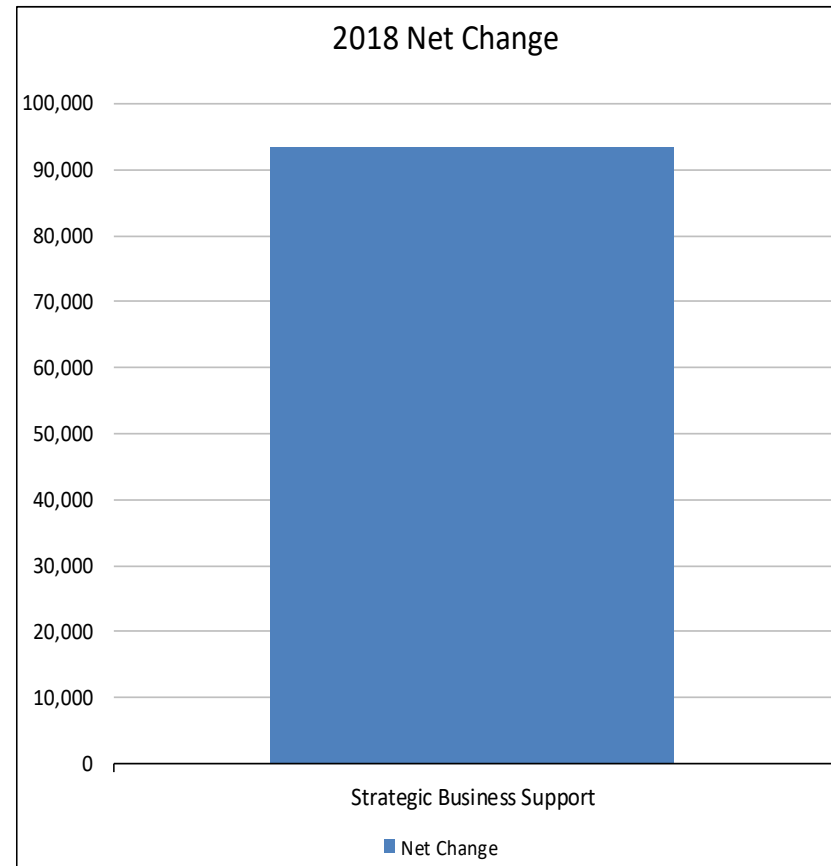
## Program Services Budget Overview

Services/Activities:	2017 Restated		2018 Requested		Net Change 2018 vs 2017	Net Change 2018 vs 2017 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Strategic Business Support	1,070,000	256,200	1,206,500	349,700	93,500	36.5%
<b>Total</b>	<b>1,070,000</b>	<b>256,200</b>	<b>1,206,500</b>	<b>349,700</b>	<b>93,500</b>	<b>36.5%</b>

In 2018, the Strategic Business Support program gross budget has increased by \$93,500 or 36.5%. The program provides support to the Community Development Commission, and over the last year has increased the services being provided to the Environmental Policy and Engineering and Construction and the newly created Municipal Enforcement departments. In addition, the town's use of GIS continues to expand with the adoption of the GIS Strategic Plan. The program has increasingly moved to support other departments within the Corporation, resulting in a larger percentage of program costs shifting to the tax levy.

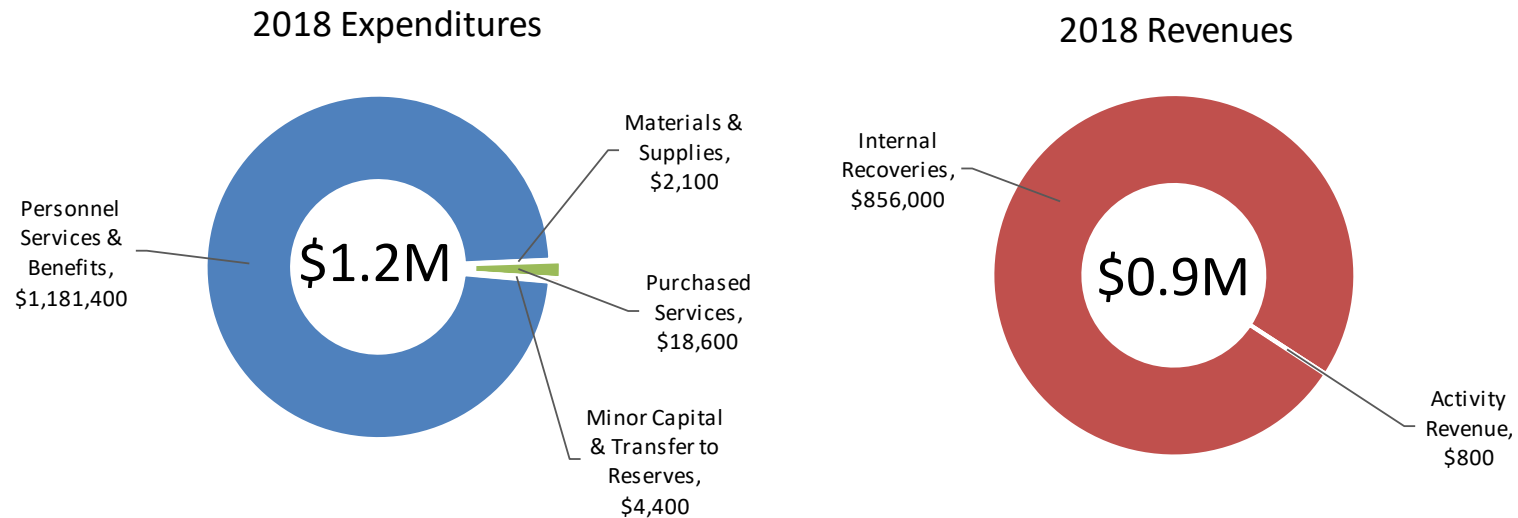
## Net Program Budget Change

- **Strategic Business Support** has increased \$93,500 primarily due to the addition of a Business Process Analyst. In addition inflationary increases have been incorporated for wages and benefits. Increases in personnel and benefits have been partially mitigated with increased internal recoveries of \$43,000 to reflect the average time spent by staff on activities that are fee recoverable.





## Program Budget by Component– Net \$349,700



In 2018, the Strategic Business Support program's total expenditures are \$1,206,500 and total revenues are \$856,800 resulting in a net budget of \$349,700. The net change from prior year is an increase of \$93,500 or 36.5%. The main drivers for the change are the following:

- **Personnel Services & Benefits** have increased, by \$136,500, due to the addition of 1.0 new FTE as well as inflationary increases for salaries and benefits.
- **Materials and Supplies** have decreased by (\$1,400), due to a reallocation to purchased services to support current needs.
- **Purchased Services** have increased by \$2,000, to allow additional funding for professional development of employees. The increase in budget was mitigated through reallocations from materials and supplies as well as minor capital and transfer to reserves.
- **Internal Recoveries** have increased by \$43,000 to reflect the time spent by staff on activities that are fee recoverable.
- **Minor Capital & Transfers to Reserves** includes office furniture, computer hardware and software. Funding was reallocated to purchased services with a net zero effect.

## 2019 - 2020 Operating Budget Forecast

	2018 Requested Budget	2019 Forecast	2018-2019 Change (%)	2020 Forecast	2019-2020 Change (%)
<b>Strategic Business Support</b>					
<b>Gross Expenditures By Service</b>					
Strategic Business Support	1,206,500	1,230,400	2.0%	1,254,700	2.0%
<b>Total Gross Expenditures</b>	<b>1,206,500</b>	<b>1,230,400</b>	<b>2.0%</b>	<b>1,254,700</b>	<b>2.0%</b>
<b>Tax Levy By Service</b>					
Strategic Business Support	349,700	373,000	6.7%	396,700	6.4%
<b>Total Tax Levy</b>	<b>349,700</b>	<b>373,000</b>	<b>6.7%</b>	<b>396,700</b>	<b>6.4%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	1,181,400	1,204,900	2.0%	1,228,800	2.0%
Materials & Supplies	2,100	2,100	0.0%	2,100	0.0%
Purchased Services	18,600	18,900	1.6%	19,200	1.6%
Internal Charges	-	-	0.0%	-	0.0%
Other Expenditures	-	-	0.0%	-	0.0%
Minor Capital & Transfer To Reserves	4,400	4,500	2.3%	4,600	2.2%
<b>Total Expenses</b>	<b>1,206,500</b>	<b>1,230,400</b>	<b>2.0%</b>	<b>1,254,700</b>	<b>2.0%</b>
<b>Revenues By Type</b>					
Activity Revenue	800	800	0.0%	800	0.0%
Internal Recoveries	856,000	856,600	0.1%	857,200	0.1%
Grants	-	-	0.0%	-	0.0%
Other Revenue	-	-	0.0%	-	0.0%
<b>Total Revenues</b>	<b>856,800</b>	<b>857,400</b>	<b>0.1%</b>	<b>858,000</b>	<b>0.1%</b>
<b>Tax Levy</b>	<b>\$349,700</b>	<b>\$373,000</b>	<b>6.7%</b>	<b>\$396,700</b>	<b>6.4%</b>

## 2019 - 2020 Budget Forecast Highlights

- Inflationary increases only.

**Program: Corporate Revenue and Expenses**  
**Program Based Budget**  
**2018 - 2020**



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:



# Corporate Revenue Budget Summary

	2017 Budget	2018 Base Budget	Base Budget Change (%)	Requested 2018 Adjustments	2018 Requested Budget	% Change 2018/2017	Forecast 2019 Budget	Forecast 2020 Budget
<b>SOURCES OF REVENUE</b>								
Corporate Revenue								
Taxation	180,377,900	187,547,800	4.0%	122,700	<b>187,670,500</b>	4.0%	197,383,600	206,850,800
Supplementary Taxes	1,250,000	1,250,000	0.0%	0	<b>1,250,000</b>	0.0%	1,250,000	1,250,000
Local Improvement Collections	0	0	0.0%	0	<b>0</b>	0.0%	0	0
Payments in Lieu of Taxes	4,418,800	4,383,000	-0.8%	0	<b>4,383,000</b>	-0.8%	4,383,000	4,383,000
Income from Investments	11,202,800	11,390,000	1.7%	0	<b>11,390,000</b>	1.7%	11,390,000	11,390,000
POA Halton Court Fines	812,000	812,000	0.0%	0	<b>812,000</b>	0.0%	812,000	812,000
Tax Penalty & Interest	3,000,000	3,000,000	0.0%	0	<b>3,000,000</b>	0.0%	3,000,000	3,000,000
Oakville Hydro Revenue	9,768,100	11,055,900	13.2%	0	<b>11,055,900</b>	13.2%	11,055,900	11,055,900
Subdivision Agreement Fees	0	0	0.0%	0	<b>0</b>	0.0%	0	0
Other Service Fees	0	0	0.0%	0	<b>0</b>	0.0%	0	0
Fund Balance and Transfer	10,850,900	9,591,100	-11.6%	0	<b>9,591,100</b>	-11.6%	9,577,000	9,553,800
<b>Total Corporate Revenue</b>	<b>221,680,500</b>	<b>229,029,800</b>	<b>3.3%</b>	<b>122,700</b>	<b>229,152,500</b>	<b>3.4%</b>	<b>238,851,500</b>	<b>248,295,500</b>
<b>Departmental Revenue</b>	<b>67,587,700</b>	<b>69,361,300</b>	<b>2.6%</b>	<b>1,347,600</b>	<b>70,708,900</b>	<b>4.6%</b>	<b>71,429,800</b>	<b>72,682,500</b>
<b>Internal Recoveries</b>	<b>20,682,000</b>	<b>21,657,800</b>	<b>4.7%</b>	<b>0</b>	<b>21,657,800</b>	<b>4.7%</b>	<b>22,122,500</b>	<b>22,207,000</b>
<b>TOTAL REVENUE</b>	<b>309,950,200</b>	<b>320,048,900</b>	<b>3.3%</b>	<b>1,470,300</b>	<b>321,519,200</b>	<b>3.7%</b>	<b>332,403,800</b>	<b>343,185,000</b>

Corporate Revenue has increased by 3.7% in total. This reflects the increase in the tax levy resulting from the 2018 proposed operating budget. As well the budget for investment income reflects the full interest earned on all funds including reserves and reserve funds. The increased revenue is offset by a transfer to interest bearing reserves and reserve funds in accordance with the Financial Control Policy.

## Corporate Expenses Budget Summary

	2017 Restated Budget	2018 Base Budget	2018 Capital Impact	2018 Requested Budget	\$ Change from 2017	% Change from 2017	2019 Forecast Budget	2020 Forecast Budget
<b>EXPENSES:</b>								
Personnel Services & Benefits	193,900	205,100	0	<b>205,100</b>	11,200	5.8%	224,400	244,100
Materials & Supplies	3,000	3,000	0	<b>3,000</b>	0	0.0%	3,100	3,200
Purchased Services	2,377,900	2,351,600	0	<b>2,351,600</b>	(26,300)	(1.11%)	2,398,700	2,446,600
Other Expenditures	14,297,100	12,499,300	0	<b>12,499,300</b>	(1,797,800)	(12.57%)	12,097,800	12,027,700
Minor Capital & Transfer to Reserves	45,083,100	47,454,900	0	<b>47,454,900</b>	2,371,800	5.3%	49,947,800	51,852,000
<b>Total EXPENSES</b>	<b>61,955,000</b>	<b>62,513,900</b>	<b>0</b>	<b>62,513,900</b>	<b>558,900</b>	<b>0.9%</b>	<b>64,671,800</b>	<b>66,573,600</b>
<b>REVENUES:</b>								
Activity Revenue	768,600	803,600	0	<b>803,600</b>	(35,000)	4.6%	803,600	803,600
Internal Recoveries	5,000,100	5,197,800	0	<b>5,197,800</b>	(197,700)	4.0%	5,197,800	5,197,800
Other Revenue	12,493,800	11,234,000	0	<b>11,234,000</b>	1,259,800	10.08%	11,219,900	11,196,700
<b>Total REVENUES</b>	<b>18,262,500</b>	<b>17,235,400</b>	<b>0</b>	<b>17,235,400</b>	<b>1,027,100</b>	<b>-5.6%</b>	<b>17,221,300</b>	<b>17,198,100</b>
<b>TAX LEVY</b>	<b>43,692,500</b>	<b>45,278,500</b>	<b>0</b>	<b>45,278,500</b>	<b>1,586,000</b>	<b>3.6%</b>	<b>47,450,500</b>	<b>49,375,500</b>
<b>Tax Levy By Activity</b>								
Corporate Expenses					-			
Debt	1,996,000	1,458,000	0	<b>1,458,000</b>	(538,000)	(26.95%)	1,068,100	1,018,600
Capital Funding	28,950,100	31,291,900	0	<b>31,291,900</b>	2,341,800	8.1%	33,784,800	35,689,000
Corporate Expenses	12,730,800	12,513,000	0	<b>12,513,000</b>	(217,800)	(1.71%)	12,576,500	12,641,200
WSIB Self Insurance	0	0	0	<b>0</b>	0	0.0%	5,300	10,700
Town Grants	15,600	15,600	0	<b>15,600</b>	0	0.0%	15,800	16,000
<b>Tax Levy</b>	<b>43,692,500</b>	<b>45,278,500</b>	<b>0</b>	<b>45,278,500</b>	<b>1,586,000</b>	<b>3.6%</b>	<b>47,450,500</b>	<b>49,375,500</b>

In 2018, Corporate Expenses has increased by \$1,586,000 or 3.6%. The main drivers for this change are the following:

- Purchased Services has decreased by \$26,300 due to a reduction to the insurance premiums, Audit fees and promotions based on 2018 requirements.
- Other Expenditures have decreased \$1,797,800, reflecting the retirement of roads debt, Joshua Creek and Harbour debt.
- Minor Capital & Transfers to Reserves has increased by \$2.3 million to reflect the increase in capital levy funding which is transferred to directly to capital.





## **Appendix I**

### **Schedule of Full Time Equivalent Complement**

## Summary of Total 2018 FTEs by Program

Program	Full-time Restated	Part-time Restated	Capital Impact	Service Level Change	Reallocation of Staff	Total
Political Governance	11.5	0.3	-	-	-	11.8
Administrative Executive Management	10.0	-	-	-	-	10.0
ServiceOakville	7.0	2.8	1.0	-	-	10.8
Strategy, Policy and Communications	9.0	0.8	-	-	-	9.8
Human Resources	16.0	0.1	-	-	-	16.1
Regulatory Services	6.5	0.7	-	-	-	7.2
Municipal Enforcement Services	9.5	0.7	-	1.0	-	11.2
Financial Services	57.0	1.1	-	-	-	58.1
Environmental Policy	5.0	1.4	-	-	0.1	6.5
Legal Services	8.6	1.1	-	-	-	9.7
Information Systems & Solutions	53.0	4.1	-	-	-	57.1
Facilities and Construction Management	20.0	1.0	-	-	-	21.0
Emergency Services	226.0	-	-	-	-	226.0
Recreation and Culture Services	142.0	180.3	3.0	21.7	-	347.0
Parks & Open Spaces	77.9	73.1	-	0.5	1.2	152.6
Cemeteries	3.9	1.7	-	-	(0.2)	5.4
Harbours	5.0	3.2	-	-	-	8.2
Infrastructure Maintenance	99.3	39.1	-	0.2	-	138.6
Infrastructure Planning & Improvements	25.6	3.4	-	-	(0.1)	28.8
Parking	19.4	0.5	-	-	-	19.9
Oakville Transit	213.0	19.1	-	-	-	232.1
Economic Development	4.0	-	-	-	-	4.0
Strategic Business Support	9.0	-	-	-	1.0	10.0
Building Services	41.8	1.5	-	-	-	43.2
Planning Services	30.5	-	-	-	(1.0)	29.5
Development Engineering	26.7	1.5	-	-	(1.0)	27.2
Other	6.0	-	-	-	-	6.0
<b>Total - Town</b>	<b>1,143.0</b>	<b>337.4</b>	<b>4.0</b>	<b>23.4</b>	<b>-</b>	<b>1,507.8</b>
Galleries	7.0	4.2	-	-	-	11.2
Library Services	46.0	64.7	0.9	(7.3)	-	104.4
Forestry Temporary Arborists	2.0	-	-	-	-	2.0
Building Temporary Positions	-	-	-	4.0	-	4.0
<b>Consolidated Total</b>	<b>1,198.0</b>	<b>406.4</b>	<b>4.9</b>	<b>20.1</b>	<b>-</b>	<b>1,629.4</b>

## Schedule of Continuous Full-time Positions

Program	2016	2017	2018	Capital Impact	Service Level Change	Reallocation of Staff	2018
	Restated	Restated					Preliminary FTE
Political Governance	12.5	11.5	11.5	-	-	-	11.5
Administrative Executive Management	10.0	10.0	10.0	-	-	-	10.0
ServiceOakville	7.0	7.0	7.0	1.0	-	-	8.0
Strategy, Policy and Communications	9.0	9.0	9.0	-	-	-	9.0
Human Resources	14.0	16.0	16.0	-	-	-	16.0
Regulatory Services	6.5	6.5	6.5	-	-	-	6.5
Municipal Enforcement Services	8.5	9.5	9.5	-	1.0	-	10.5
Financial Services	56.0	57.0	57.0	-	-	-	57.0
Environmental Policy	5.0	5.0	5.0	-	-	0.1	5.1
Legal Services	8.6	8.6	8.6	-	-	-	8.6
Information Systems & Solutions	53.0	53.0	53.0	-	-	-	53.0
Facilities and Construction Management	21.0	20.0	20.0	-	-	-	20.0
Emergency Services	226.0	226.0	226.0	-	-	-	226.0
Recreation and Culture Services	141.0	142.0	142.0	3.0	-	-	145.0
Parks & Open Spaces	76.9	77.9	77.9	2.0	-	1.2	81.1
Cemeteries	3.9	3.9	3.9	-	-	(0.2)	3.7
Harbours	5.0	5.0	5.0	-	-	-	5.0
Infrastructure Maintenance	99.3	99.3	99.3	-	-	-	99.3
Infrastructure Planning & Improvements	24.3	25.6	25.6	-	-	(0.1)	25.5
Parking	19.4	19.4	19.4	-	-	-	19.4
Oakville Transit	210.0	213.0	213.0	-	-	-	213.0
Economic Development	4.3	4.0	4.0	-	-	-	4.0
Strategic Business Support	9.0	9.0	9.0	-	-	1.0	10.0
Building Services	45.8	41.8	41.8	-	-	-	41.8
Planning Services	31.0	30.5	30.5	-	-	(1.0)	29.5
Development Engineering	27.2	26.7	26.7	-	-	(1.0)	25.7
Other	2.0	6.0	6.0	-	-	-	6.0
<b>Total - Town</b>	<b>1,136.0</b>	<b>1,143.0</b>	<b>1,143.0</b>	<b>6.0</b>	<b>1.0</b>	<b>-</b>	<b>1,150.0</b>
Galleries	7.0	7.0	7.0	-	-	-	7.0
Library Services	46.0	46.0	46.0	-	2.0	-	48.0
Forestry Temporary Arborists	3.0	2.0	2.0	-	-	-	2.0
Building Temporary Positions	-	-	-	-	4.0	-	4.0
<b>Consolidated Total</b>	<b>1,192.0</b>	<b>1,198.0</b>	<b>1,198.0</b>	<b>6.0</b>	<b>7.0</b>	<b>-</b>	<b>1,211.0</b>

## Schedule of Seasonal and Part-time Staff Stated as Full-time Equivalents

Program	2016	2017	2018	Capital Impact	Service Level Change	Reallocation of Staff	2018
	Restated	Restated					Preliminary FTE
Political Governance	0.3	0.3	0.3				0.3
Administrative Executive Management	-	-	-				-
ServiceOakville	2.8	2.8	2.8				2.8
Strategy, Policy and Communications	0.8	0.8	0.8				0.8
Human Resources	2.2	0.1	0.1				0.1
Regulatory Services	0.7	0.7	0.7				0.7
Municipal Enforcement Services	0.7	0.7	0.7				0.7
Financial Services	1.1	1.1	1.1				1.1
Environmental Policy	1.4	1.4	1.4				1.4
Legal Services	1.1	1.1	1.1				1.1
Information Systems & Solutions	4.1	4.1	4.1				4.1
Facilities and Construction Management	1.0	1.0	1.0				1.0
Emergency Services	-	-	-				-
Recreation Services	181.8	180.3	180.3		21.7		202.0
Parks & Open Spaces	68.6	73.1	73.1	(2.0)	0.5		71.6
Cemeteries	1.7	1.7	1.7				1.7
Harbours	3.2	3.2	3.2				3.2
Infrastructure Maintenance	35.8	39.1	39.1	-	0.2		39.3
Infrastructure Planning & Improvements	3.4	3.4	3.4				3.4
Parking	0.5	0.5	0.5				0.5
Oakville Transit	19.1	19.1	19.1				19.1
Economic Development	-	-	-				-
Strategic Business Support	-	-	-				-
Building Services	1.5	1.5	1.5				1.5
Planning Services	-	-	-				-
Development Engineering	1.5	1.5	1.5				1.5
Other	-	-	-				-
<b>Total - Town</b>	<b>333.1</b>	<b>337.4</b>	<b>337.4</b>	<b>(2.0)</b>	<b>22.4</b>	<b>-</b>	<b>357.8</b>
Galleries	4.2	4.2	4.2		-		4.2
Library Services	65.3	64.7	64.7	0.9	(9.3)		56.4
<b>Consolidated Total</b>	<b>402.6</b>	<b>406.4</b>	<b>406.4</b>	<b>(1.1)</b>	<b>13.1</b>		<b>418.4</b>

**Program: Appendix II Reserve and Debt Schedules**

**Program Based Budget**

**2018 - 2020**

## Town of Oakville

### 2018 Projected Reserve, Reserve Fund Balances (\$ Millions)

Reserve/Reserve Fund	Projected 2017 Ending Balance	2018 Activity				Interest	Projected 2018 Ending Balance
		Transfers to/(from) Reserve from Operating	Capital Commitments <sup>1</sup>	Development Charges/ Revenues	Total		
<b>Obligatory Reserve Funds:</b>							
Development Charges	66.6	(4.0)	(12.8)	30.9	80.7	2.6	83.2
Parkland	40.9	-	(11.2)	3.6	33.3	1.1	34.4
Gas Tax	13.4	(1.9)	(9.8)	8.3	9.9	0.3	10.3
<b>sub-total</b>	<b>120.9</b>	<b>(5.9)</b>	<b>(33.8)</b>	<b>42.7</b>	<b>123.9</b>	<b>4.0</b>	<b>127.9</b>
<b>Discretionary Reserve Funds:</b>							
Town Building Replacement	15.0	2.8	(5.5)	-	12.3	0.4	12.7
Parking	3.9	0.3	(0.2)	-	4.0	0.1	4.2
Harbours	(0.4)	0.5	(4.1)	-	(3.9)	0.0	(3.9)
Street Trees	0.3	(0.0)	-	-	0.3	0.0	0.3
Employment Liability	17.8	0.7	-	-	18.4	0.5	19.0
Bonus Zoning	2.2	-	-	-	2.2	0.1	2.3
Other	0.3	0.0	(0.1)	-	0.2	0.0	0.2
<b>sub-total</b>	<b>39.0</b>	<b>4.2</b>	<b>(9.8)</b>	<b>-</b>	<b>33.4</b>	<b>1.2</b>	<b>34.6</b>
<b>Total Reserve Funds</b>	<b>159.9</b>	<b>(1.7)</b>	<b>(43.6)</b>	<b>42.7</b>	<b>157.3</b>	<b>5.2</b>	<b>162.5</b>
<b>Town Reserves:</b>							
Operational Reserves <sup>2</sup>	24.6	0.7	(0.3)	-	25.0	-	25.0
Equipment Reserves	17.9	7.9	(8.4)	-	17.4	0.5	18.0
Capital Reserves	59.1	14.5	(34.1)	-	39.4	1.5	40.9
Stabilization Reserves <sup>2</sup>	46.3	0.6	-	-	46.9	-	46.9
<b>Total Reserves</b>	<b>147.9</b>	<b>23.7</b>	<b>(42.8)</b>	<b>-</b>	<b>128.7</b>	<b>2.0</b>	<b>130.8</b>
<b>Total Reserves, Reserve Funds</b>	<b>307.7</b>	<b>22.0</b>	<b>(86.4)</b>	<b>42.7</b>	<b>286.0</b>	<b>7.2</b>	<b>293.3</b>

\* Note: Schedule may not add due to rounding

1) The Capital Commitments for Development Charges, Parkland and Gas Tax reflect 2018 budgeted transfers plus the balance of all outstanding commitments from prior years as project spending does not all incur by year end.

2) The balance for Stabilization and Operational reserves includes preliminary estimated 2017 surplus based on Q3 projections.

## Town of Oakville

### 2018 Projected Outstanding Debt Principal (\$ '000s)

	2017 Outstanding Debt	Prior Year Debt Approved Not Issued Yet	2018 Proposed Debt	2018 Debt Principal Payment	2018 Projected Outstanding Debt
<b>Tax Levy Supported Debt:</b>					
Municipal Buildings	253	-	-	81	172
Roads	907	-	-	546	362
LED Streetlight Conversion	4,850	7,250	-	448	11,652
Transit	2,212	-	-	534	1,677
Fire Protection	-	-	-	-	-
Recreation Facilities	-	-	-	-	-
Parks and Pier Rehab	876	-	-	170	706
<b>sub-total</b>	<b>\$ 9,098</b>	<b>\$ 7,250</b>	<b>\$ -</b>	<b>\$ 1,780</b>	<b>\$ 14,569</b>
<b>Self Supported Debt:</b>					
Harbours	2,517	-	-	386	2,131
Development (16 Mile Facility)	14,594	-	-	3,460	11,135
Pine Glen Soccer Club	6,971	-	-	418	6,553
<b>sub-total</b>	<b>\$ 24,083</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,264</b>	<b>\$ 19,819</b>
<b>Hospital Debt:</b>					
New Oakville Hospital <sup>1</sup>	86,308	-	-	1,936	84,372
<b>sub-total</b>	<b>\$ 86,308</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,936</b>	<b>\$ 84,372</b>
<b>TOTAL</b>	<b>\$ 119,490</b>	<b>\$ 7,250</b>	<b>\$ -</b>	<b>\$ 7,980</b>	<b>\$ 118,759</b>

1) Debt Principal Payment for the New Oakville Hospital reflects the contribution to the sinking fund.