

Executive Summary

The 2019 Budget Discussion Document presents the proposed 2019 operating budget, 2020-2021 forecasts and the 2019 Capital Budget for the Town of Oakville. The document represents the outcome of the 2019 staff budget process, presenting the budget recommended by staff, for public comment and the review and approval of the Budget Committee and Council.

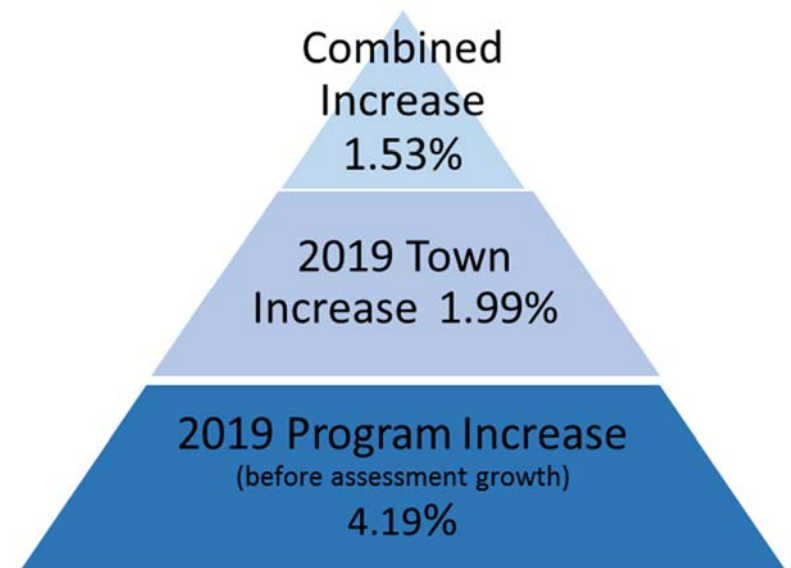
As in prior years, the 2019 budget has been prepared using a performance based program based budgeting (PB2) methodology. PB2 focuses on programs rather than departments and traditional line item budgeting. Emphasis is on the allocation of resources to programs based on desired outcomes and measurement of actual program results against expected outcomes. Performance measures are included in the budget document for all town programs.

Overall, the 2019 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 2019 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 2019 tax increase to the town's budget net of assessment growth is 1.99%. When combined with the proposed increase for the Region and Education the overall tax increase is 1.53%.

Assessment growth resulting from additional properties added to the roll or expansions/additions to existing properties reduces the overall tax increase. The 2019 staff recommended budget includes assessment growth of 2.20%, resulting in a proposed 1.99% tax increase on the town's portion of the property tax bill. 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 2019 and a forecast by program and service for 2020 and 2021. 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.



Executive Summary

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 and 2018. 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 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.

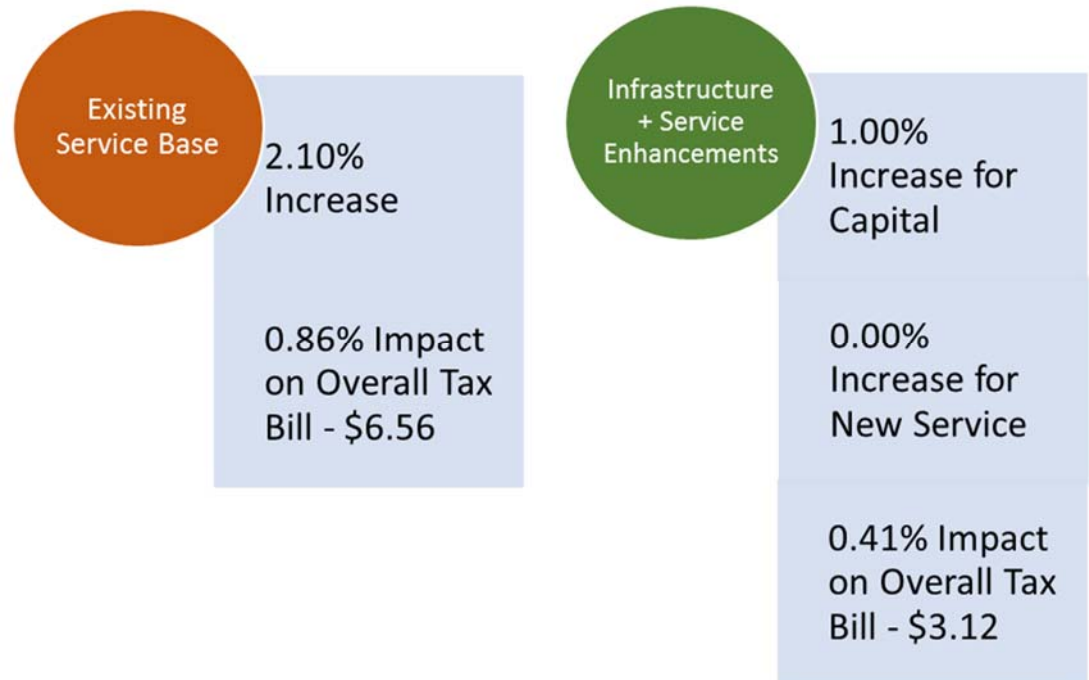
The town website also includes the Livable Oakville Performance Dashboard which provides residents with 29 measures that show the town's progress towards its goal to be the most livable town in Canada.

OVERALL TOWN BUDGET

The town base budget increase is made up of two components.

The Existing Service Base provides for the same level of service as provided in 2018. 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 rising 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, parks, roads and other infrastructure resulting from completed capital projects or assumed through the development process.



Executive Summary

Over the past several months, detailed work was completed to review previous years spending and revenue trends and adjust program budgets were necessary to bring them in line with actuals. As a result, there are several pressures that had to be accommodated within the proposed budget. These include, rising costs due to market conditions for various materials, supplies and utilities, increasing pressure on personnel budgets to ensure front line staff coverage in town operations and reductions to Transit and Planning revenue to bring them in line with recent trends. Other pressures include, the impact of personnel costs resulting from contract renewals, operating impacts of the new Trafalgar Park Community Centre, Sixteen Mile Branch Library and a new neighborhood park in North Oakville, as well as increased software costs related to new systems and rising maintenance fees.

In order to help mitigate the impact of these budget pressures as well as future impacts as the town grows and evolves, a Corporate Leadership plan was developed to support continuous improvement, innovation and sustainability. One of the main objectives of the Plan is to promote continuous improvement across the organization which encourages staff to look for opportunities to increase efficiency and streamline processes. As a first step in the town's commitment to continuous improvement a service delivery review was undertaken. The review assisted in identifying opportunities to improve our processes as we strive to meet the needs of our changing community. As a result, some operational efficiencies or strategies have been identified for 2019 while several other program areas were identified for further review which are now underway.

Overall, in order to maintain existing service levels, the tax levy requirement for this component is \$197.6 million; representing an increase of \$7.9 million over 2018. The 2.10% increase (after assessment growth) on the town's base budget of has an impact on the overall tax bill of 0.86% or \$6.56 per \$100,000 of assessment.

The second component of the budget, Infrastructure and Service Enhancements, 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 \$1.9 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 1.00% of the proposed tax increase on the town's portion of the tax bill and 0.41% or \$3.12 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.

Executive Summary

Table 1 – Total Tax Impact of Proposed Budget

Purpose	Share of Tax Bill	Increase	Impact on Total Bill	\$ Increase per \$100,000 of Assessment
Town of Oakville	40.8%			
Inflationary Impacts/Revenue Adjustment		3.67%	1.50%	\$11.47
Annualized Impact of 2018 Service Adjustments		0.45%	0.19%	\$1.42
Operating Costs for New Infrastructure		0.76%	0.31%	\$2.37
Operational Efficiencies/Strategies		-0.59%	-0.24%	(\$1.83)
Assessment Growth		-2.20%	-0.90%	(\$6.87)
Total Base Operating Budget		2.10%	0.86%	\$6.56
Capital Levy		1.00%	0.41%	\$3.12
Recommended Adjustment		-1.11%	-0.45%	(\$3.46)
Total Town of Oakville*	40.8%	1.99%	0.81%	\$6.22
Region of Halton**	37.0%	1.94%	0.72%	\$5.50
Education	22.2%	0.00%	0.00%	\$0.00
Total *			1.53%	\$11.72

*Exclusive of reassessment impacts

** Region of Halton total tax increase

Executive Summary

Inflationary Impacts/Revenue Adjustments

Canada's headline inflation rate has been tracking near the upper end of Bank of Canada's inflation target in the range of 1% to 3%. This has been largely due to temporary factors such as spikes in fuel and auto prices. However, this measure is forecasted to return to the inflation target mid-point of 2% in 2019. Therefore, the budget guideline has been set at 2% for the overall tax levy increase. The budget as presented is in line with this target.

Inflationary pressures and adjustments on the town's base budget total 4.9%. This has been partially offset by an increase to program rates and fees and revenue adjustments bringing the net increase to 3.67%, resulting in an increase of 1.50% on the overall tax bill or an increase of \$11.47 on each \$100,000 of assessment.

One of the largest drivers of inflationary impacts is the town's personnel costs which are driven by collective agreements with the town's five 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 2018, three collective agreements were settled; Unifor (Transit), OPFFA (Fire) and the newly formed CUPE 5438 (Library). Resulting impacts of these agreements have been incorporated into the 2019 budget. In addition, personnel impacts as a result of the recent market comparison study on Library non-union positions completed by Mercer have been incorporated as outlined in the report to council in May 2018. Other adjustments to over-time costs and part-time wages required to cover increased vacation entitlement and short term sick leave have also been incorporated. Personnel costs account for 47% of gross expenditures and represent the largest component of inflationary increases.

The net personnel budget reflects an adjustment of \$1.5 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.



Inflationary Impacts

- Inflationary pressures and adjustments on the town's base budget total 4.9%.
- Offset by revenue adjustments bringing the net increase to 3.67%.
- Resulting in an overall increase of 1.50% on the tax bill or \$11.47 on each \$100,000 of assessment.

Executive Summary

Many of the materials and supplies that the town uses are construction related or are driven by market conditions and more recently tariffs. This has resulted in an increase to the construction price index for Toronto of 5.2% from Q3 2017 to Q3 2018 representing a significant impact on the cost of materials. There is also increased pressure on the budget due to rising costs for utilities and purchased services. As noted in the 2018 quarterly financial progress reports, one of the concerns throughout the year has been rising fuel rates. While there appears to be a recent decrease in fuel rates seen at the pumps, the largest type of fuel used by the town is type 2 diesel which has not experienced as much of a decrease. As a result, the 2019 budget reflects average rate for fuel of \$1.05 which is a \$0.15 increase over rates used in the 2018 budget, resulting in a \$640,000 impact to the base budget. In addition, costs for vehicle parts, utilities and contracted services such as winter control, vehicle maintenance and building maintenance have also experience significant increases across all services.

Annualized Impact of 2018 Service Adjustments

The 2019 base budget includes the phased-in impact of service enhancements approved in 2018. 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 as well as the annualized costs to operate the Trafalgar Park Community Centre recently opened in September of 2018. These costs total \$861,800, adding 0.45% to the town tax levy, resulting in a 0.19% increase on the overall tax bill or \$1.42 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 2019 operating impacts total \$1.4 million and include the cost of maintaining new roads, parks and trails added to the town in 2018, software support costs, a partial year impact of the Sixteen Mile Branch Library, and the impact of the operation and replacement of



Operating Cost of New

- Annualize service adjustments from 2018 total \$0.9M
- 2019 impacts for new infrastructure total \$1.4M
- Increase of 0.76% on town programs
- resulting in an overall increase of 0.31% on the tax bill or \$2.37 on each \$100,000 of assessment.

Executive Summary

new fleet equipment. The operating impacts add 0.76% to the town's base budget, resulting in an increase of 0.31% on the overall tax bill or an increase of \$2.37 per \$100,000 of assessment.

Operational Efficiencies

One of the main objectives of the Corporate Leadership plan is to promote continuous improvement across the organization which encourages staff to review what and how services are delivered. As a result, \$1.1 million in operational efficiencies or strategies have been identified for 2019. As an example, during the course of the year, Oakville Transit reviews ridership data of the various routes and segments of routes to assess usage rates. Based on this information, adjustments to low performing routes or sections of routes have been identified and alternative service delivery measures have been proposed in the 2019 budget. Similar exercises were undertaken in the Environmental Policy and Recreation programs and minor adjustments identified. In addition, a corporate budget strategy has been developed to bring larger expenditure areas in line with typical or average spending. As a result, the 2019 base budget for winter control and professional development were reduced to reflect five year average spending. The operational efficiencies/strategies reduce the town's base budget by 0.59%, resulting in a decrease of 0.24% or \$1.83 per \$100,000 on the overall tax bill.

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. Based on current information, assessment growth of 2.20% is expected for 2019. As part of prudent financial planning, a policy (procedure) was implemented as part of the 2017 budget process to align the assessment growth recognized in the budget with the growth impacts of that current year. The difference has been budgeted as a transfer to the Tax Stabilization reserve to be used in future years when budgetary pressures result in increases higher than inflation. In 2019, the growth related impacts represent 1.2% of the budget, therefore 1% of the assessment growth has been budgeted to be transferred to reserve.

Executive Summary

Capital Levy

The town implemented a 1.00% 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 1.00% impact on the town's tax rate, or 0.41% impact on the total tax rate or \$3.12 per \$100,000 of assessment.

External Revenue

The 2019 base budget incorporates proposed rates and fee increases. Rates and fees will be reviewed by the Budget Committee and its recommendations will be forwarded to Council for approval. Many of these fee increases are effective February 1, 2019 and are required to maintain or improve the cost recovery of town programs and offset the impact of rising costs where possible. The fee increases, if approved as proposed, result in an additional \$1.5 million in revenue. In addition to fee increases, volume adjustments were made to program revenue budgets where applicable. Adjustments were made in Recreation and Building Services that result in increased revenue, however there are several programs where revenue was reduced to bring it in line with current and expected activity levels. The most notable reduction was seen in Parking revenues as a result of the anticipated closure of Lakeshore road in the downtown. Other programs that have experienced a decline in revenue are Transit, Planning and Infrastructure Maintenance. Also included is the new accommodation tax revenue that will be introduced in 2019 that will be collected to support tourism in Oakville, with a 50% of the revenue transferred to Visit Oakville and 50% to a reserve to be used for tourism infrastructure in the future. In total, the fee increases



Capital Levy

- 1% increase to capital levy for infrastructure renewal
- resulting in an overall increase of 0.41% on the tax bill or \$3.12 on each \$100,000 of assessment.

Executive Summary

combined with volume adjustments net in an overall increase in external revenue of \$2.5 million.

SUMMARY

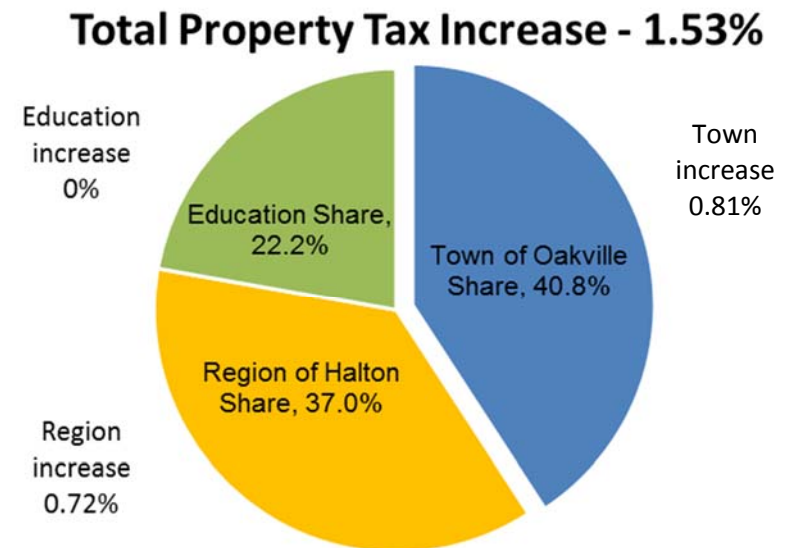
The proposed 2019 budget results in a 1.99% tax increase on the town's share of the property tax bill after assessment growth. The town budget represents approximately 40.8% of the total property tax bill. Therefore, the proposed increase equates to a 0.81% increase on the total property tax bill or \$6.22 per \$100,000 of assessment. When combined with the increase for the Region of Halton of 0.72% and assuming no increase in education rates the total proposed property tax increase is 1.53% or \$11.72 per \$100,000 of assessment, which is below with inflation.

PERFORMANCE BASED PROGRAM BASED BUDGET

The 2019 budget was prepared using the performance based program based budgeting (PB2) methodology. The 2019 budget and the forecasts for 2020 and 2021 focus on programs, and the services within each program, rather than departments and line item expenditures. In preparing the 2019 budget and 2020 and 2021 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.

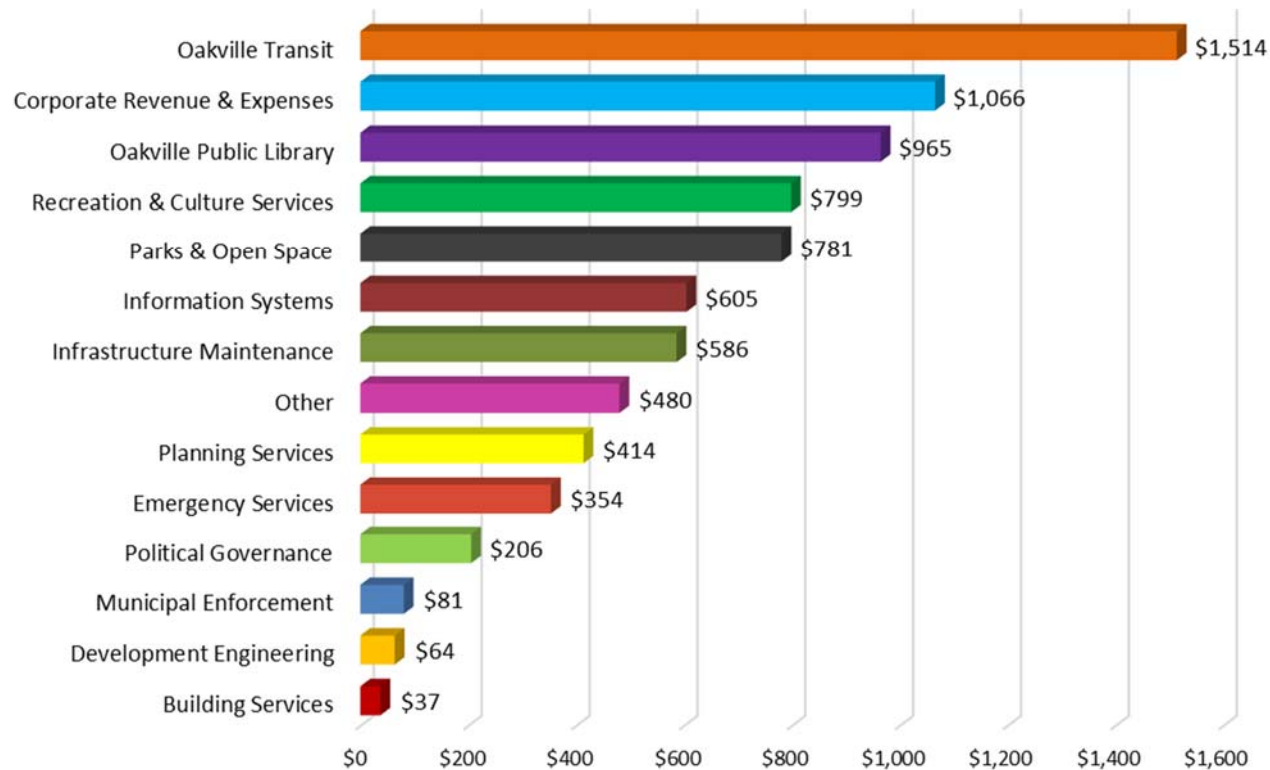


Executive Summary

Program Budget Highlights

The net base budget has increased by \$7.9 million. As illustrated in Table 2 below, the largest increase can be seen in Oakville Transit followed by Corporate Revenue and Expenses. Other significant programs increases are seen in Oakville Public Library, Recreation and Culture and Parks & Open Space. The drivers of the increases are discussed in the following section:

Table 2 - Net Base Budget Increase by Program (millions)



Executive Summary



Oakville Transit - \$1.5 million.

Includes Transit Operations, Fleet and Maintenance and Planning and Accessible Services. The increase is a result of several budgetary pressures with the major drivers being, fuel and utilities, vehicle parts, specialized transit services, vehicle and building maintenance and presto fees. Personnel costs have increased primarily due to inflationary impacts on wages as well as increased use of part-time required for vacation entitlement and short-term leave. Transit revenues have been adjusted to be in line with 2018 levels which assume that ridership remains static but the average revenue per ride has decreased. In order to mitigate these impacts, ridership data has been analyzed and adjustments to low performing routes or sections of routes were identified and alternative service delivery measures have been proposed in the 2019 budget.



Corporate Revenue and Expenses - \$1.1 million.

Includes the operating contribution to capital or capital levy, debt charges and corporate expenses and revenues not attached to a particular department. The increase of \$1.1 million is primarily due to the capital levy increase in accordance with town practice of adding 1% to the capital levy annually, a transfer to the tax stabilization reserve for the unused assessment growth and an increase in the dividend from Oakville Hydro.



Oakville Public Library - \$0.96 million.

Includes Customer Experience, Innovation and Integration and Community Engagement services. The primary driver of the increase is due to personnel costs as a result of three main drivers; costs related to the recently negotiated CUPE 5348 contract; impact of the evaluation of the non-union position market rates as reported to council in May 2018; and operating impacts from capital for staffing at the new Sixteen Mile Library branch and Glen Abbey Creation Zone & Renovation projects.

Executive Summary



Recreation and Culture - \$0.80 million.

Includes Recreation and Culture Hubs, Cultural Services and Program Development and Support. The largest driver of the increase is due to the annualized costs for the operation of Trafalgar Park Community Centre that opened in September of 2018. Other cost drivers include inflationary increases for salaries, wages and benefits, utilities and instructor and performer fees. Program registrations and memberships have grown significantly over the past year, therefore the 2019 budget has been adjusted to reflect an increase in revenues which helps to offset the overall budget.



Parks & Open Spaces - \$0.78 million.

Includes Parks Planning and Development, Parks Maintenance and Forestry services. The primary driver of the increase is in Parks Maintenance operations, with the largest drivers being personnel costs and vehicle maintenance costs. Personnel costs include inflationary and contractual increases for salaries and benefits as well as operating impacts from capital for the outdoor skating rink at Trafalgar Park Community Centre, and a new neighborhood park, village square and trails in the Shield Bay area development of North Oakville. Vehicle maintenance costs have increased due to the rising cost of parts and as a result of the growing fleet as new vehicles are acquired to service North Oakville parks.



Parking

Although the Parking program has a zero net impact on the tax levy, it should be noted that revenue is expected to be significantly lower over the next two years while the reconstruction of Lakeshore Road in the downtown area takes place. Access to downtown parking will be limited during the road closure which will impact the amount of parking and fine revenue. As a result, it is expected that \$1.1 million will be required from the parking reserve fund to balance program costs.

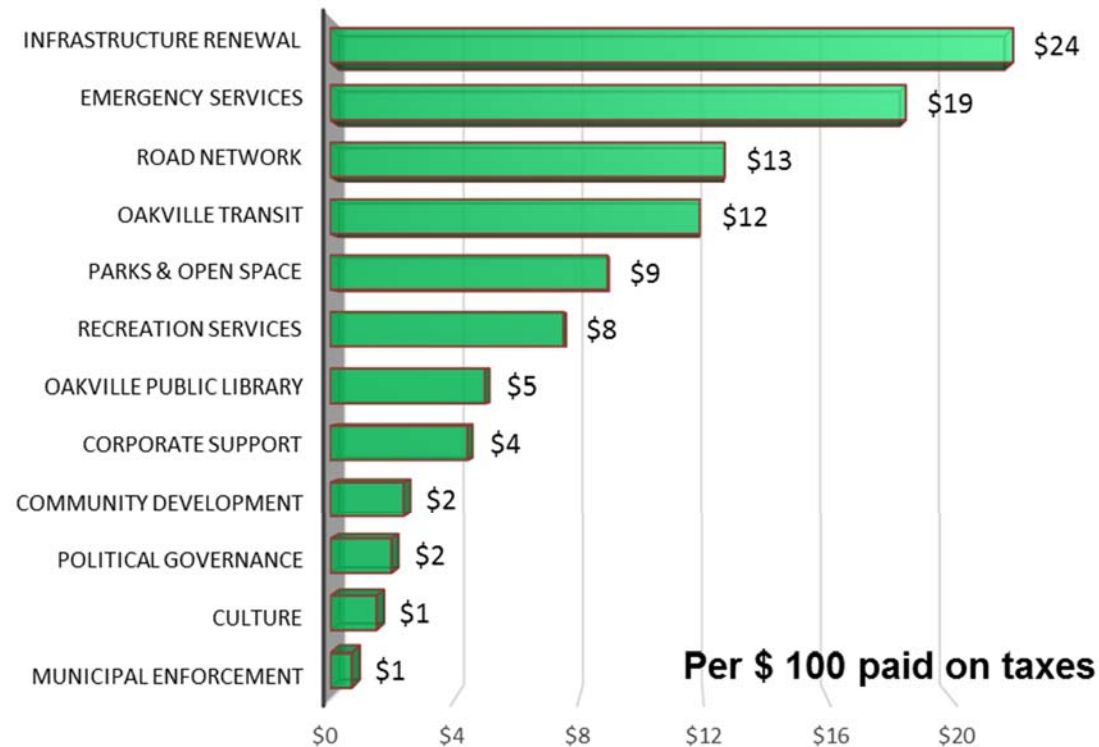
The balance of the increase is spread between the remaining programs. Further details can be found in the program business plans.

Executive Summary

2019 Tax Levy Requirement

The total 2019 tax levy requirement to support town programs is \$ 197,637,900 and is shown by program in Table 10. The forecasts for 2020 and 2021 are shown in Table 12. 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



Executive Summary

2019 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 2019 Operating and Capital Budgets:

- December 11, 2018
 - Distribution of Operating Budget Document and Overview Presentation
 - Rates and Fees
- January 8, 2019
 - Staff Presentations
- January 10, 2019
 - Public Delegations
- January 22, 2019
 - Deliberations and Recommendations
- Council Approval – January 28, 2019

Residents can also contribute by email to budget@oakville.ca.

Total 2019 Operating Expenditures by Cost Component

The gross expenditures proposed in the 2019 operating budget total \$337.3 million including service adjustments for the town's programs.

Table 4 shows the town's total 2019 base operating budget expenditures by cost component. In total gross expenditures have increased by \$13.6 million. The details are provided in Table 9. The forecast budget for 2020 and 2021 is shown in Table 11.

Executive Summary

Salaries and Benefits account for 47% or \$157.7 million of the operating budget. This is an increase of \$3.5 million over 2018 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 and new capital infrastructure.

Purchased Services totals \$37.7 million and 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 \$1.2 million due to inflationary pressures, increased software maintenance costs, increased taxi costs to meet AODA legislation for specialized transit and contract renewal costs for winter control.

Materials and Supplies include expenditures for utilities, fuel, vehicle parts, office supplies, construction and other materials. They represent 7% of the town's gross expenditures and have increased by \$0.9 million. Most expenditure items in this category have risen in line with inflation, however, fuel, utilities and vehicle parts have been impacted by changes in economic conditions and have experienced higher than inflationary increases.

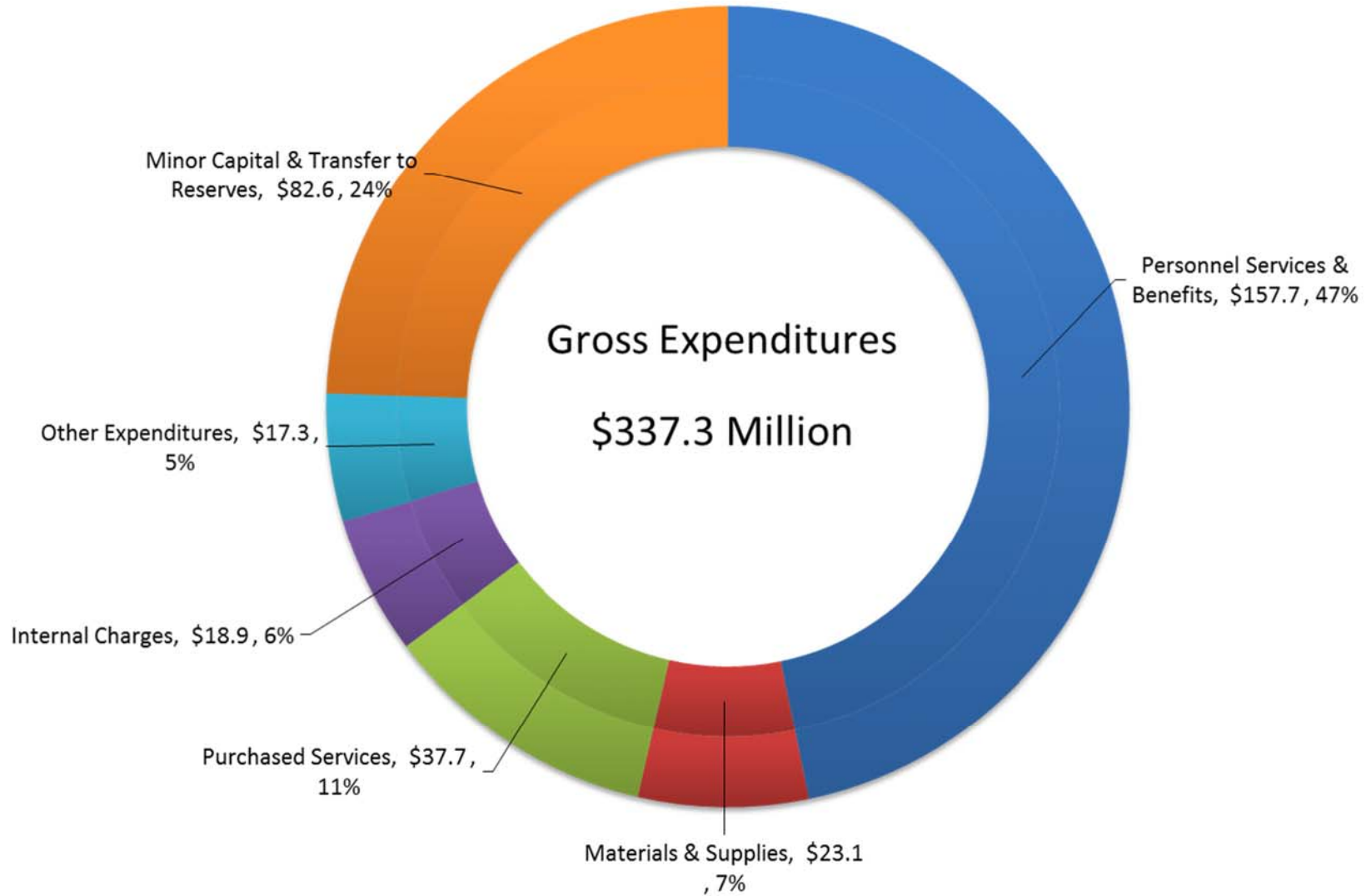
Other Expenditures include community grants, financial expenses and debt charges. Other expenditures have changed by \$0.9 million partially due increase debt charges for the second installment of debt issued for the LED Streetlight Conversion project, which are offset by a reduction in hydro costs. In addition, the budget reflects an increase in grants to reflect the new transfer of accommodation tax revenues to Tourism Halton.

Minor Capital and Transfers to Reserves including provisions for future expenditures (e.g. equipment replacement and transfers to tax stabilization reserves) account for 24% of expenditures and have increased by \$6.2 million. This also includes the capital levy funding transferred to the capital budget of \$33.6 million.

The increase in expenditures is offset by an increase in revenues including activity revenue which has increased by \$1.3 million. Activity revenue includes items such as Recreation and Culture user fees, Transit fares and Planning application fees.

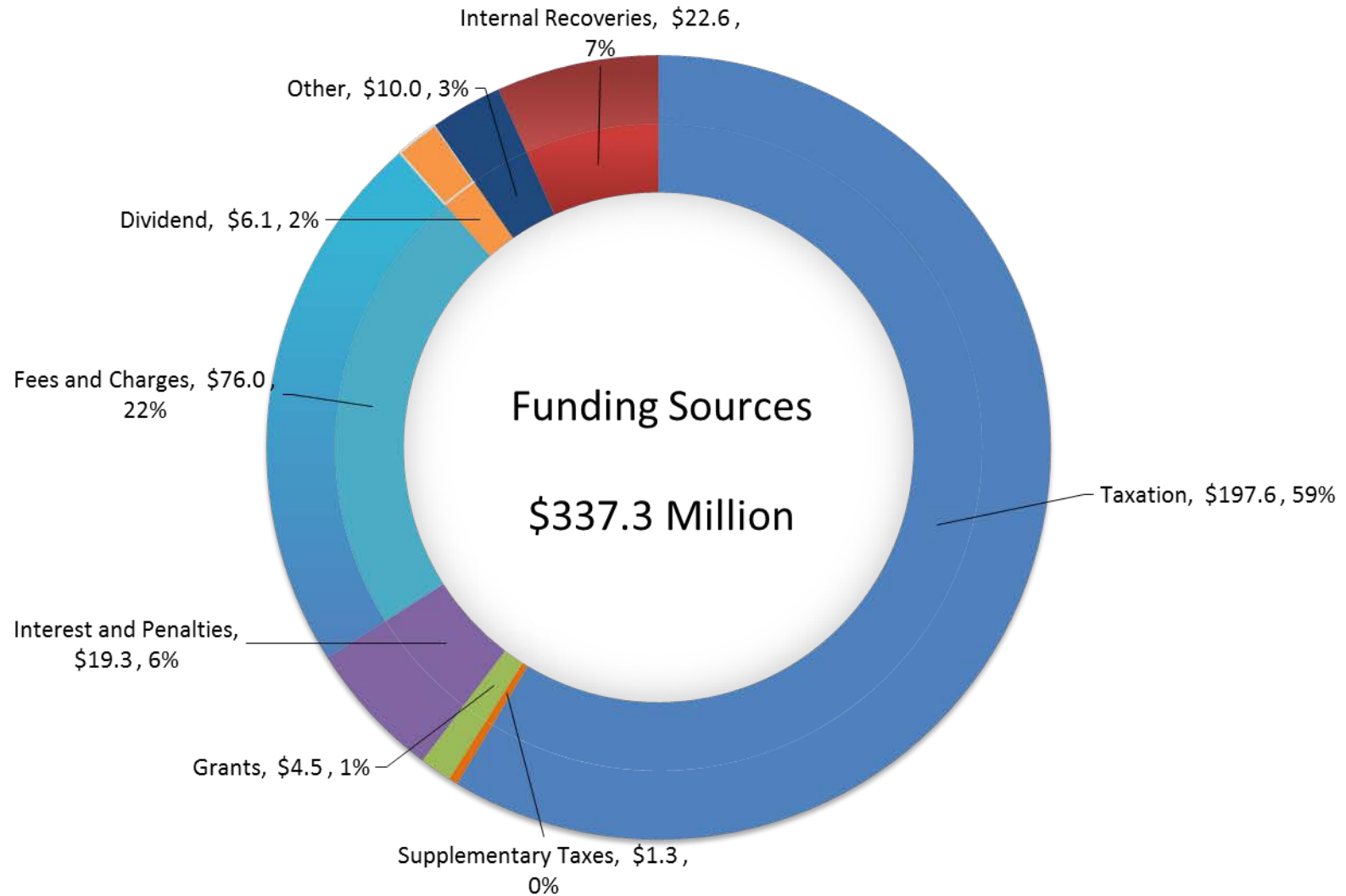
Executive Summary

Table 4 - Total 2019 Operating Expenditures by Cost Component,



Executive Summary

Table 5 - Total 2019 Operating Revenues by Type,



Executive Summary

Total 2019 Operating Revenues

Table 5 illustrates the funding sources for the 2019 operating budget. Taxation revenues provide 59% (2018 – 59%) of the funding. Fees and charges are the next largest source of funding at \$73.9 million or 22%. Included in the fees and charges are increases to maintain cost recovery ratios for all programs.

The 2019 budget includes a \$6.1 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 2019.

BUDGET COMMITTEE REFERRALS

During the course of 2018, items have been referred to the Budget Committee for consideration. The referrals are listed below (Table 6) for consideration by the Budget Committee.

Executive Summary

Table 6 - 2019 Budget Committee Referrals

Item	Date of Meeting	Dept. Responsible.	Referral	Action
Downtown Mitigation Strategy	P&D 9/10/2018	Economic Development	<p>That the funding required in 2019 and 2020, identified in Appendix A, be referred to the 2019 Capital Budget process.</p> <p>That staff be directed to implement the mitigation initiatives identified in the Downtown Mitigation Strategy report and summarized in Appendix A, subject to budget approval.</p> <p>That no cost Saturday parking be offered from April 2019 to November 2020 as detailed under section 3.1 'Parking Subsidy' of the staff report, subject to budget approval.</p>	<p>Included in 2019 -2020 Capital Budget</p> <p>Included in 2019 Operating Budget</p>
Events Strategy Recommendations	2019 Budget Committee 12/12/2017	Recreation & Culture	That the budget implications of the 2017 Events Strategy Update be referred to the 2019 Budget Committee.	Under review, report back to Council in the new year.
Oakville's Canada Day Event Review	CSC 9/17/2018	Recreation and Culture Department	That the budget impacts of this report be referred to the 2019 Budget Committee for consideration.	Included in 2019 Operating Budget

Executive Summary

FORECAST FOR 2020 AND 2021

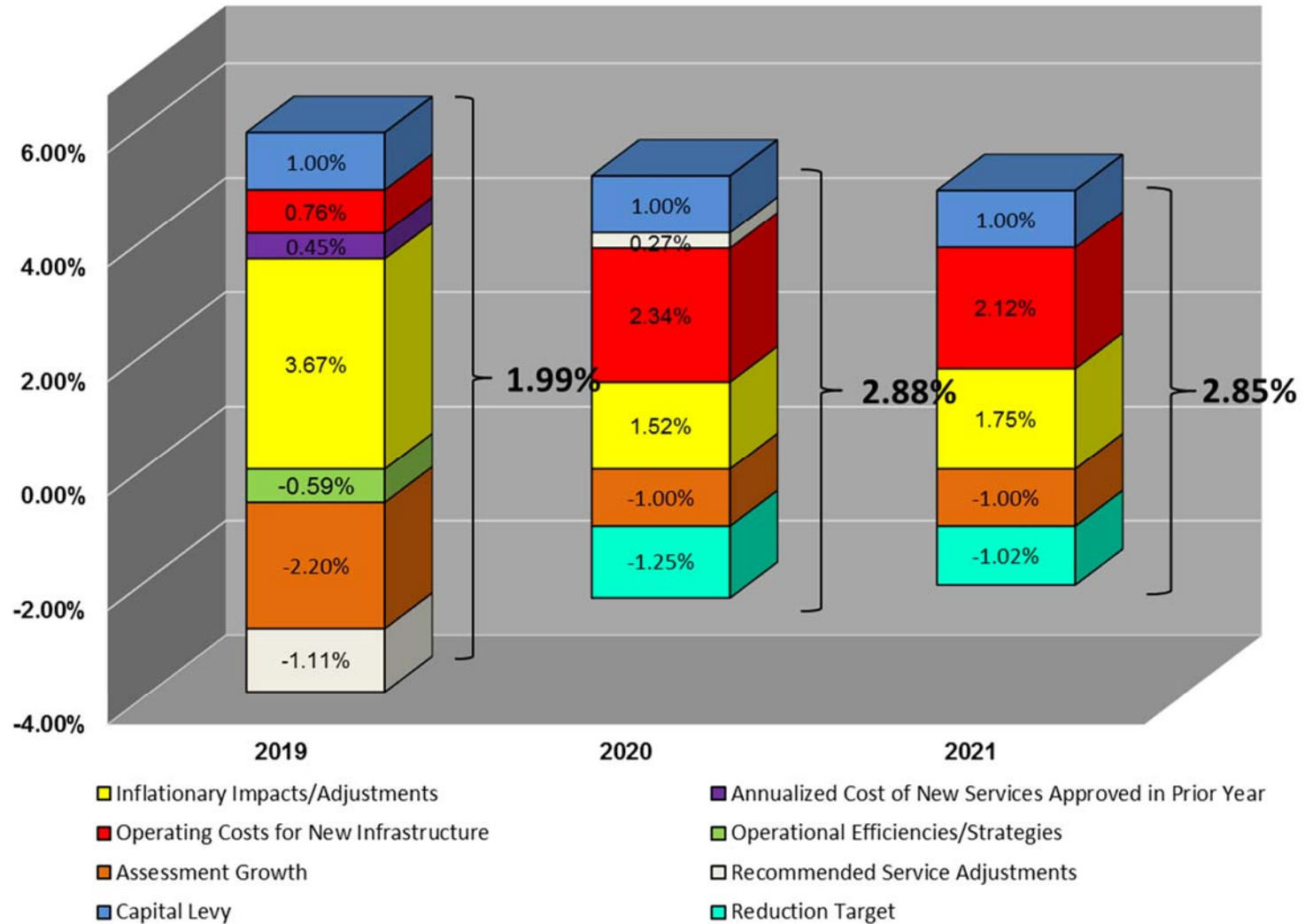
The Budget Document also includes a forecast of the 2020 and 2021 operating budgets, incorporating inflation, related expenditure increases and the increased operating costs resulting from capital projects undertaken in 2019 and 2020.

The forecasted increase for 2020 is 3.8% and 3.8% in 2021 net of assessment growth, for base budget purposes only. In order to bring the budget in line with Council's direction of inflation, deferred assessment growth from the prior years of -1.25% in 2020 and -1.01% in 2021 will be used. The net 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 or assumed as part of developments. The operating impacts from capital include Southeast Community Centre, Fire Station 8, new parks and trails, road widenings and additional transit buses. In addition, the 2020 budget include impacts resulting from the Fire Master Plan update presented to Council in December 2017. Table 7 shows the total base budget increase for 2019, 2020 and 2021 by cost driver.

Executive Summary

Table 7 - Forecast Budget Increase



Executive Summary

Table 8 shows the projected overall tax impact in 2020 and 2021, 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

	2019 Requested Budget	2020 Forecast Budget	2021 Forecast Budget
Inflationary Impacts/Revenue Adjustment	3.67%	1.52%	1.75%
Annualized Cost of New Services Approved in Prior Year	0.45%	0.00%	0.00%
Operating Costs for New Infrastructure	0.76%	2.34%	2.12%
Operational Efficiencies/Strategies	-0.59%	0.00%	0.00%
Assessment Growth	-2.20%	-1.00%	-1.00%
Total Base Operating Budget	2.10%	2.86%	2.87%
Capital Levy	1.00%	1.00%	1.00%
Service Adjustments	0.00%	0.27%	0.00%
Recommended Adjustment	-1.11%	0.00%	0.00%
Deferred Assessment Growth from Prior Years		-1.25%	-1.02%
Total Town Budget	1.99%	2.88%	2.85%
Education	0.00%	0.00%	0.00%
Region of Halton (1)	1.94%	2.30%	2.30%
Tax Shift	0.00%	0.00%	0.00%
Overall Tax Bill Impact (%) (2)	1.53%	2.03%	2.01%
Overall Tax Bill Impact (\$'s per \$100,000 of assessment) (3)	\$11.72	\$15.75	\$15.98

(1) Based on Region's proposed increase for 2020 and 2021 forecast as identified in 2018 budget

(2) Total Tax Bill is 37.% Region, 40.8% Town, 22.2% Education

(3) Exclusive of reassessment impacts

Table may not add due to rounding

Executive Summary

Table 9 - 2019 Operating Budget by Program

	2018	2019	Base	2019	2019	2018 - 2019	2018 - 2019
	Restated Budget	Base Budget	Budget Change	Service Adjustments	Requested Budget	Change (\$)	Change (%)
EXPENDITURE BY PROGRAM							
Political Governance	4,307,500	3,903,200	-9.4%	-	3,903,200	(404,300)	-9.4%
Administrative Executive Management	2,115,500	2,162,400	2.2%	-	2,162,400	46,900	2.2%
Service Oakville	1,037,500	1,043,700	0.6%	-	1,043,700	6,200	0.6%
Strategy, Policy & Communications	1,305,600	1,328,800	1.8%	-	1,328,800	23,200	1.8%
Human Resources	2,714,800	2,830,400	4.3%	-	2,830,400	115,600	4.3%
Regulatory Services	719,400	744,500	3.5%	-	744,500	25,100	3.5%
Financial Services	6,928,200	7,024,900	1.4%	-	7,024,900	96,700	1.4%
Environmental Policy	981,400	958,200	-2.4%	-	958,200	(23,200)	-2.4%
Legal Services	2,355,500	2,360,100	0.2%	-	2,360,100	4,600	0.2%
Information Systems	11,038,600	11,677,300	5.8%	-	11,677,300	638,700	5.8%
Facilities & Construction Management	4,130,000	4,327,300	4.8%	-	4,327,300	197,300	4.8%
Emergency Services	36,671,400	37,136,900	1.3%	-	37,136,900	465,500	1.3%
Recreation and Culture	36,933,700	38,863,300	5.2%	-	38,863,300	1,929,600	5.2%
Oakville Public Library	9,671,000	10,694,000	10.6%	-	10,694,000	1,023,000	10.6%
Parks & Open Space	21,704,900	22,554,300	3.9%	-	22,554,300	849,400	3.9%
Cemeteries	975,200	1,135,100	16.4%	-	1,135,100	159,900	16.4%
Harbours	2,021,100	2,052,700	1.6%	-	2,052,700	31,600	1.6%
Infrastructure Maintenance	34,733,400	35,636,100	2.6%	-	35,636,100	902,700	2.6%
Infrastructure Planning & Improvements	3,749,100	3,780,200	0.8%	-	3,780,200	31,100	0.8%
Parking	4,630,600	4,582,600	-1.0%	-	4,582,600	(48,000)	-1.0%
Municipal Enforcement	2,417,300	2,580,800	6.8%	-	2,580,800	163,500	6.8%
Oakville Transit	33,701,600	35,007,400	3.9%	-	35,007,400	1,305,800	3.9%
Strategic Business Services	1,206,500	1,207,300	0.1%	-	1,207,300	800	0.0%
Building Services	9,555,200	10,663,100	11.6%	-	10,663,100	1,107,900	11.6%
Planning Services	6,944,500	6,952,100	0.1%	-	6,952,100	7,600	0.1%
Development Engineering	4,652,600	4,689,400	0.8%	-	4,689,400	36,800	0.8%
Economic Development	794,000	833,400	5.0%	1,000,000	1,833,400	1,039,400	130.9%
Corporate Revenue & Expenses	75,735,600	79,581,500	5.1%	-	79,581,500	3,845,900	5.1%
Total EXPENDITURE BY PROGRAM	323,731,700	336,311,000	3.9%	1,000,000	337,311,000	13,579,300	4.19%

Executive Summary

Table 10 – 2019 Operating Budget – Tax Levy by Program

	2018 Restated Budget	2019 Base Budget	2019 Service Adjustments	2019 Requested Budget	2018-2019 Change (\$)	2018-2019 Change (%)
TAX LEVY BY PROGRAM						
Political Governance	3,686,100	3,891,600	-	3,891,600	205,500	5.57%
Administrative Executive Management	1,893,500	1,938,400	-	1,938,400	44,900	2.37%
Service Oakville	871,500	873,900	-	873,900	2,400	0.28%
Strategy, Policy & Communications	1,305,600	1,328,800	-	1,328,800	23,200	1.78%
Human Resources	2,707,200	2,824,200	-	2,824,200	117,000	4.32%
Regulatory Services	329,400	344,500	-	344,500	15,100	4.58%
Financial Services	5,577,300	5,616,600	-	5,616,600	39,300	0.70%
Environmental Policy	956,400	933,200	-	933,200	(23,200)	-2.43%
Legal Services	2,227,000	2,281,000	-	2,281,000	54,000	2.42%
Information Systems	10,714,900	11,319,700	-	11,319,700	604,800	5.64%
Facilities & Construction Management	2,772,600	2,931,400	-	2,931,400	158,800	5.73%
Emergency Services	36,298,300	36,651,800	-	36,651,800	353,500	0.97%
Recreation and Culture	16,999,600	17,798,300	-	17,798,300	798,700	4.70%
Oakville Public Library	8,890,300	9,855,100	-	9,855,100	964,800	10.85%
Parks & Open Space	16,712,500	17,493,400	-	17,493,400	780,900	4.67%
Cemeteries	139,800	161,500	-	161,500	21,700	15.52%
Infrastructure Maintenance	22,225,200	22,811,500	-	22,811,500	586,300	2.64%
Infrastructure Planning & Improvements	2,314,500	2,318,500	-	2,318,500	4,000	0.17%
Municipal Enforcement	1,280,600	1,361,200	-	1,361,200	80,600	0.00%
Oakville Transit	22,033,700	23,547,500	-	23,547,500	1,513,800	6.87%
Strategic Business Services	349,700	333,500	-	333,500	(16,200)	-4.63%
Building Services	78,200	115,500	-	115,500	37,300	0.00%
Planning Services	2,338,700	2,752,600	-	2,752,600	413,900	17.70%
Development Engineering	581,800	645,600	-	645,600	63,800	-10.97%
Economic Development	794,000	833,400	-	833,400	39,400	4.96%
Corporate Revenue & Expenses	25,609,600	26,675,200	-	26,675,200	1,065,600	4.16%
Total TAX LEVY BY PROGRAM	189,688,000	197,637,900	-	197,637,900	7,949,900	4.19%
Assessment Growth						-2.20%
Tax Levy Requirement						1.99%

Executive Summary

Table 11 – 2019 – 2021 Operating Budget by Program

	2019 Requested Budget	2020 Forecast Requested	2019-2020 Change (%)	2021 Forecast Requested	2020-2021 Change (%)
GROSS EXPENDITURES					
Political Governance	3,903,200	3,973,200	1.8%	4,033,600	1.5%
Administrative Executive Management	2,162,400	2,211,700	2.3%	2,265,700	2.4%
Service Oakville	1,043,700	1,065,800	2.1%	1,088,200	2.1%
Strategy, Policy & Communications	1,328,800	1,359,200	2.3%	1,391,100	2.3%
Human Resources	2,830,400	2,894,000	2.2%	2,959,500	2.3%
Regulatory Services	744,500	762,200	2.4%	777,000	1.9%
Financial Services	7,024,900	7,176,500	2.2%	7,332,900	2.2%
Environmental Policy	958,200	978,500	2.1%	1,000,500	2.2%
Legal Services	2,360,100	2,413,900	2.3%	2,470,900	2.4%
Information Systems	11,677,300	12,212,300	4.6%	12,474,100	2.1%
Facilities & Construction Management	4,327,300	4,414,800	2.0%	4,503,900	2.0%
Emergency Services	37,136,900	40,028,100	7.8%	41,801,100	4.4%
Recreation and Culture	38,863,300	41,142,000	5.9%	44,053,500	7.1%
Oakville Public Library	10,694,000	11,184,100	4.6%	11,500,500	2.8%
Parks & Open Space	22,554,300	23,422,300	3.8%	24,552,600	4.8%
Cemeteries	1,135,100	1,149,800	1.3%	1,167,300	1.5%
Harbours	2,052,700	2,170,000	5.7%	2,211,600	1.9%
Infrastructure Maintenance	35,636,100	37,019,200	3.9%	38,777,600	4.7%
Infrastructure Planning & Improvements	3,780,200	3,856,500	2.0%	3,936,100	2.1%
Parking	4,582,600	4,653,100	1.5%	4,728,300	1.6%
Municipal Enforcement	2,580,800	2,708,600	5.0%	2,780,700	2.7%
Oakville Transit	35,007,400	35,835,900	2.4%	37,466,300	4.5%
Strategic Business Services	1,207,300	1,233,500	2.2%	1,260,200	2.2%
Building Services	10,663,100	10,751,000	0.8%	10,965,400	2.0%
Planning Services	6,952,100	7,097,300	2.1%	7,245,500	2.1%
Development Engineering	4,689,400	4,782,100	2.0%	4,877,900	2.0%
Economic Development	1,833,400	1,749,200	-4.6%	1,764,700	0.9%
Corporate Revenue & Expenses	79,581,500	79,144,700	-0.5%	79,141,300	-0.0%
Total GROSS EXPENDITURES	337,311,000	347,389,500	3.0%	358,528,000	3.2%

Executive Summary

Table 12 – 2019 – 2021 Operating Budget – Tax Levy by Program

	2019 Requested Budget	2020 Forecast Requested Budget	2019-2020 Change (%)	2021 Forecast Requested Budget	2020-2021 Change (%)
TAX LEVY					
Political Governance	3,891,600	3,961,500	1.8%	4,021,700	1.5%
Administrative Executive Management	1,938,400	1,986,900	2.5%	2,040,100	2.7%
Service Oakville	873,900	892,600	2.1%	911,500	2.1%
Strategy, Policy & Communications	1,328,800	1,359,200	2.3%	1,391,100	2.3%
Human Resources	2,824,200	2,887,700	2.2%	2,953,100	2.3%
Regulatory Services	344,500	354,200	2.8%	360,900	1.9%
Financial Services	5,616,600	5,743,100	2.3%	5,873,900	2.3%
Environmental Policy	933,200	953,500	2.2%	975,500	2.3%
Legal Services	2,281,000	2,334,100	2.3%	2,390,400	2.4%
Information Systems	11,319,700	11,849,700	4.7%	12,106,400	2.2%
Facilities & Construction Management	2,931,400	2,994,200	2.1%	3,058,100	2.1%
Emergency Services	36,651,800	39,536,400	7.9%	41,302,700	4.5%
Recreation and Culture	17,798,300	19,176,900	7.7%	20,501,000	6.9%
Oakville Public Library	9,855,100	10,307,800	4.6%	10,615,700	3.0%
Parks & Open Space	17,493,400	18,196,000	4.0%	19,263,400	5.9%
Cemeteries	161,500	164,800	2.0%	166,800	1.2%
Infrastructure Maintenance	22,811,500	23,819,700	4.4%	25,172,200	5.7%
Infrastructure Planning & Improvements	2,318,500	2,365,700	2.0%	2,415,600	2.1%
Municipal Enforcement	1,361,200	1,465,300	7.6%	1,513,100	3.3%
Oakville Transit	23,547,500	24,188,000	2.7%	25,463,000	5.3%
Strategic Business Services	333,500	342,200	2.6%	351,100	2.6%
Building Services	115,500	101,100	-12.5%	102,900	1.8%
Planning Services	2,752,600	2,813,800	2.2%	2,876,300	2.2%
Development Engineering	645,600	650,400	0.7%	663,600	2.0%
Economic Development	833,400	749,200	-10.1%	764,700	2.1%
Corporate Revenue & Expenses	26,675,200	26,084,200	-2.2%	25,930,200	-0.6%
Total TAX LEVY	197,637,900	205,278,200	3.9%	213,185,000	3.9%
Assessment Growth			-1.00%		-1.00%
Total Tax Levy Requirement	197,637,900	205,278,200	2.9%	213,185,000	2.9%

Executive Summary

Table 13 – Town Revenue Operating Budget Summary

	2018 Budget	2019 Base Budget	Base Budget Change (%)	Requested 2019 Adjustments	2019 Requested Budget	% Change 2018-2019	Forecast 2020 Budget	Forecast 2021 Budget
SOURCES OF REVENUE								
Corporate Revenue								
Taxation	189,688,000	197,637,900	4.2%	0	197,637,900	4.2%	205,278,200	213,185,000
Supplementary Taxes	1,250,000	1,250,000	0.0%	0	1,250,000	0.0%	1,250,000	1,250,000
Local Improvement Collections	0	0	0.0%	0	0	0.0%	0	0
Payments in Lieu of Taxes	4,383,000	4,474,700	2.1%	0	4,474,700	2.1%	4,474,700	4,474,700
General Provincial Grants	0	0	0.0%	0	0	0.0%	0	0
Income from Investments	11,390,000	11,634,200	2.1%	0	11,634,200	2.1%	11,634,200	11,634,200
POA Halton Court Fines	812,000	976,000	20.2%	0	976,000	20.2%	995,500	1,015,400
Tax Penalty & Interest	3,000,000	3,000,000	0.0%	0	3,000,000	0.0%	3,060,000	3,121,200
Oakville Hydro Revenue	11,055,900	11,616,800	5.1%	0	11,616,800	5.1%	11,634,700	5,553,000
Subdivision Agreement Fees	0	0	0.0%	0	0	0.0%	0	0
Other Service Fees	0	0	0.0%	0	0	0.0%	0	0
Fund Balance and Transfer	9,591,100	9,128,900	-4.8%	0	9,128,900	-4.8%	9,106,400	9,076,800
Total Corporate Revenue	231,170,000	239,718,500	3.7%	0	239,718,500	3.7%	247,433,700	249,310,300
Departmental Revenue	70,903,900	74,016,200	4.4%	1,000,000	75,016,200	5.8%	76,872,300	85,584,700
Internal Recoveries	21,657,800	22,576,300	4.2%	0	22,576,300	4.2%	23,083,500	23,633,000

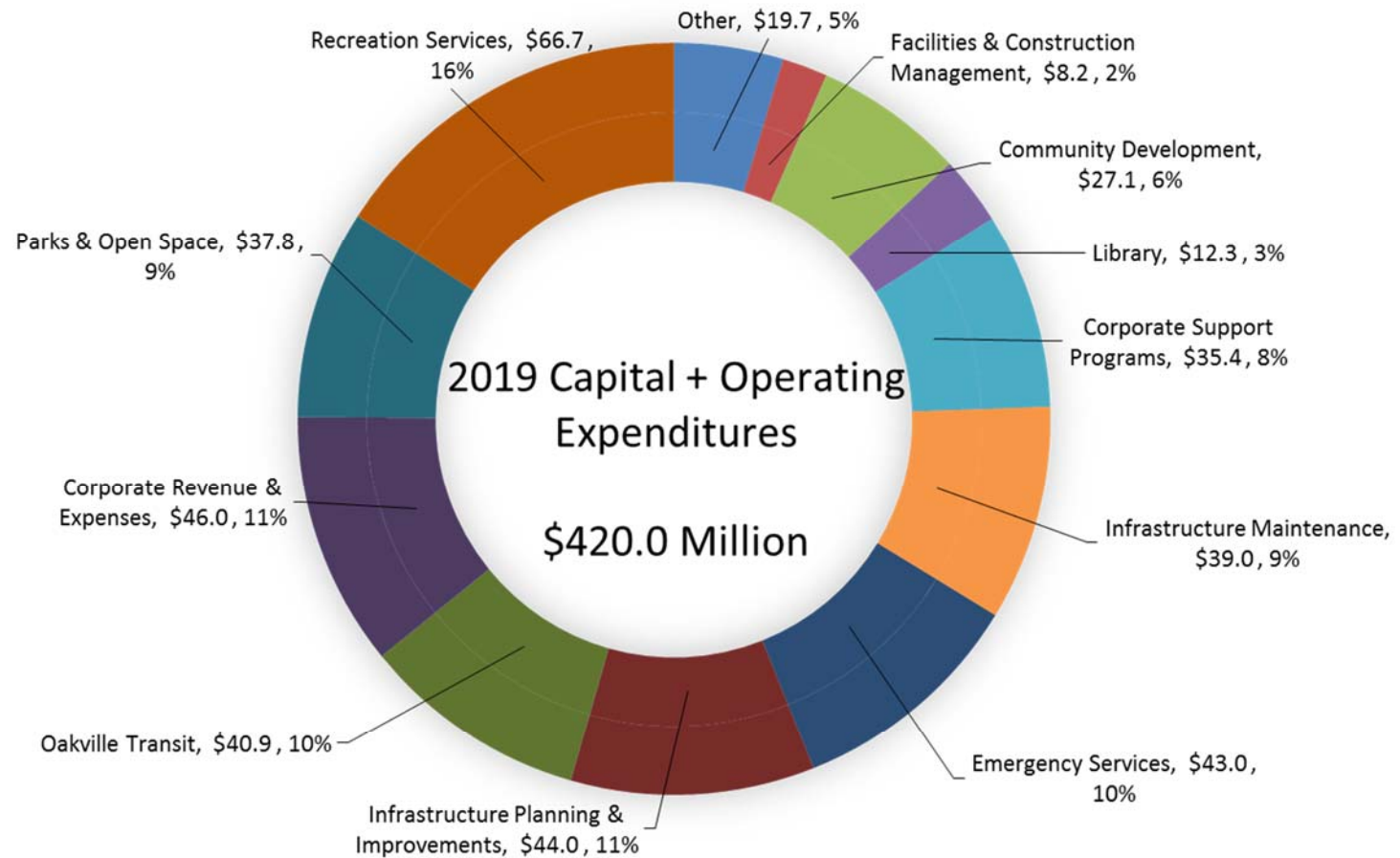
Executive Summary

2019 TOTAL EXPENDITURES

Table 14 sets out the 2019 expenditure needs for all programs for both operating and capital. Total combined gross spending in 2019 is projected at \$420.0 million.

Executive Summary

Table 14 – 2019 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	Long Term Financing	Total Corporate Financing	Total Proposed Financing
CORPORATE INITIATIVES												
Corporate Initiatives	1,406,000						726,000		680,000		1,406,000	1,406,000
Total CORPORATE INITIATIVES	1,406,000						726,000		680,000		1,406,000	1,406,000
CORPORATE SERVICES												
Facilities and Construction Mgmt	3,840,000						579,000	2,759,000	502,000		3,840,000	3,840,000
Information Systems	3,760,000			117,000		117,000			3,643,000		3,643,000	3,760,000
Total CORPORATE SERVICES	7,600,000			117,000		117,000	579,000	2,759,000	4,145,000		7,483,000	7,600,000
COMMUNITY SERVICES												
Parks and Open Space	15,242,000	4,443,300		1,520,000		5,963,300	1,957,000		7,321,700		9,278,700	15,242,000
Cemeteries	95,000			95,000		95,000					251,000	95,000
Harbours	974,000			723,000		723,000			251,000		251,000	974,000
Emergency Services	5,840,000	5,120,000				5,120,000	265,000	103,000	352,000		720,000	5,840,000
Recreation and Culture	27,866,800	4,873,600		828,000	35,000	5,736,600	17,116,400	4,315,800	698,000		22,130,200	27,866,800
Oakville Public Library	1,614,000	280,800		200,000		480,800	966,000	56,000	111,200		1,133,200	1,614,000
Infrastructure Maintenance	3,317,600	359,500				359,500	1,692,600	267,500	998,000		2,958,100	3,317,600
Oakville Transit	5,897,000	254,900	1,790,100			2,045,000	3,741,000	60,000	51,000		3,852,000	5,897,000
Total COMMUNITY SERVICES	60,846,400	15,332,100	1,790,100	3,366,000	35,000	20,523,200	25,738,000	4,802,300	9,782,900		40,323,200	60,846,400
COMMUNITY DEVELOPMENT												
Infrastructure Planning	44,513,000	9,242,100	3,800,000	675,000	1,520,000	15,237,100	7,849,200		18,826,700	2,600,000	29,275,900	44,513,000
Parking	1,155,000	399,400		727,300		1,126,700			28,300		28,300	1,155,000
Municipal Enforcement	137,000						137,000				137,000	137,000
Environmental Policy	180,000				114,000	114,000			66,000		66,000	180,000
Building Services	200,000						200,000				200,000	200,000
Planning Services	275,000	225,000				225,000			50,000		50,000	275,000
Total COMMUNITY DEVELOPMENT	46,460,000	9,866,500	3,800,000	1,402,300	1,680,000	16,748,800	8,140,200		18,971,000	2,600,000	29,711,200	46,460,000
TOTAL	116,312,400	25,198,600	5,590,100	4,885,300	1,715,000	37,389,000	35,183,200	7,561,300	33,578,900	2,600,000	78,923,400	116,312,400

Executive Summary

2019 CAPITAL BUDGET

The 2019 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 2019 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 2019 recommended gross capital budget is \$116.3 million. As indicated in Table 16, \$48.0 million or 41% of the capital budget has been allocated to Infrastructure Renewal projects. Growth represents \$24.0 million or 21% of the total 2019 budget and Community Enhancements represent \$23.1 million or 20% of the total 2019 budget.

Table 16 – Capital Forecast by Category (Millions)

Classification	2019
Infrastructure Renewal	\$48.0
Growth	24.0
Strategic Priorities	19.3
Community Enhancements	23.1
Enterprise Initiatives	1.9
Total	\$116.3

Executive Summary

As shown above, the total value of town capital projects in 2019 is \$116.3 million. The following table provides highlights of the projects included in the 2019 capital budget. These projects represent 57.1% of the 2019 capital budget.

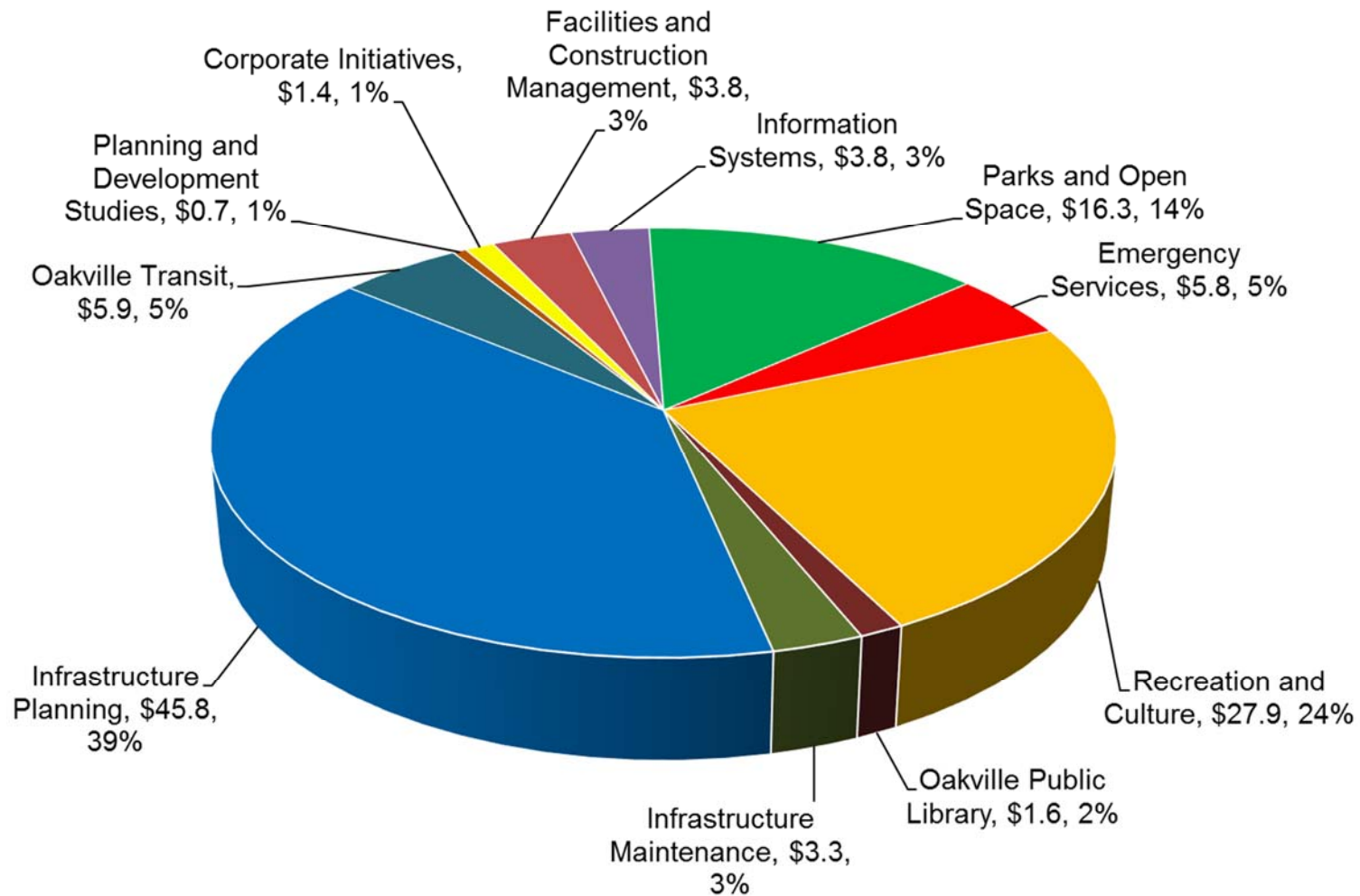
Table 17 – Top 10 Largest Capital Projects

2019 Capital Budget Top 10 Largest Capital Projects (\$ Millions)		
Program	Project	2019
Recreation & Culture	46601701 South East Community Centre	\$22.5
Infrastructure Planning	53321504 Downtown Lakeshore - Reconstruction/Streetscape	\$10.8
Infrastructure Planning	53331801 Road Resurfacing and Preservation Program	\$9.6
Emergency Services	43301802 Fire Station #8	\$5.1
Oakville Transit	54411808 Replacement Buses	\$3.6
Infrastructure Planning	53310703 Kerr St Widening and Grade Separation	\$3.4
Recreation & Culture	46631901 River Oaks - Replace Slab B Ice Rink	\$3.1
Infrastructure Planning	53311410 Speers Rd - GO Station W of 3rd Line to 4th Line	\$3.0
Parks and Open Space	52211817 North Oakville - Neighbourhood Park - 3	\$2.9
Parks and Open Space	52271805 EAB Management Program	\$2.5
Total		\$66.4

Executive Summary

The following chart illustrates the 2019 capital budget by program.

Table 18 – 2019 Capital Budget by Program - \$116.3M



Executive Summary

As shown in the graph, the Infrastructure Planning program has the largest capital budget totaling \$45.8 million or 39% of the 2019 capital budget. Highlights include \$10.8 million for Downtown Lakeshore Reconstruction/Streetscape, \$9.6 million for Road Resurfacing and Preservation Program, \$3.4 million for Kerr Street Widening and Grade Separation, and \$3.0 million for reconstruction and widening of Speers Road - west of Third Line to Fourth Line.

The second largest capital program is Recreation and Culture with \$27.9 million or 24% of the capital budget. Major projects included in this program are \$22.5 million for the South East Community Centre, \$3.1 million for River Oaks Slab B ice rink replacement, along with funding to keep recreation and culture infrastructure in a state of good repair.

The Parks and Open Space capital budget is \$16.3 million or 14% of the total capital budget. Highlights include \$2.9 million for the construction of a neighbourhood park in North Oakville (Fowley Park in the area of Sixth Line and Wheat Boom Drive), \$2.5 million to continue work on Emerald Ash Borer (EAB) management in street trees and woodlots, \$2.0 million to replace Parks vehicles and equipment and \$1.8 million for Town Square rehabilitation.

The Oakville Transit capital budget totals \$5.9 million or 5%; major projects include \$3.6 million for replacement buses and \$1.2 million for major bus refurbishment.

Emergency Services is requesting \$5.8 million of the total budget with the majority, \$5.1 million, for the commencement of construction of Fire Station 8.

The Facilities and Construction Management program has requested \$3.8 million to refurbish and replace building components at town facilities.

2019 Capital Financing Overview

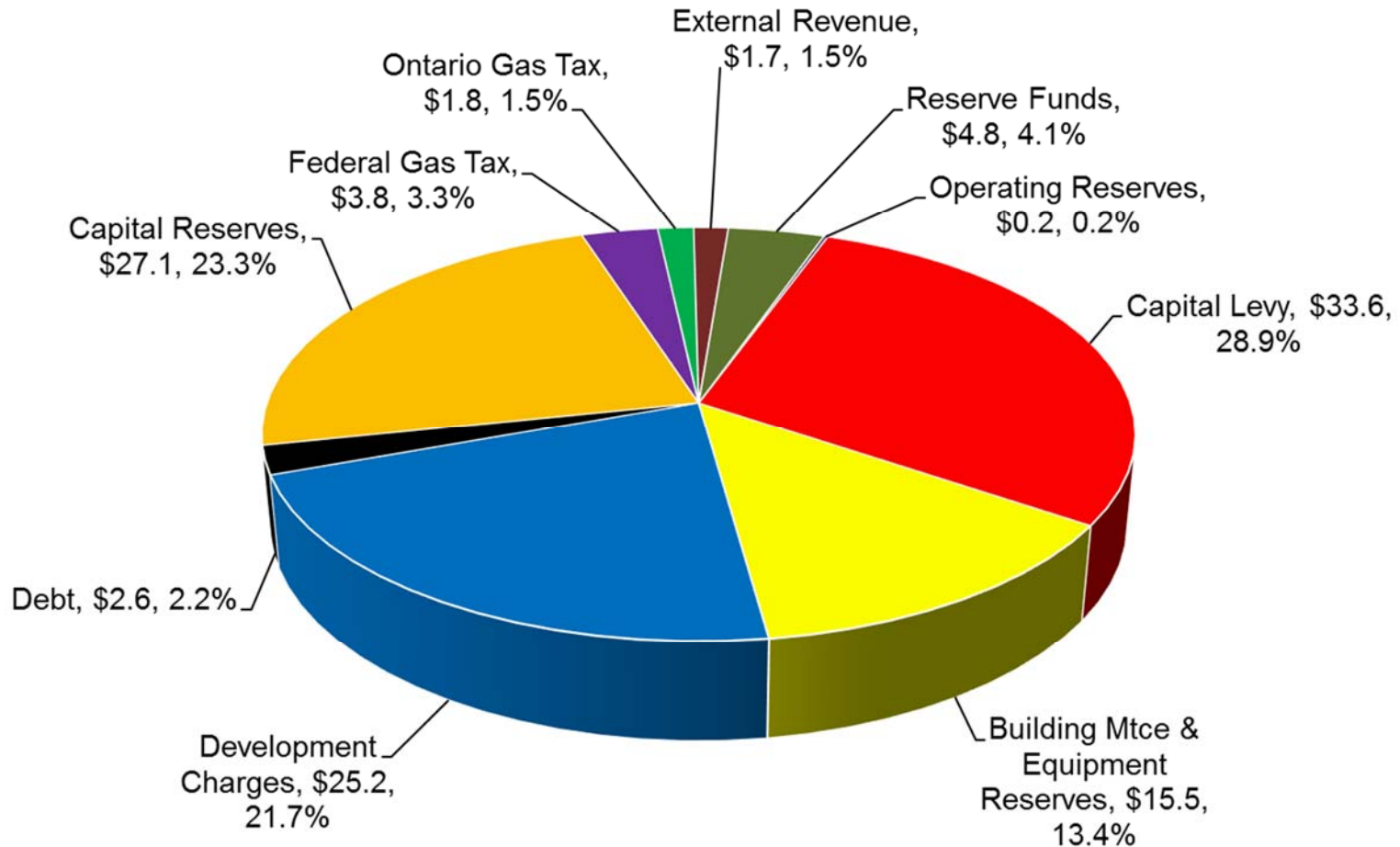
Financing of the 2019 capital budget is provided by several different funding sources as illustrated in table 19 below.

The Capital Levy is being used to fund the largest portion of the budget with \$33.6 million or 28.9%. 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. The second largest source of funding is Capital Reserve with \$27.1 million or 23.3% of the 2019 budget. Development Charges will

Executive Summary

finance \$25.2 million representing 21.7%. Other funding sources include Equipment and Building Maintenance reserves, Gas Tax reserve funds, Program Specific reserve funds, External Revenue and Operating Reserves.

Table 19 – 2019 Capital Budget Financing - \$116.3M



Executive Summary

Operating Impacts from Capital Projects

Operating impacts from capital projects total \$1,745,600 for 2019, and include 10.1 new FTEs.

Operating Impacts by Program	FTE	2019
Information Systems	-	425,700
Total Corporate Services	-	425,700
Community Services		
Parks and Open Space	1.5	103,700
Emergency Services	-	43,900
Recreation and Culture	3.0	477,700
Oakville Public Library	5.6	256,100
Infrastructure Maintenance	-	388,100
Oakville Transit	-	58,400
Total Community Services	10.1	1,327,900
Community Development		
Parking	-	(10,000)
Municipal Enforcement	-	2,000
Total Community Development	-	(8,000)
Total Operating Impacts by Program	10.1	\$1,745,600

The largest operating impact is for Recreation and Culture at \$477,700 which primarily relates to the annualization of Trafalgar Park operating expense.

The second largest at \$425,700 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, Specialized Transit Scheduling System, and Corporate Information Systems (CIS) among others.

Executive Summary

The operating impact for Infrastructure Maintenance of \$388,100 is primarily as a result of debt charges for the conversion to LED Streetlighting which is partially offset by savings in utilities. Also included are impacts due to additional vehicles and equipment for roads and parks maintenance.

Oakville Library has an impact from capital of \$256,100. This primarily relates to the annualization of expenses to operate the 16 Mile Branch library.

The \$103,700 impact in Parks & Open Spaces are for the ongoing maintenance and operating requirements of neighbourhood park, William Rose, in north Oakville. This includes additional seasonal and part-time hours for park maintenance, hydro, contracted services and various materials and supplies. Also included is the annualization of expenses to maintain and operate the outdoor skating rink at Trafalgar Park.

Oakville Transit has \$58,400 in operating impacts which includes additional transfers to reserves for new fleet due to the purchase of new specialized buses.

Emergency Services has operating impacts of \$43,900 for utilities and transfers to the building maintenance reserve at the new Station #3.

Municipal Enforcement has an operating impact of \$2,000 for the maintenance of additional sound level meters used to conduct noise investigations throughout the town.

Lastly, Parking has a reduction of (\$10,000) primarily due to the operation of parking lot 17 (Kerr Village) and implementation of the automated license plate recognition system.

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 2019 proposed budget excludes amortization expenses which are currently estimated at \$49.0 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 2019 proposed budget includes \$58.2 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 2019 capital budget and financing strategy, the annual budgeted transfer provides adequate funding for the major repairs and replacement of existing tangible capital assets. Infrastructure renewal needs have been identified based on life cycle information and prudent repair and maintenance standards. Currently, all identified infrastructure renewal needs in 2019 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 \$58.2 million noted above is \$0.4 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 \$30.2 million (\$27.7 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 \$18.9 million at the end of 2018. Thus, the town has an estimated unfunded post-employment liability of \$11.3 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 \$764,600.

Program: Political Governance

Program Based Budget

2019 - 2021

Vision

- To be the most livable town in Canada.

Mission

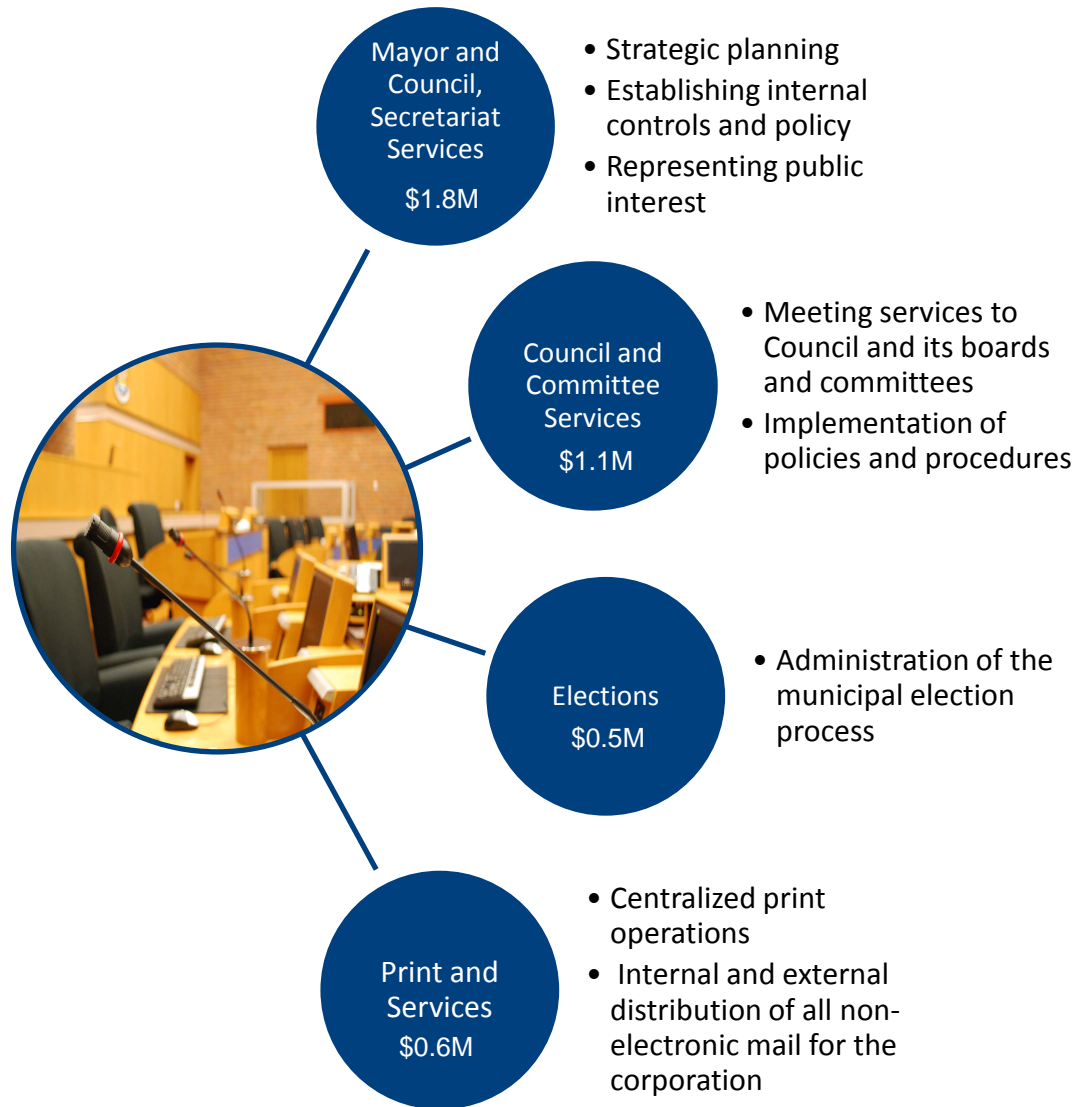
- We create and preserve Canada's most livable community that enhances the natural, cultural, social and economic environments. We achieve this by continuously improving programs and services that are both accessible and environmentally and fiscally sustainable.
- We are highly valued and widely celebrated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

2014	2015	2016	2017	2018
2.0%	1.6%	1.5%	1.5%	1.9%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

2. Percentage of total FTEs

2014	2015	2016	2017	2018
0.8%	0.8%	0.8%	0.7%	0.7%
Why Important: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTE's.				
How Calculated: Total program FTEs including part-time / Total town FTEs including part-time				

3. Percentage of meeting time spent in open session

2014	2015	2016	2017	2018
97.8%	95.7%	90.0%	96.1%	96.5% (Oct 31, 2018)
Why Important: Monitors transparency in terms of time spent in closed session of Council.				
How Calculated: Total number of minutes spent in meetings/ total number of minutes spent in open session in camera				

Staffing Overview

Program: Political Governance	2018 Approved FTE	2019 Capital Impact	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Services/Activities:						
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
Total Political Governance	11.8	0.0	0.0	0.0	11.8	0.0

For 2019, the total complement for Political Governance remains unchanged at 11.8 FTEs.

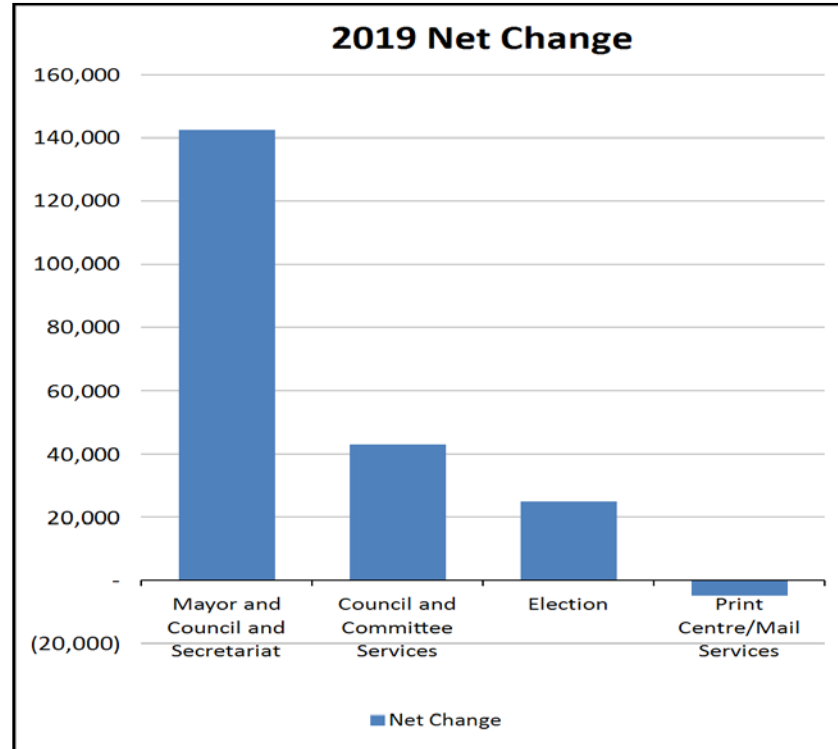
Program Services Budget Overview

Services/Activities:	2018 Restated		2019 Requested		Net Change 2019 vs 2018	Net Change 2019 vs 2018 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Mayor and Council and Secretariat	1,620,100	1,612,700	1,762,500	1,755,100	142,400	8.8%
Council and Committee Services	1,016,800	1,016,800	1,059,700	1,059,700	42,900	4.2%
Election	1,034,800	425,000	450,000	450,000	25,000	5.9%
Print Centre/Mail Services	635,800	631,600	631,000	626,800	(4,800)	(0.8%)
Total	\$4,307,500	\$3,686,100	\$3,903,200	\$3,891,600	\$205,500	5.6%

In 2019, the Political Governance program increased by \$205,500 or 5.6% resulting in a net total budget of \$3,891,600. This increase is mainly driven by the increased number of Council members as well as by the fact that this is a non-election year where funds are transferred to the election reserves instead of drawn out of reserves as revenue. The Mayor and Council and Secretariat represents the largest portion of the budget at \$1.8 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 \$1.1 million which represents costs to perform Council/committee meeting services and facilitate the implementation of policies and procedures. Other services include Election at \$0.5 million and Print Centre and Mail Services at \$0.6 million.

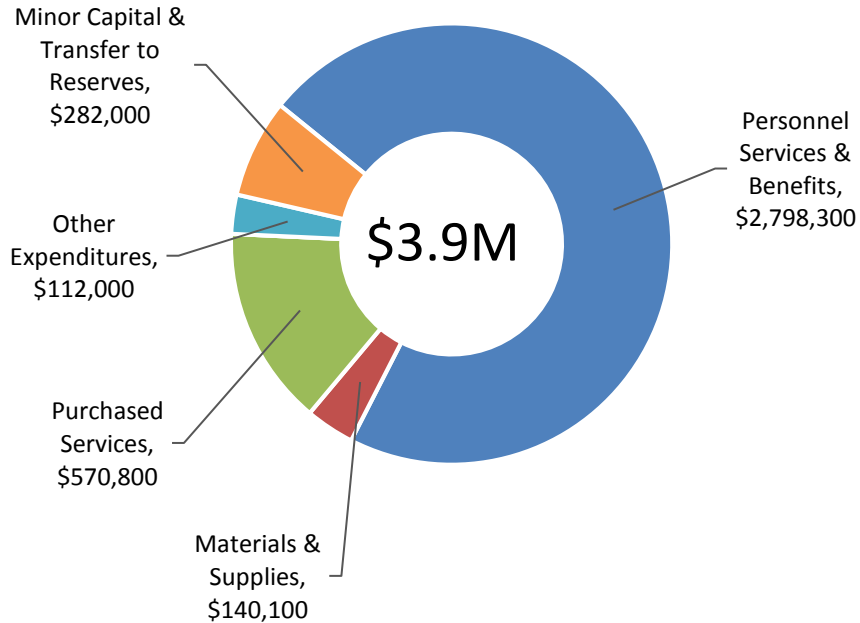
Net Program Budget Change

- Mayor and Council and Secretariat** has increased by \$142,400 due to the two additional members on Council to represent Ward 7. A portion of the costs were budgeted in 2018, the 2019 budget reflects the annualized amount.
- Council and Committee** has increased by \$42,900. This increase is mainly due to inflationary salary increase of \$19,400 and new Integrity Officer Services as approved by Council (June 25th meeting) with an impact of \$16,000.
- Election** has increased by \$25,000. 2019 being a non-election year, expenses have been reduced along with the offset transfer from the election reserve. The 2019 impact represents an increase contribution to the reserve to ensure funding is available to fund future election costs.
- Print Centre/Mail Services** has decreased by (\$4,800). Inflationary increases of \$5,400 have been offset with decreases to office supplies, equipment and repairs. These reductions were included to align the budget with average actual spending.

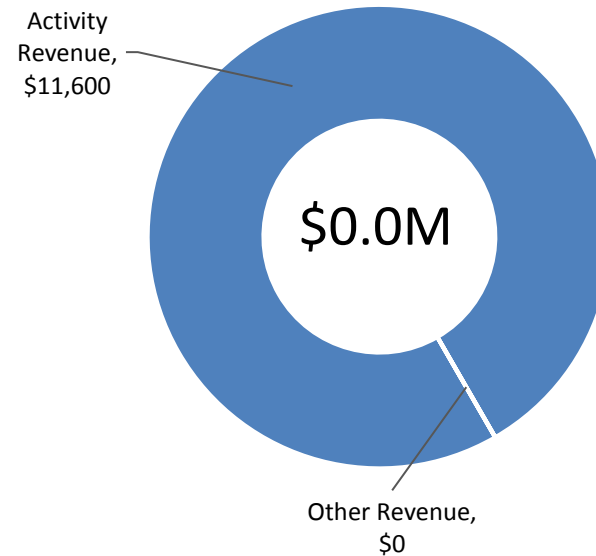


2019 Program Budget by Component – Net \$3,891,600

2019 Expenditures



2019 Revenues



In 2019, the Political Governance program’s total expenditures is budgeted as \$3,903,200 with total revenues of \$ 11,600, for a net budget of \$3,891,600. The net change from the prior year is \$205,500 or 5.6%. The main drivers for these changes are noted below:

- **Personnel Services & Benefits** is the largest cost component of the budget at \$2.8 million, representing 72% of the total gross expenditures. In 2019 personnel costs have decreased by \$132,400 or 4.4%. This is driven by a reduction in the Election Services with \$291,900 in lower costs as 2019 is a non-election year. This decrease is partly offset by a \$125,400 increase under “Mayor & Council & Secretariat” Service to add two new councilors in Ward 7.
- **Purchased Services** is the second largest expense component with a budget of \$570,800 which represents 15% of the total expenses budgeted. For 2019, costs are expected to be lower by \$335,100 or 37% compared to 2018 budget. This reduction is mainly driven by lower Election related costs (down \$363,400). This reduction will be partly offset by increases of \$16,000 for the new Integrity Officer services and \$12,100 for professional development costs for the two Ward 7 Council members.

Political Governance

- **Minor Capital & Transfers to Reserves** is budgeted at \$282,000 which is an increase of \$108,100 or 62%. This is driven by \$271,400 contribution to the Election Reserve fund which will be offset by a decrease in Equipment cost (lower by \$160,300) for election services.
- **Materials & Supplies** is budgeted to be at \$140,100 which is a decreased of \$142,800 compared to 2018 budget. This is driven by lower Election related costs.
- **Other Expenditures** will increase by \$97,900 for a total budget of \$112,000 which includes the Municipal Election Grants.
- **Other Revenue** is budgeted to be lower by \$609,800 as there will be no funding from the election reserves (non-election year). The total expected revenue will be \$ 11,600, a reduction of 98%.

2020 - 2021 Operating Budget Forecast

Political Governance	2019 Requested Budget	2020 Forecast	2019 - 2020 Change (%)	2021 Forecast	2020 -2021 Change (%)
Gross Expenditures By Service					
Mayor and Council and Secretariat	1,762,500	1,797,200	2.0%	1,821,400	1.3%
Council and Committee Services	1,059,700	1,083,100	2.2%	1,107,100	2.2%
Election	450,000	449,300	(0.2%)	448,600	(0.2%)
Print Centre/Mail Services	631,000	643,600	2.0%	656,500	2.0%
Total Gross Expenditures	3,903,200	3,973,200	1.8%	4,033,600	1.5%
Tax Levy By Service					
Mayor and Council and Secretariat	1,755,100	1,789,700	2.0%	1,813,700	1.3%
Council and Committee Services	1,059,700	1,083,100	2.2%	1,107,100	2.2%
Election	450,000	449,300	(0.2%)	448,600	(0.2%)
Print Centre/Mail Services	626,800	639,400	2.0%	652,300	2.0%
Total Tax Levy	3,891,600	3,961,500	1.8%	4,021,700	1.5%
Gross Expenditures By Type					
Personnel Services & Benefits	2,798,300	2,857,000	2.1%	2,906,000	1.7%
Materials & Supplies	140,100	143,000	2.1%	146,000	2.1%
Purchased Services	570,800	582,600	2.1%	594,500	2.0%
Internal Charges	-	-	0.0%	-	0.0%
Other Expenditures	112,000	12,000	(89.3%)	12,000	0.0%
Minor Capital & Transfer to Reserves	282,000	378,600	34.3%	375,100	(0.9%)
Total Expenditures	3,903,200	3,973,200	1.8%	4,033,600	1.5%
Revenues By Type					
Activity Revenue	11,600	11,700	0.9%	11,900	1.7%
Internal Recoveries	-	-	0.0%	-	0.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	-	-	0.0%	-	0.0%
Total Revenues	11,600	11,700	0.9%	11,900	1.7%
Tax Levy	\$3,891,600	\$3,961,500	1.8%	\$4,021,700	1.5%

2020 - 2021 Budget Forecast Highlights

- The 2020 net budget is projected to increase by 1.8% or \$ 69,900 primarily due to inflationary costs adjustments.
- The 2021 budget is increasing by \$ 60,200 or 1.5% which reflects inflationary increases to the cost of delivering services.

Program: Administrative Executive Management

Program Based Budget

2019 - 2021

Vision

- To demonstrate leadership and a commitment to excellence in the overall administration and management of the Corporation of the Town of Oakville.

Mission

- To provide professional advice to Council and direction to the corporation with a focus on results, leadership, accountability and organizational values.

Key Initiatives

- Work with Council to develop the town's 2019-2022 strategic plan and report progress annually.
- Provide leadership on key town capital projects and strategic initiatives.
- Prepare and implement annual town operating budget that achieves Council's target to align budgetary increase to the rate of inflation.
- Continue to undertake annual reviews of town business processes to maximize efficient use of online service delivery channels to ensure town provides its citizens with excellent value for their tax dollars.
- Prepare annual capital budgets and long-term capital forecast that ensure long-term financial stability and maintain sound infrastructure for the town.
- Continue to promote effective risk management, human resources management and sound management decision-making practices throughout the town.

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

2014	2015	2016	2017	2018
0.9	0.9%	0.9%	0.9%	0.9%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

2. Percentage of total FTEs

2014	2015	2016	2017	2018
0.6%	0.6%	0.6%	0.6%	0.6%
Why Important: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTE's.				
How Calculated: Total program FTEs including part-time / Total town FTEs including part-time				

3. Annual overall tax rate increase

2014	2015	2016	2017	2018
0.7%	1.6%	1.6%	2.4%	1.75%
Why Important: Overall tax rate increase is the increase residents see on their tax bill.				
How Calculated: Based on final overall tax increase as identified in the Region of Halton annual tax policy report.				
* In 2018, Council approved an increase of 2.58 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 1.75 per cent compared to an inflation rate target of 2.0 per cent at time of budget preparation.				

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

2014	2015	2016	2017	2018
88%(2013 survey)	85%(2015 survey)	85%(2015 survey)	89%(2017 survey)	89%(2017 survey)
Why Important: The town is committed to surveying its residents to provide statistically valide measures of statisfaction. This data assists Council and town staff in allocating program funds to meet public expectations.				
How Calculated: Pollara Strategic Insights conducts a 20 minute survey of 800 residents every two years on behalf of the town to produce survey results that are accurate to within 3.5 per cent, 19 times out of 20. Next survey will be conducted in 2019.				

5. Employee turnover rate

2014	2015	2016	2017	2018
4.0%	8.0%	4.9%	5.0%	4.4% (Sept. 30, 2018)
Why Important: Tracking employee turnover is important due to the financial costs associated with hiring, as well as impact on organizational effectiveness.				
How Calculated: Total employees leaving organization/Total program FTEs				

Staffing Overview

Program: Admin Executive Management	2018 Approved FTE	2019 Capital Impact	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Services/Activities:						
CAO/Executive Management	9.0				9.0	0.0
Internal Audit	1.0				1.0	0.0
Total Admin Executive Management	10.0	0.0	0.0	0.0	10.0	0.0

Overall, the total 2019 staff complement for this program is 10.0FTE. There is no change for this year.

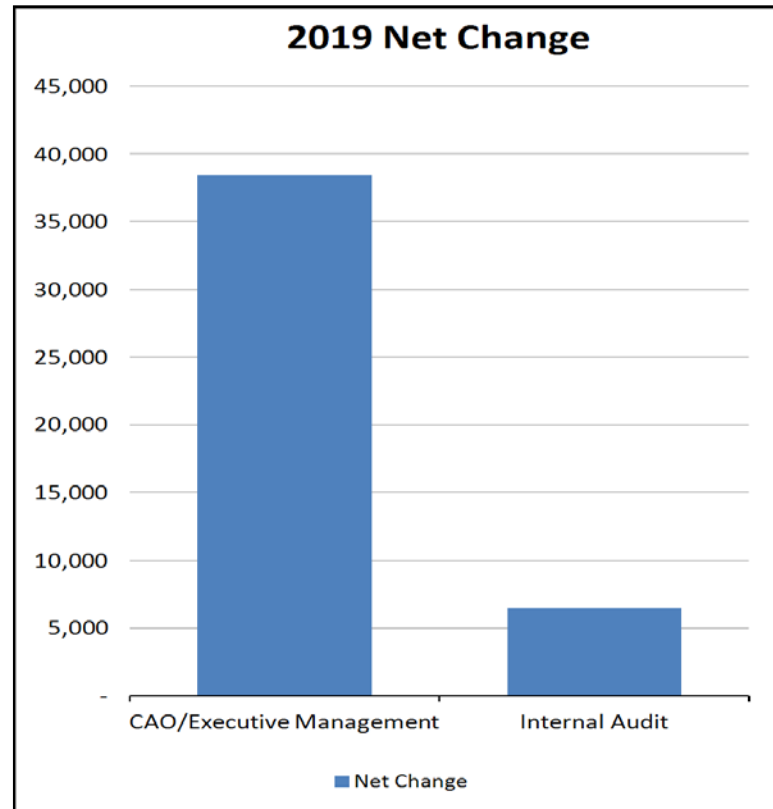
Program Services Budget Overview

Services/Activities:	2018 Restated		2019 Requested		Net Change 2019 vs 2018	Net Change 2019 vs 2018 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
CAO/Executive Management	1,908,700	1,725,700	1,947,100	1,764,100	38,400	2.2%
Internal Audit	206,800	167,800	215,300	174,300	6,500	3.9%
Total	\$2,115,500	\$1,893,500	\$2,162,400	\$1,938,400	\$44,900	2.4%

In 2019, the Administrative Executive Management program increased by \$44,900 or 2.4%, resulting in a net total budget of \$1,938,400. The CAO/Executive Management service area represents the largest portion of the budget at \$ 1,764,100, which are the costs of leadership and policy implementation to enable the organization to achieve Council's visions & goals. With a net budget of \$ 174,300, 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.

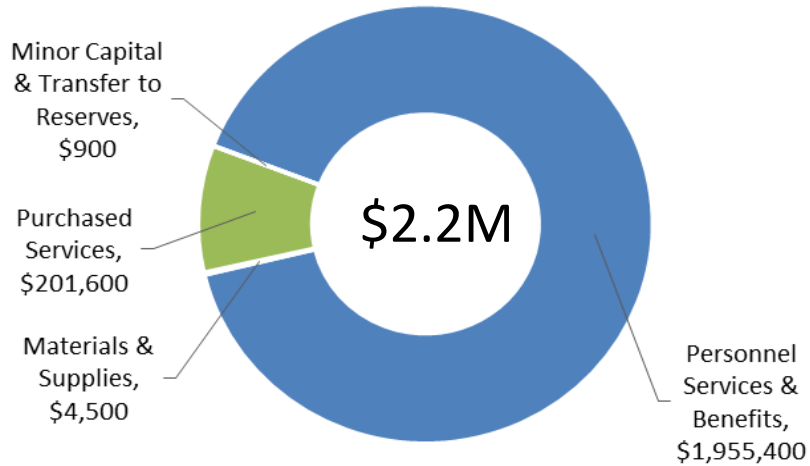
Net Program Budget Change

- **CAO/Executive Management** has increased by \$38,400 primarily due to inflationary adjustments for wages and benefits. Additional budget has been added for World Council on City Data (WCCD) certification. WCCD collects data from cities worldwide and allows Oakville to contribute metrics which will be compared with participating cities to analyze trends.
- **Internal Audit** has increased by \$6,500. Inflationary increases have been added for personnel and Hydro recovery.

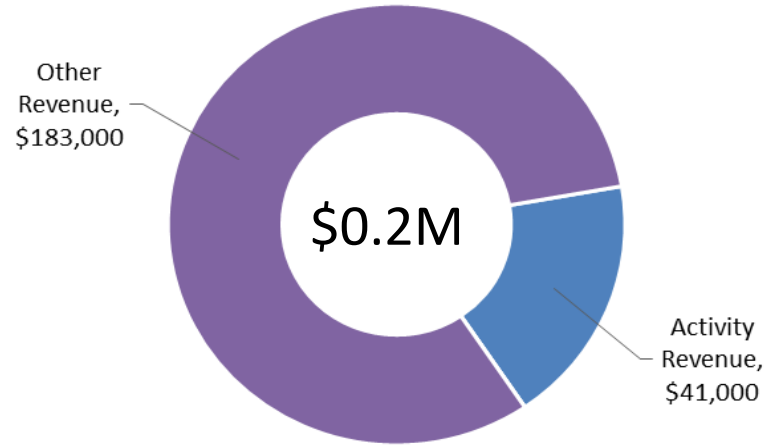


2019 Program Budget by Component – Net \$1,938,400

2019 Expenditures



2019 Revenues



In 2019, the Administrative Executive Management program’s total expenditures are \$2,162,400 and total revenues are \$224,000, resulting in a net budget of \$1,938,400. The net change from the prior year is \$44,900 or 2.4%. The main drivers for this increase are the following:

- **Personnel Services & Benefits** is the largest component of the budget at \$2.0 million, representing 90% of the total gross expenditures. Personnel increases have been included for inflationary and compensatory adjustments. In addition, an honourarium has been added for the cost required to analyze and update data for WCCD metrics. The personnel budget increase is \$52,400.
- **External Revenues** has increased by \$2,000 to reflect recovery of internal audit services from Oakville Hydro.

2020 - 2021 Operating Budget Forecast

Administrative Executive Management	2019 Requested Budget	2020 Forecast	2019-2020 Change (%)	2021 Forecast	2020-2021 Change (%)
Gross Expenditures By Service					
CAO/Executive Management	1,947,100	1,991,200	2.3%	2,039,900	2.4%
Internal Audit	215,300	220,500	2.4%	225,800	2.4%
Total Gross Expenditures	2,162,400	2,211,700	2.3%	2,265,700	2.4%
Tax Levy By Service					
CAO/Executive Management	1,764,100	1,808,200	2.5%	1,856,900	2.7%
Internal Audit	174,300	178,700	2.5%	183,200	2.5%
Total Tax Levy	1,938,400	1,986,900	2.5%	2,040,100	2.7%
Gross Expenditures By Type					
Personnel Services & Benefits	1,955,400	2,000,800	2.3%	2,050,800	2.5%
Materials & Supplies	4,500	4,500	0.0%	4,500	0.0%
Purchased Services	201,600	205,500	1.9%	209,500	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%
Total Expenditures	2,162,400	2,211,700	2.3%	2,265,700	2.4%
Revenues By Type					
Activity Revenue	41,000	41,800	2.0%	42,600	1.9%
Internal Recoveries	-	-	0.0%	-	0.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	183,000	183,000	0.0%	183,000	0.0%
Total Revenues	224,000	224,800	0.4%	225,600	0.4%
Tax Levy	\$1,938,400	\$1,986,900	2.5%	\$2,040,100	2.7%

2020 - 2021 Budget Forecast Highlights

- Forecast includes inflationary increases for personnel services and benefits for 2020 and 2021. Revenue forecast includes increased recovery anticipated in Internal Audit from Oakville Hydro.

Administrative Executive Management

2019 - 2021 Recommended Capital Budget

Funding in 2019 is to implement projects identified through the online services roadmap.

Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2020	2021	2022	2020	2021	2022
21101902	Online Initiatives Implementation	Infrastructure Renewal	500,000					
TOTAL			500,000					

Program: ServiceOakville
Program Based Budget
2019 - 2021

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

2014	2015	2016	2017	2018
0.4%	0.4%	0.4%	0.4%	0.5%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

2. Percentage of total FTEs

2014	2015	2016	2017	2018
0.5%	0.5%	0.6%	0.6%	0.6%
Why Important: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTE's.				
How Calculated: Total program FTEs including part-time / Total town FTEs including part-time				

3. Percentage of calls answered within 30 seconds

2014	2015	2016	2017	2018
85%	83%	80%	77%	78% (Sept. 30, 2018)
Why Important: This metric provides an accurate representation of the customers' experience. Set appropriately, it will meet callers' expectations for service, will keep the abandon rate less than 5%, and will minimize expenses.				
How Calculated: Service level = [Number of calls answered within the service level threshold] / [Number of calls offered] * 100. Excluded are any calls where the caller hung up before waiting in queue for 6 seconds or less as well as those calls that were handled by a ServiceOakville CSR in less than 20 seconds.				

4. Abandon rate

2014	2015	2016	2017	2018
4%	4%	5%	6%	6% (Sept. 30, 2018)
Why Important: This measures the rate of callers' hanging up prior to reaching a customer service representative. Generally, the longer callers have to wait to be answered, the higher this number is. This is a good performance indicator of being appropriately staffed to handle call volume.				
How Calculated: Abandonment rate % = [Number of Calls offered – Number of Calls handled] / [Number of Calls offered] * 100. Excluded are any calls where the caller hung up before waiting in queue for 6 seconds or less.				

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

2014	2015	2016	2017	2018
89%	88%	81%	77%	65% (Sept. 30, 2018)
Why Important: A critical driver of customer satisfaction is having their issue addressed in a "one-and-done" capacity.				
How Calculated: 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

Program: ServiceOakville	2018 Approved FTE	2019 Capital Impact	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Services/Activities:						
ServiceOakville	10.8				10.8	0.0
Total ServiceOakville	10.8	0.0	0.0	0.0	10.8	0.0

Overall, the total staff complement for this program is 10.8FTE, which is unchanged from 2018.

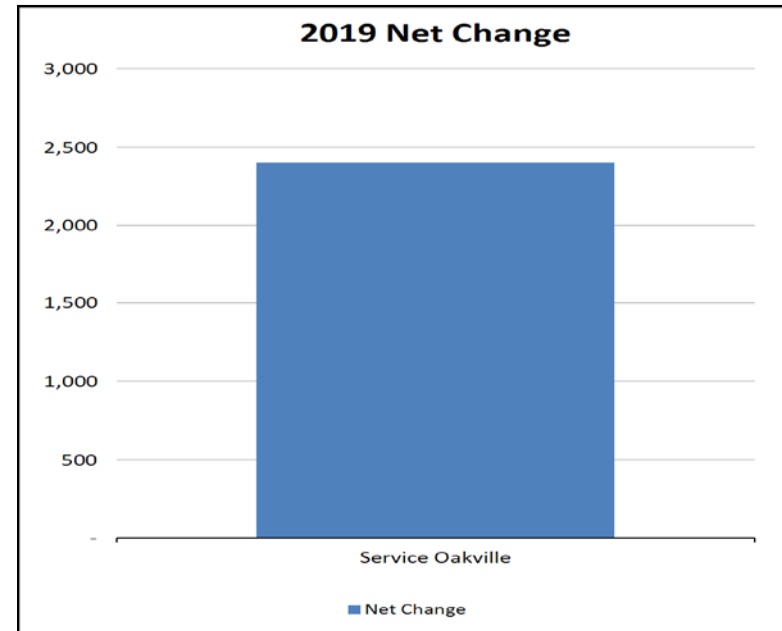
Program Services Budget Overview

Services/Activities:	2018 Restated		2019 Requested		Net Change 2019 vs 2018	Net Change 2019 vs 2018 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Service Oakville	1,037,500	871,500	1,043,700	873,900	2,400	0.3%
Total	\$1,037,500	\$871,500	\$1,043,700	\$873,900	\$2,400	0.3%

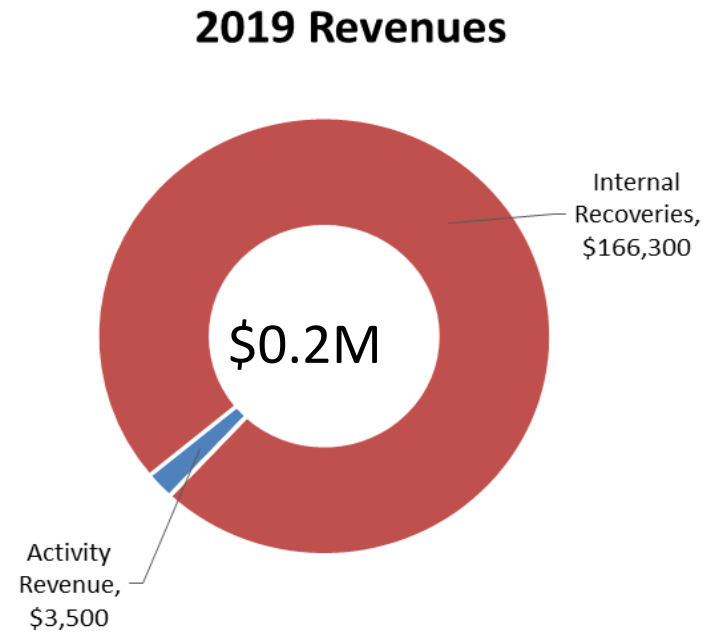
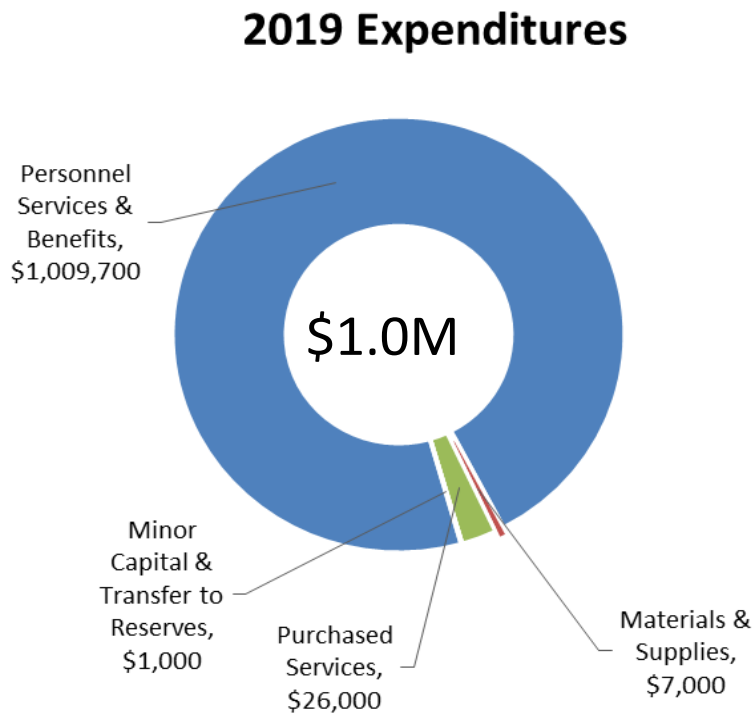
Overall the ServiceOakville program has a net budget of \$873,900, which provides the cost to deliver a one-window approach to customer service that tracks and handles walk-in, email and telephone inquiries on behalf of several programs including Road and Works, Parks and Open Space, Municipal Enforcement, 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 (CRM) application. This application is integrated into the town's work order management system to provide efficient and effective service delivery to residents. The 2019 budget has increased \$2,400 or 0.3% primarily due to inflationary adjustments for personnel, as well as expense reallocations to align current program requirements.

Net Program Budget Change

- **Service Oakville** has increased by \$2,400. This includes inflationary adjustments for personnel and expense reallocations.



2019 Program Budget by Component – Net \$873,900



The ServiceOakville program's total expenditures are \$1,043,700; total revenues are \$ 169,800, resulting in a net budget of \$873,900. In 2019 the budget has increased \$2,400 or 0.3%. The main components of the budget are:

- **Personnel Services & Benefits** represents 97% of the total gross expenditures. In 2019, personnel costs increased \$8,700 as a result of compensatory and inflationary increases. This amount includes salary adjustments for new staff, which are lower in the range.
- **Internal Recoveries** represents 98% of the total revenue, which have increased by \$3,300 for inflation.

2020 - 2021 Operating Budget Forecast

Service Oakville	2019 Requested Budget	2020 Forecast	2019-2020 Change (%)	2021 Forecast	2020-2021 Change (%)
Gross Expenditures By Service					
Service Oakville	1,043,700	1,065,800	2.1%	1,088,200	2.1%
Total Gross Expenditures	1,043,700	1,065,800	2.1%	1,088,200	2.1%
Tax Levy By Service					
Service Oakville	873,900	892,600	2.1%	911,500	2.1%
Total Tax Levy	873,900	892,600	2.1%	911,500	2.1%
Gross Expenditures By Type					
Personnel Services & Benefits	1,009,700	1,031,300	2.1%	1,053,200	2.1%
Materials & Supplies	7,000	7,100	1.4%	7,200	1.4%
Purchased Services	26,000	26,400	1.5%	26,800	1.5%
Internal Charges	-	-	0.0%	-	0.0%
Other Expenditures	-	-	0.0%	-	0.0%
Minor Capital & Transfer To Reserves	1,000	1,000	0.0%	1,000	0.0%
Total Expenses	1,043,700	1,065,800	2.1%	1,088,200	2.1%
Revenues By Type					
Activity Revenue	3,500	3,600	2.9%	3,700	2.8%
Internal Recoveries	166,300	169,600	2.0%	173,000	2.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	-	-	0.0%	-	0.0%
Total Revenues	169,800	173,200	2.0%	176,700	2.0%
Tax Levy	\$873,900	\$892,600	2.1%	\$911,500	2.1%

2020 - 2021 Budget Forecast Highlights

- The 2020-2021 forecasted budgets reflects inflationary increases to the cost of service delivery.

2019 - 2021 Recommended Capital Budget

A new Customer Relationship Management (CRM) system was installed in late 2017. Through the Leadership plan and ServiceOakville expansion, we expect that there will be 3 additional feature updates in 2019 and a conversion to SalesForce Lightning where additional consulting, Business Analysis and Project Management resources 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		
			2019	2020	2021	2019	2020	2021
36101906	CRM Infrastructure Replacement	Infrastructure Renewal	226,000		151,000	54,000		
TOTAL			226,000		151,000	54,000		

Program: Strategy, Policy and Communications

Program Based Budget

2019 - 2021

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; 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 (WCCD).
- 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.
- Prepare final 2014-18 strategic plan accomplishments. Work with Council to develop 2019-22 strategic plan.

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

2014	2015	2016	2017	2018
0.6%	0.6%	0.6%	0.6%	0.6%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

2. Percentage of total FTEs

2014	2015	2016	2017	2018
0.6%	0.6%	0.6%	0.6%	0.6%
Why Important: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTE's.				
How Calculated: Total program FTEs including part-time / Total town FTEs including part-time				

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

2014	2015	2016	2017	2018
88%(2013 survey)	86% (2015 survey)	86%(2015 survey)	84% (2017 survey)	84% (2017 survey) Next survey 2019
Why Important: To track overall citizen satisfaction with town performance, identify merging issues, and help set strategic priorities for the future. Public engagement is a key component of open and transparent governance; it helps us to develop and deliver quality programs and services; and is important to Oakville achieving its vision of being the most livable town in Canada.				
How Calculated: To gather the opinions of local residents in the most comprehensive and efficient way, Pollara Strategic Insights conducted a 20-minute telephone survey among 808 randomly-selected residents of the Town of Oakville. The next survey will take place in 2019.				

4. Number of unique visitors on Oakville.ca

2014	2015	2016	2017	2018
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	761,707 visitors viewed a total of 4,055,718 pages averaging 2.5 pages per visit	741,218 visitors viewed a total of 3,396,081 pages averaging 2.4 pages per visit Sept. 30, 2018
Why Important: 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 oakville.ca as their preferred way to access town information.				
How Calculated: The town uses Google web analytics to track web statistics.				

5. Number of followers on town social media sites

2014	2015	2016	2017	2018
17,759	25,028	34,185	41,294	52,114 (Sept. 30, 2018)
<p>Why Important: Social media is now used by almost 91 percent of Canadians, with two-thirds of Canadians accessing social media from their smartphone or tablet. Facebook remains the most popular social account in Canada followed by LinkedIn, Google+, Instagram and Twitter, and are effective channels for the town to engage in two-way communications with residents.</p>				
<p>How Calculated: Twitter and Facebook analytical tools are used to calculate totals.</p>				

Staffing Overview

Program: Strategy, Policy & Communications Services/Activities:	2018 Approved FTE	2019 Capital Impact	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Strategy, Policy & Communications	9.8				9.8	0.0
Total Strategy, Policy & Communications	9.8	0.0	0.0	0.0	9.8	0.0

Overall, the total 2019 staff complement for this program is 9.8 FTE. There is no change for this year.

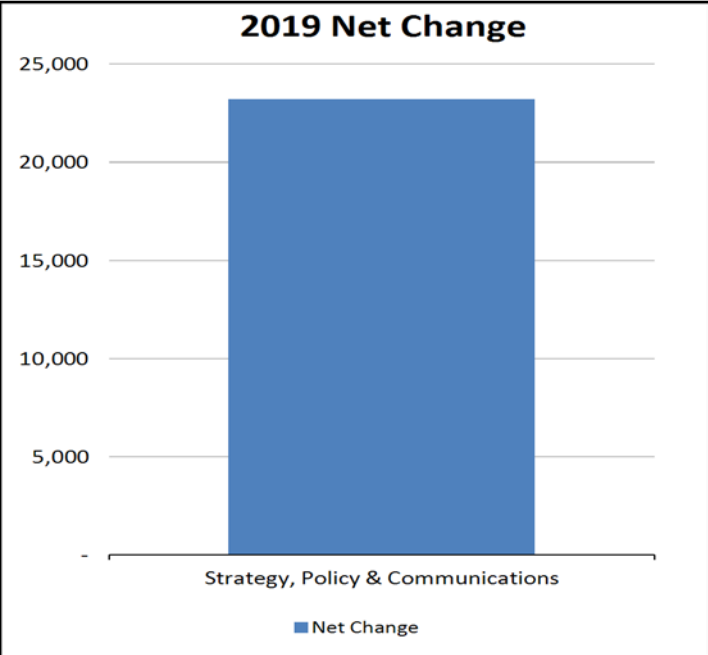
Program Services Budget Overview

Services/Activities:	2018 Restated		2019 Requested		Net Change 2019 vs 2018	Net Change 2019 vs 2018 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Strategy, Policy & Communications	1,305,600	1,305,600	1,328,800	1,328,800	23,200	1.8%
Total	\$1,305,600	\$1,305,600	\$1,328,800	\$1,328,800	\$23,200	1.8%

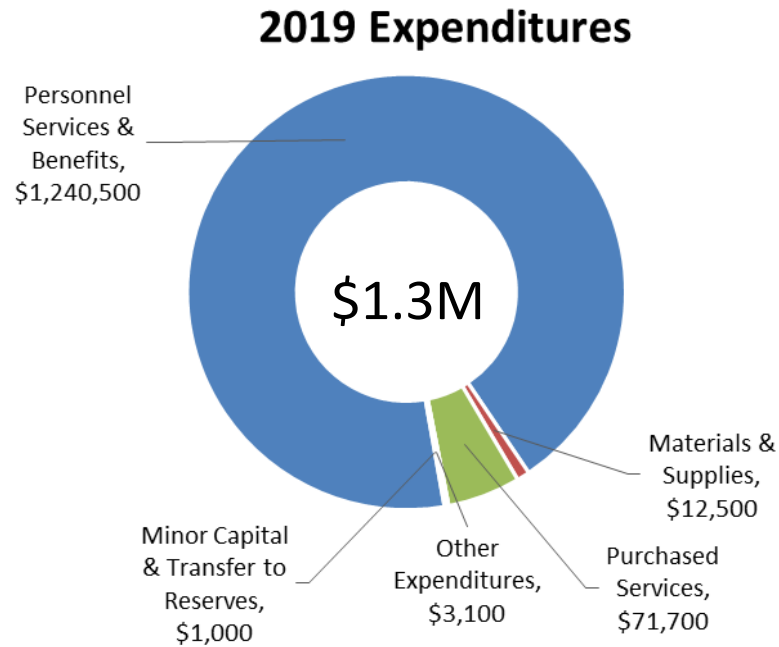
The Strategy, Policy & Communications program has a net budget of \$1,328,800 which represents the cost to support the development and execution of Council's strategic plan and to help create awareness and promote the town's many diverse programs and services through strategic communication plans and materials. In addition, the department supports the town's commitment to accessibility and inclusion. In 2019, the budget has increased \$23,200 or 1.8%, mainly from inflationary increases for personnel.

Net Program Budget Change

- **Strategy, Policy and Communication** has increased \$23,200 primarily due to inflationary adjustments for salaries and benefits.



2019 Program Budget by Component – Net \$1,328,800



The Strategy, Policy and Communication program’s total expenditures are \$1,328,800. The program has no revenues. In 2019, the budget has increased by \$23,200 or 1.8%. 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 2019, personnel costs have increased \$28,600. This is due to contractual and inflationary increases.
- **Materials and Supplies** has decreased by \$1,900 in external reproduction and special events supplies, to align with current trends.
- **Purchased Services** has decreased by \$2,500 for professional fees and contracted services.
- **Minor Capital and Transfer to Reserves** has decreased by \$1,000 due to removal of the office equipment budget.

2020 - 2021 Operating Budget Forecast

Strategy, Policy & Communications	2019 Requested Budget	2020 Forecast	2019 - 2020 Change (%)	2021 Forecast	2020 - 2021 Change (%)
Gross Expenditures By Service					
Strategy, Policy & Communications	1,328,800	1,359,200	2.3%	1,391,100	2.3%
Total Gross Expenditures	1,328,800	1,359,200	2.3%	1,391,100	2.3%
Tax Levy By Service					
Strategy, Policy & Communications	1,328,800	1,359,200	2.3%	1,391,100	2.3%
Total Tax Levy	1,328,800	1,359,200	2.3%	1,391,100	2.3%
Gross Expenditures By Type					
Personnel Services & Benefits	1,240,500	1,269,300	2.3%	1,299,600	2.4%
Materials & Supplies	12,500	12,700	1.6%	12,900	1.6%
Purchased Services	71,700	73,100	2.0%	74,500	1.9%
Internal Charges	-	-	0.0%	-	0.0%
Other Expenditures	3,100	3,100	0.0%	3,100	0.0%
Minor Capital & Transfer To Reserves	1,000	1,000	0.0%	1,000	0.0%
Total Expenses	1,328,800	1,359,200	2.3%	1,391,100	2.3%
Revenues By Type					
Activity Revenue	-	-	0.0%	-	0.0%
Internal Recoveries	-	-	0.0%	-	0.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	-	-	0.0%	-	0.0%
Total Revenues	-	-	0.0%	-	0.0%
Tax Levy	\$1,328,800	\$1,359,200	2.3%	\$1,391,100	2.3%

2020 - 2021 Budget Forecast Highlights

- The 2020 net budget is projected to increase by 2.3% or \$30,400 and reflects inflationary increases to the cost of delivering services.
- The 2021 net budget is projected to increase by 2.3% or \$31,900 and reflects inflationary increases to the cost of delivering services.

2019 - 2021 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 website. 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		
			2019	2020	2021	2019	2020	2021
21101801	Web Based Services - Ph2	Strategic Priorities	494,000	494,000	494,000			
TOTAL			494,000	494,000	494,000			

Program: Human Resources

Program Based Budget

2019 - 2021

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 implementation of 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 employee data management and employee certifications.
- Continued expansion and use of Oakville Learn, the 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's administration and contribution to an organization that has a competitive advantage in the employment market place.



Key Performance Indicators

1. Percentage of gross operating budget

2014	2015	2016	2017	2018
1.2%	1.2%	1.1%	1.2%	1.2%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

2. Percentage of total FTEs

2014	2015	2016	2017	2018
1.1%	1.0%	1.0%	1.0%	1.0%
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. Average days per short term disability claims

2014	2015	2016	2017	2018
26.7	29.0	28.9	32.1	29.5 (Sept. 30, 2018)
Why Important: Indicates trends in case managed short term disability absences. Includes only medical absences that are managed corporately by Human Resources.				
How Calculated: Total number of case-managed short term disability days/Total number of case-managed short term disability claims.				

4. Percentage of LEADS training and development program participants who indicated increased learning

2014	2015	2016	2017	2018
77%	81%	80%	74%	83% (Sept. 30, 2018)
Why Important: Reflects the value and relevance of the training and development programs to the participants.				
How Calculated: 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

2014	2015	2016	2017	2018
75%	96%	91%	73%	50% (Sept. 30, 2018)
Why Important: Shows the effectiveness of the relationship in resolving disputes with the bargaining units.				
How Calculated: Percentage of grievances settled prior to arbitration.				

6. Health and Safety – Lost time frequency rate

2014	2015	2016	2017	2018
2.1	2.1	2.3	1.9	2.1 (Sept. 30, 2018)
Why Important: Assesses the effectiveness of our safety program.				
How Calculated: (# of incidents X 200,000 hours) / total number of worker hours. 200,000 represents the total annual hours for 100 staff as per industry standard.				

7. Ministry of Labour orders

2014	2015	2016	2017	2018
0	2	0	3	2 (Sept. 30, 2018)
Why Important: Indicator of the effectiveness of organization's health and safety practices.				
How Calculated: Number of orders issued, to ensure compliance, by the Ministry of Labour.				

Staffing Overview

Program: Human Resources	2018 Approved FTE	2019 Capital Impact	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Services/Activities:						
Administration and Policy Development	2.0			(1.0)	1.0	(1.0)
Advisory Services	9.0			1.0	10.0	1.0
Organizational Development	2.0				2.0	0.0
Reward and Recognition	1.0			1.0	2.0	1.0
Health, Safety & Wellness	1.1				1.1	0.0
Labour Relations	1.0			(1.0)	0.0	(1.0)
Total Human Resources	16.1	0.0	0.0	0.0	16.1	0.0

Overall, the total 2019 staff complement for Human Resources is 16.1 FTEs. This remains unchanged from 2018.

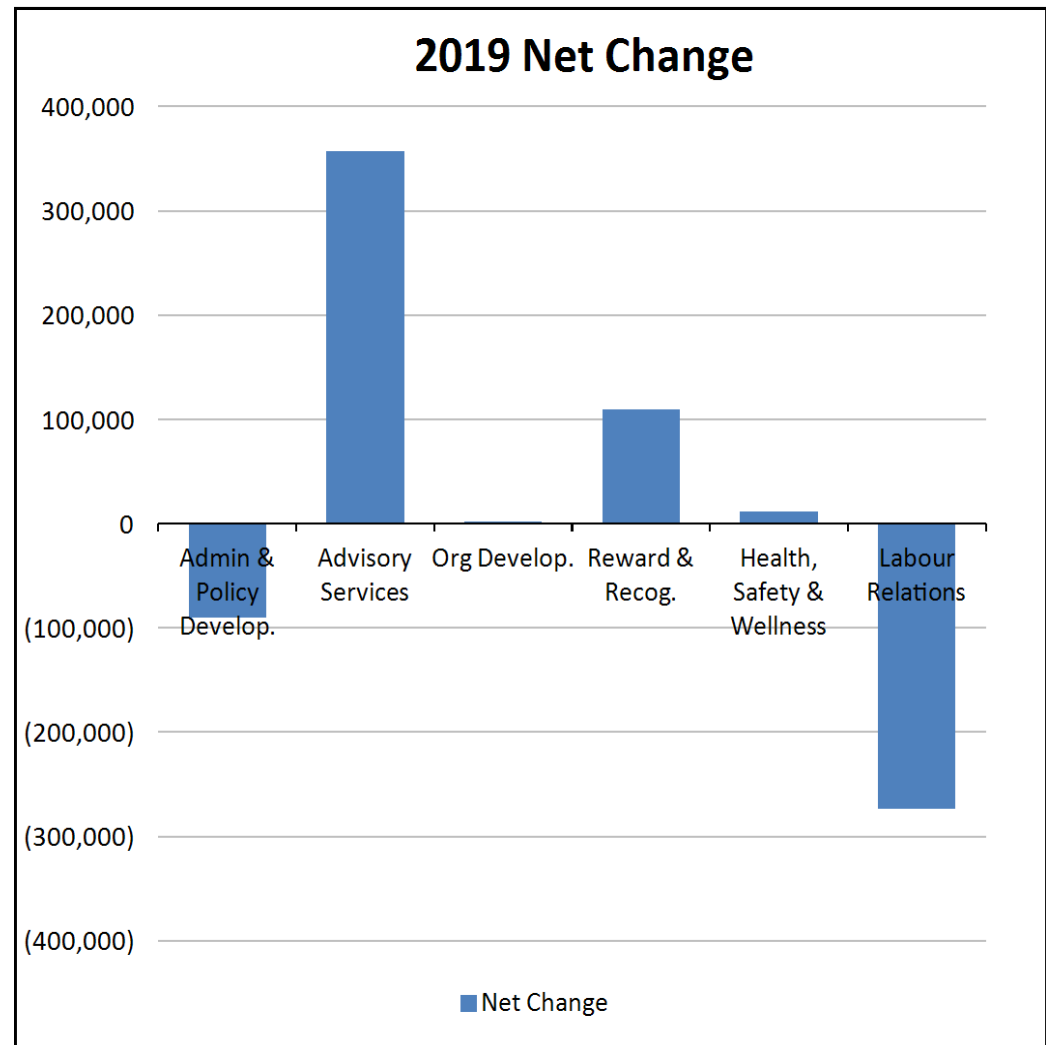
Program Services Budget Overview

Services/Activities:	2018 Restated		2019 Requested		Net Change 2019 vs 2018	Net Change 2019 vs 2019 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Administration and Policy Development	327,600	327,200	236,700	236,700	(90,500)	(27.7%)
Advisory Services	1,175,500	1,175,500	1,532,900	1,532,900	357,400	30.4%
Organizational Development	402,500	401,300	404,400	403,200	1,900	0.5%
Reward and Recognition	198,800	198,800	308,500	308,500	109,700	55.2%
Health, Safety & Wellness	337,000	331,000	347,900	342,900	11,900	3.6%
Labour Relations	273,400	273,400	0	0	(273,400)	(100.0%)
Total	2,714,800	2,707,200	2,830,400	2,824,200	117,000	4.3%

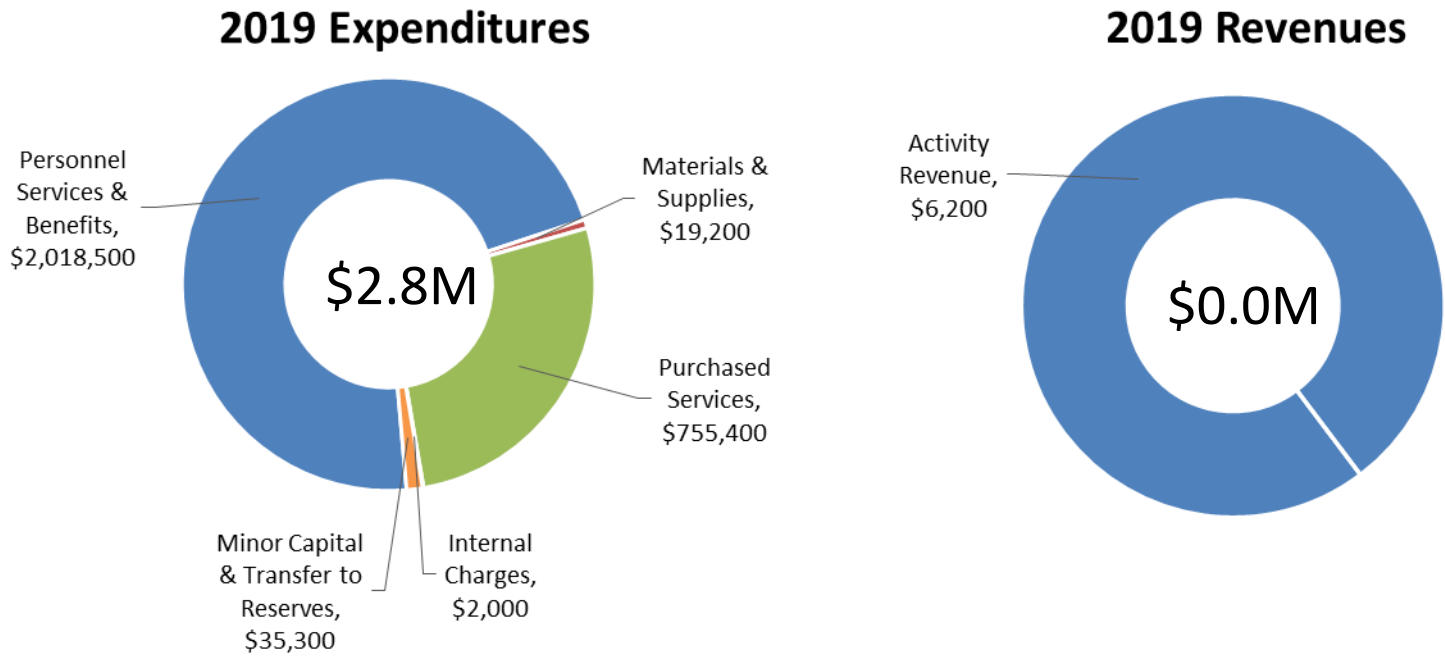
The 2019 budget increased by \$117,000 or 4.3% resulting in a net total budget of \$2,824,200. The budget reflects a careful consideration of expenditures required to fulfill the business plan, based on a five year historical analysis. In addition, several budget adjustments were completed to reallocate resources for the entire program.

Net Program Budget Change

- **Administration & Policy Development** has decreased by \$(90,500) due to the reallocation of one position to Rewards and Recognition.
- **Advisory Services** has increased by \$357,400 due to reallocation of a Senior HR consultant from Labour Relations, which includes expense realignment. An increase of \$70,000 for legal fees is also included, as the cost of mediations and negotiations with various town labour groups continue to rise.
- **Organization Development** has increased by \$1,900. Salary adjustments, budget efficiencies and reallocations are included.
- **Reward and Recognition** has increased by \$109,700 for staff reallocation from Administration, noted above. Compensation increases included.
- **Health, Safety & Wellness** has increased by \$11,900, primarily due to the increasing cost of Employee Assistance Program (EAP) Services.
- **Labour Relations** has decreased by \$(273,400), as this activity will be reallocated to Advisory Services in 2019.



2019 Program Budget by Component – Net \$2,824,200



In 2019, Human Resources program’s total expenditures are \$2,830,400 and total revenues are \$ 6,200, resulting in a net budget of \$ 2,824,200. The net change from the prior year is \$117,000 or 4.3%. 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 71% of the total gross expenditures. In 2019, personnel costs have increased by \$300. Although this amount is minimal, several salary adjustments helped mitigate the larger impacts of cost delivery increases from external sources.
- **Purchased Services** is the second largest component of the budget at \$0.8 million and includes corporate training, recruitment, staff & volunteer recognition, legal fees and professional fees. In 2019, Purchased Services increased by \$114,300. This increase is primarily attributable to higher EAP costs and the increasing cost of mediations and negotiations with various town labour groups.
- **Activity Revenue** is budgeted at \$6,200, which is registration fees for town staff fitness classes and external recoveries for staff training programs.

2020 - 2021 Operating Budget Forecast

Human Resources	2019 Requested Budget	2020 Forecast	2019 - 2020 Change (%)	2021 Forecast	2020 - 2021 Change (%)
Gross Expenditures By Service					
Administration and Policy Development	236,700	242,300	2.4%	248,000	2.4%
Advisory Services	1,532,900	1,568,000	2.3%	1,604,100	2.3%
Organizational Development	404,400	413,100	2.2%	422,100	2.2%
Reward and Recognition	308,500	315,500	2.3%	322,700	2.3%
Health, Safety & Wellness	347,900	355,100	2.1%	362,600	2.1%
Labour Relations	-	-	0.0%	-	0.0%
Total Gross Expenditures	2,830,400	2,894,000	2.2%	2,959,500	2.3%
Tax Levy By Service					
Administration and Policy Development	236,700	242,300	2.4%	248,000	2.4%
Advisory Services	1,532,900	1,568,000	2.3%	1,604,100	2.3%
Organizational Development	403,200	411,900	2.2%	420,900	2.2%
Reward and Recognition	308,500	315,500	2.3%	322,700	2.3%
Health, Safety & Wellness	342,900	350,000	2.1%	357,400	2.1%
Labour Relations	-	-	0.0%	-	0.0%
Total Tax Levy	2,824,200	2,887,700	2.2%	2,953,100	2.3%
Gross Expenditures By Type					
Personnel Services & Benefits	2,018,500	2,066,400	2.4%	2,115,500	2.4%
Materials & Supplies	19,200	19,600	2.1%	20,000	2.0%
Purchased Services	755,400	770,000	1.9%	785,300	2.0%
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%
Total Expenses	2,830,400	2,894,000	2.2%	2,959,500	2.3%
Revenues By Type					
Activity Revenue	6,200	6,300	1.6%	6,400	1.6%
Internal Recoveries	-	-	0.0%	-	0.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	-	-	0.0%	-	0.0%
Total Revenues	6,200	6,300	1.6%	6,400	1.6%
Tax Levy	\$ 2,824,200	\$ 2,887,700	2.2%	\$ 2,953,100	2.3%

Human Resources

2020 - 2021 Budget Forecast Highlights

- The 2020 net budget is projected to increase by 2.2% or \$ 63,500 and reflects inflationary increases to the cost of delivering services.
- The 2021 net budget is projected to increase by 2.3% or \$ 65,400 and reflects inflationary increases to the cost of delivering services.

Program: Financial Services

Program Based Budget

2019 - 2021

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

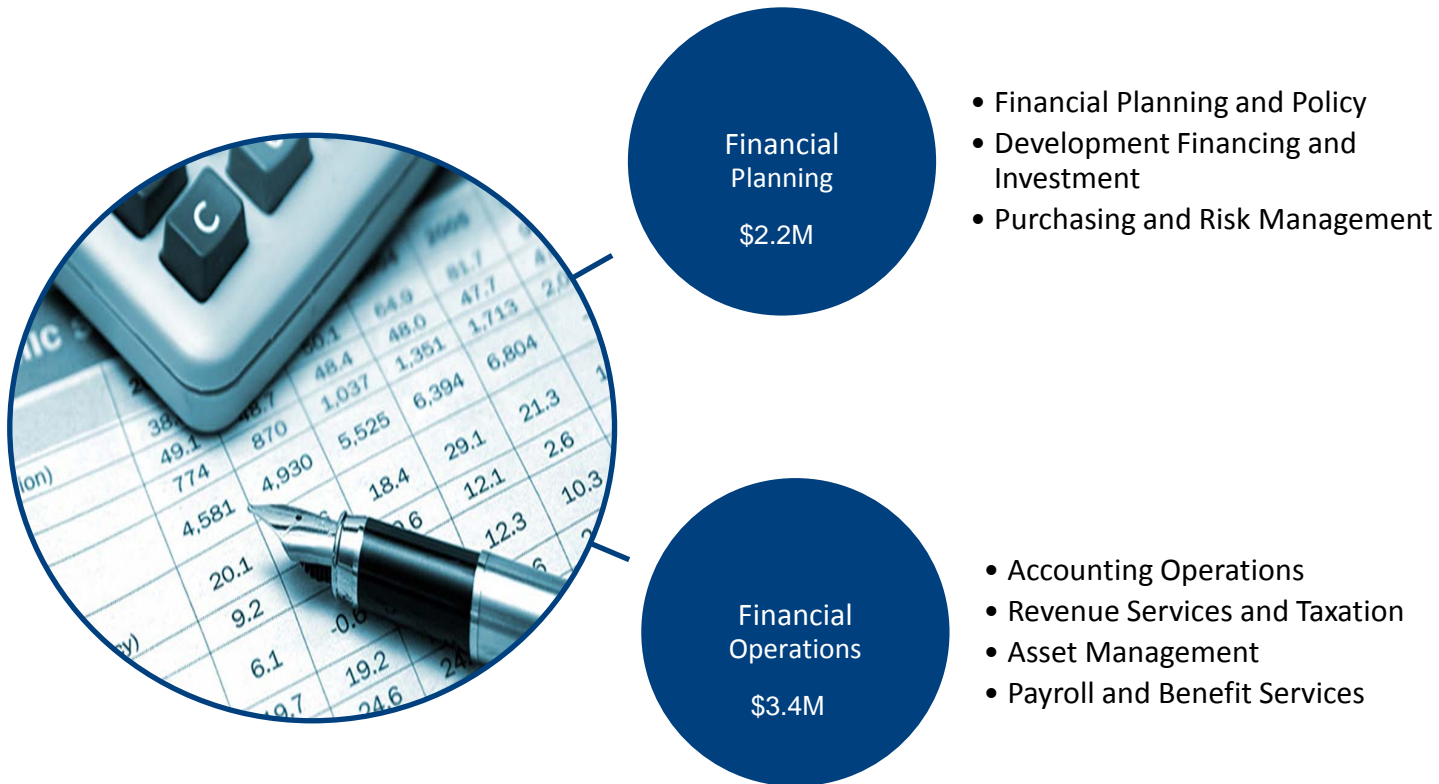
- To provide financial services to support the Corporation, in order to assist in the delivery of town programs and to ensure compliance with government policies.

Key Initiatives

- Work with MPAC to ensure the town's needs are met and the tax roll is accurate.
- Implementation of the new Municipal Accommodation Tax.
- Continue to implement Asset Management changes related to Ministry guidelines (Reg. 588).
- Develop a Level of Service Framework as part of the Asset Management Plan.
- Prepare annual operating budget and forecast in line with Council guideline.
- Prepare Capital Budget and Long-term Financial Forecast and Financing Plan to ensure long-term financial stability.
- Support implementation of Corporate Leadership 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 and benefits, revenue and taxation, procurement and 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 Treasurers ensure that quality services are provided in a manner aligned with Council-approved policies and directions.



Key Performance Indicators

1. Percentage of gross operating budget

2014	2015	2016	2017	2018
2.9%	2.9%	3.0%	3.1%	3.0%
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

2014	2015	2016	2017	2018
3.4%	3.7%	3.6%	3.6%	3.6%
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. Stabilization Reserves as a percentage of own source revenues

2014	2015	2016	2017	2018
20%	21%	21%	20%	20%
Why Important: GFOA recommends, at a minimum, that governments regardless of size, maintain unrestricted fund balances in their general fund of no less than two months of own source revenues to provide sufficient liquidity and protect against unforeseen events. This is equivalent to approximately 17%.				
How Calculated: Total Stabilization Reserves divided by total town own revenue.				

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

2014	2015	2016	2017	2018
n/a	4.6%	5.3%	5.3%	TBD
Why Important: Debt service ratio is an indication of financial flexibility of the organization. The Ministry of Housing limit is 25% and Council Policy is 12%.				
How Calculated: Total long-term debt servicing costs divided by total own source revenue. Values are provided from the FIR.				

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

2014	2015	2016	2017	2018
78%	67%	71%	70%	TBD
Why Important: Own-source revenue is an indication of the town's ability to plan effectively and demonstrates control over own resources.				
How Calculated: Own-source revenue divided by total revenue, where own source revenues includes all permit, user fees and taxes collected.				

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

2014	2015	2016	2017	2018
95.9%	95.9%	96.2%	96.4%	TBD
Why Important: Provides an indicator of the financial health of the community at end of each fiscal year.				
How Calculated: (Total taxes charged – taxes receivable)/Total taxes charged				

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

2014	2015	2016	2017	2018
-4.8%	-0.6%	-0.9%	-1.0%	TBD
Why Important: Ensures proper budget practices are followed and spending is in accordance with approved budget.				
How Calculated: Net variance on town programs excluding Corporate Revenue & Expenses/ Approved budget				

8. Achieve full expected life of assets

2014	2015	2016	2017	2018
64.38%	76.09%	77.9%	72%	86% Sept. 30 ,2018
Why Important: 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.				
How Calculated: (# 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

2014	2015	2016	2017	2018
Achieved	Achieved	Achieved	Achieved	TBD
Why Important: An unqualified opinion indicates the town is preparing the financial statements in accordance with the Public Sector Accounting Standards and that there are no significant control deficiencies				
How Calculated: External auditors provide an opinion after the interim and final audit of the annual statements, which is presented to Council.				

10. Return on Investment Portfolio

2014	2015	2016	2017	2018
3.5%	3.1%	3.0%	3.0%	3.0% Sept. 30 ,2018
Why Important: Provides a measure of the effectiveness of the investment program to earn a reasonable rate of return on investment of its cash resources having regard to market, legislative and policy constraints. These earnings provide non-tax contributions to operations, reserve funds and trust funds.				
How Calculated: Average annual rate of return				

Staffing Overview

Program: Financial Services	2018 Approved FTE	2019 Capital Impact	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Services/Activities:						
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
Total Financial Services	58.1	0.0	0.0	0.0	58.1	0.0

The total 2019 staff complement for Financial Services is 58.1 FTEs, which remains unchanged from 2018.

Program Services Budget Overview

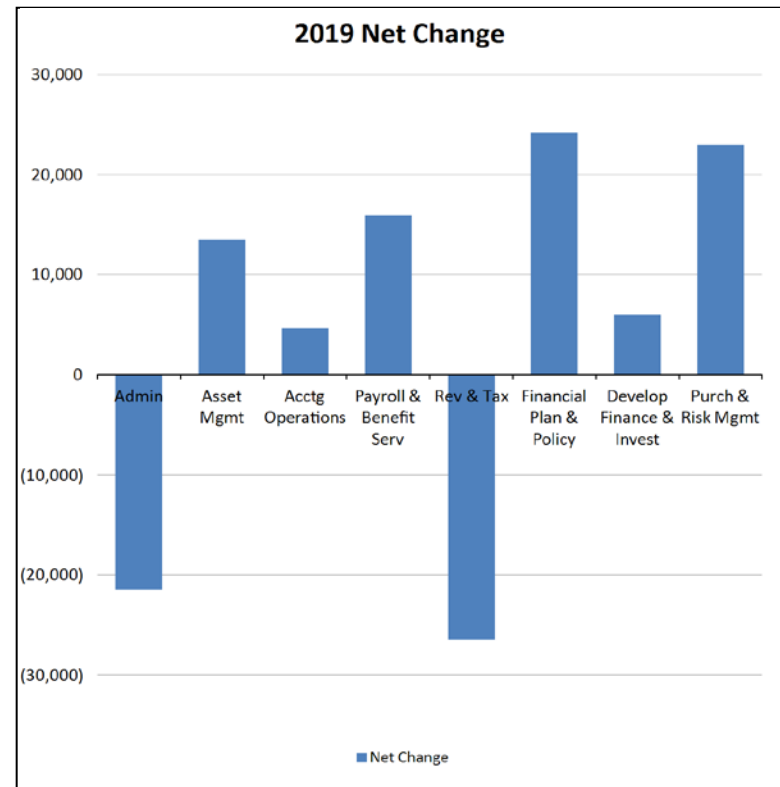
Services/Activities:	2018 Restated		2019 Requested		Net Change 2019 vs 2018	Net Change 2019 vs 2018 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Administration	564,500	564,500	543,000	543,000	(21,500)	(3.8%)
Financial Operations:						
Asset Management	722,300	722,300	735,800	735,800	13,500	1.9%
Accounting Operations	922,200	922,200	926,900	926,900	4,700	0.5%
Payroll & Benefit Services	742,800	742,800	758,700	758,700	15,900	2.1%
Revenue & Taxation	1,393,500	792,500	1,412,800	766,000	(26,500)	(3.3%)
sub-total	3,780,800	3,179,800	3,834,200	3,187,400	7,600	0.2%
Financial Planning:						
Financial Planning & Policy	1,277,500	787,800	1,311,300	812,000	24,200	3.1%
Development Financing & Investments	372,900	212,700	378,900	218,700	6,000	2.8%
Purchasing & Risk Management	932,500	832,500	957,500	855,500	23,000	2.8%
sub-total	2,582,900	1,833,000	2,647,700	1,886,200	53,200	2.9%
Total	\$6,928,200	\$5,577,300	\$7,024,900	\$5,616,600	\$39,300	0.7%

In 2019, the Financial Services program increased by \$39,300 or .7% resulting in a net total budget of \$ 5,616,600.

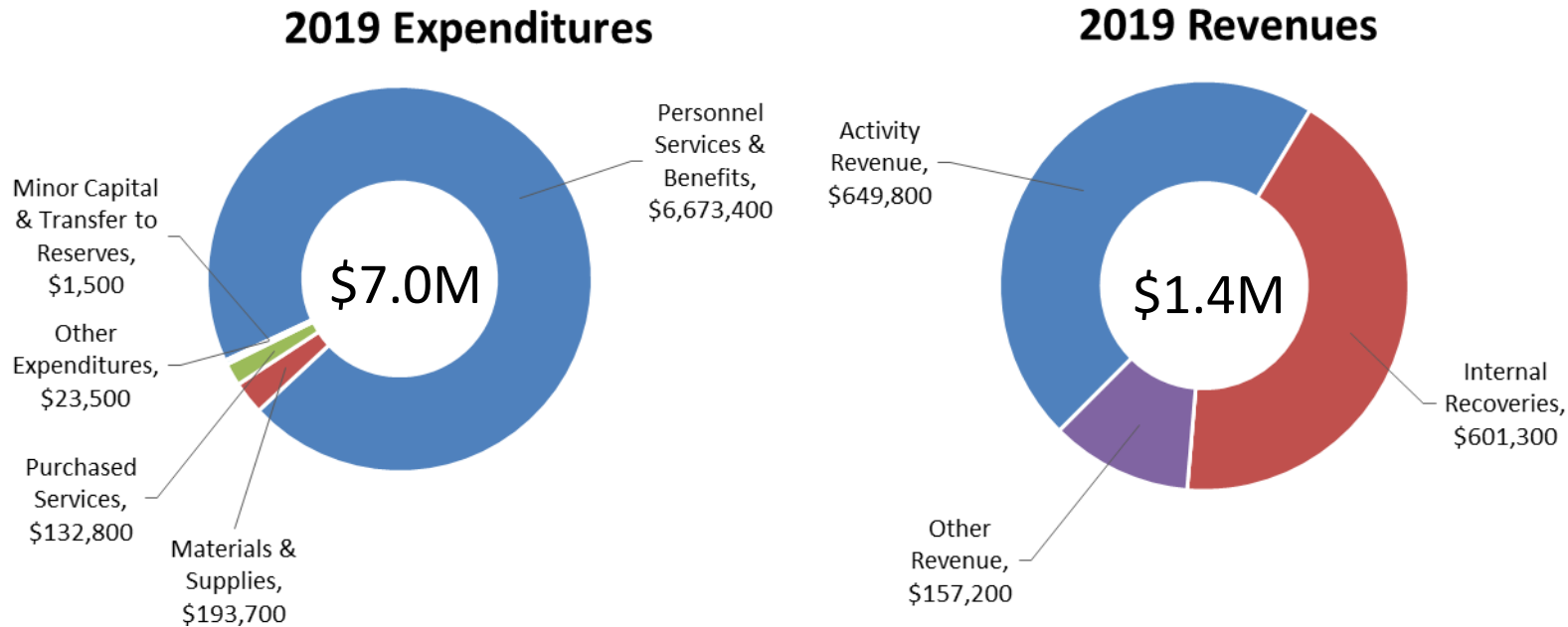
Financial Services are delivered by two departments of the town, Financial Operations and Financial Planning. Financial Operations includes Asset Management, Accounting Operations, Payroll and Benefits Services and Revenue and Taxation. This represents \$3.2 million of the net budget. Financial Planning includes Financial Planning and Policy, Development Financing and Investments, and Purchasing and Risk Management. This represents \$1.9 million of the net budget. Administration provides strategic direction and support to both departments and has a budget of \$0.5 million for 2019.

Net Program Budget Change

- **Administration** has decreased by \$(21,500) primarily related to the salary adjustment for the Director of Financial Operations, which is now lower in the range.
- **Asset Management** has increased by \$13,500 for inflationary and step increases on salaries and benefits.
- **Accounting Operations** has increased by \$4,700. Personnel adjustments for inflationary and step increases and minor reallocations included.
- **Payroll & Benefit Services** has increased by \$15,900 for inflationary and step increases on salaries and benefits.
- **Revenue & Taxation** decreased by \$(26,500). External revenues increased \$45,800 to align with current trends, which is partially offset by increases to personnel and some expenditures.
- **Financial Planning & Policy** increased by \$24,200 for inflationary and step increases on salaries and benefits.
- **Development Financing & Investments** increased \$6,000 for inflation on salaries and benefits. Minor reallocations included.
- **Purchasing & Risk Management** increased \$23,000 for inflation on salaries and benefits, along with expense reallocations.



2019 Program Budget by Component – Net \$ 5,616,600



In 2019, Financial Services program's total expenditures are \$7,024,900 and total revenues are \$ 1,408,300, resulting in a net budget of \$ 5,616,600. The net change from 2018 is \$39,300 or .7%. The main drivers for this change are noted in the details below:

- **Personnel Services and Benefits** is the largest component totaling \$6.7 million, representing 95% of the total gross expenditures. In 2019, personnel services increased by \$83,900, which includes compensatory increases and salary adjustments.
- **Activity Revenue** is 46.1% of total revenues at \$ 649,800. This includes fees for tax statements, tax special charges and ownership change fees. In 2019, revenues increased by \$45,800 to align with current trends and forecasted volumes expected.
- **Internal Recoveries** are 42.7% of total revenues at \$ 601,300. This represents recoveries from the capital program for Financial Planning time spent on developing the 10 Year Capital Forecast, the Development Charges Study and overall capital reporting and project variance management. The budget for 2019 has increased by \$11,600 for inflation on personnel costs and minor adjustments to staffing recoveries.
- **Other Revenue** is 11.2% of total revenues at \$ 157,200. It accounts for the investment interest recovery for Development Financing & Investments.

2020 - 2021 Operating Budget Forecast

	2019 Requested Budget	2020 Forecast	2019 - 2020 Change (%)	2021 Forecast	2020 - 2021 Change (%)
Financial Services					
Gross Expenditures By Service					
Administration	543,000	555,600	2.3%	568,800	2.4%
Asset Management	735,800	751,000	2.1%	766,500	2.1%
Accounting Operations	926,900	946,400	2.1%	966,400	2.1%
Payroll & Benefit Services	758,700	775,300	2.2%	792,200	2.2%
Revenue & Taxation	1,412,800	1,442,400	2.1%	1,473,700	2.2%
Financial Planning & Policy	1,311,300	1,341,300	2.3%	1,372,100	2.3%
Development Financing & Investments	378,900	387,100	2.2%	395,500	2.2%
Purchasing & Risk Management	957,500	977,400	2.1%	997,700	2.1%
Total Gross Expenditures	7,024,900	7,176,500	2.2%	7,332,900	2.2%
Tax Levy By Service					
Administration	543,000	555,600	2.3%	568,800	2.4%
Asset Management	735,800	751,000	2.1%	766,500	2.1%
Accounting Operations	926,900	946,400	2.1%	966,400	2.1%
Payroll & Benefit Services	758,700	775,300	2.2%	792,200	2.2%
Revenue & Taxation	766,000	782,600	2.2%	800,700	2.3%
Financial Planning & Policy	812,000	832,000	2.5%	852,600	2.5%
Development Financing & Investments	218,700	226,800	3.7%	235,100	3.7%
Purchasing & Risk Management	855,500	873,400	2.1%	891,600	2.1%
Total Tax Levy	5,616,600	5,743,100	2.3%	5,873,900	2.3%
Gross Expenditures By Type					
Personnel Services & Benefits	6,673,400	6,818,400	2.2%	6,968,100	2.2%
Materials & Supplies	193,700	197,500	2.0%	201,400	2.0%
Purchased Services	132,800	135,200	1.8%	137,600	1.8%
Internal Charges	-	-	0.0%	-	0.0%
Other Expenditures	23,500	23,900	1.7%	24,300	1.7%
Minor Capital & Transfer To Reserves	1,500	1,500	0.0%	1,500	0.0%
Total Expenses	7,024,900	7,176,500	2.2%	7,332,900	2.2%
Revenues By Type					
Activity Revenue	649,800	662,900	(2.0%)	676,200	(2.0%)
Internal Recoveries	601,300	613,300	2.0%	625,600	2.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	157,200	157,200	0.0%	157,200	0.0%
Total Revenues	1,408,300	1,433,400	1.8%	1,459,000	1.8%
Tax Levy	\$ 5,616,600	\$ 5,743,100	2.3%	\$ 5,873,900	2.3%

Financial Services

2020 - 2021 Budget Forecast Highlights

- The 2020 net budget is projected to increase by 2.3% or \$ 126,500 and reflects inflationary increases to the cost of delivering services.
- The 2021 net budget is projected to increase by 2.3% or \$ 130,800 and reflects inflationary increases to the cost of delivering services.

2019 - 2021 Recommended Capital Budget

In 2019 and beyond, work will continue on the Strategic Asset Management Plan (SAMP) and the comprehensive Asset Management Plan (AMP) as defined by the Job and Prosperity Act (reg 588). 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. The SAMP is 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. Work is also under way to create an Asset Management culture that will drive habitual asset management behavior.

Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2019	2020	2021	2019	2020	2021
33101701	Strategic Asset Management Plan	Infrastructure Renewal	186,000	186,000	116,000			
33102101	Development Charges Study	Growth			250,000			
TOTAL			186,000	186,000	366,000			

Program: Regulatory Services

Program Based Budget

2019 - 2021

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 marriage and lottery licences 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 marriage and lottery licensing, 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.



Legislative
Services

\$0.3M

- Corporate Records Management
- Freedom of Information
- Civil Marriage Services

Key Performance Indicators

1. Percentage of gross operating budget

2014	2015	2016	2017	2018
0.5%	0.4%	0.4%	0.4%	0.3%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

2. Percentage of total FTEs

2014	2015	2016	2017	2018
1.1%	1.1%	1.0%	0.4%**	0.4%
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 ** For 2018, the department was split into Regulatory Services and Municipal Enforcement.				

Staffing Overview

Program: Regulatory Services	2018 Approved FTE	2019 Capital Impact	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Legislative Services	6.1			(0.3)	5.8	(0.3)
Total Regulatory Services	6.1	0.0	0.0	(0.3)	5.8	(0.3)

A recent internal review resulting from the implementation of the Municipal Enforcement Strategy recommended that responsibility for business licensing be transferred from Regulatory Services to Municipal Enforcement. As a result, the Regulatory Service complement has decreased by 0.3 FTE to 5.8 FTE due to the reallocation of a part-time summer student to Municipal Enforcement.

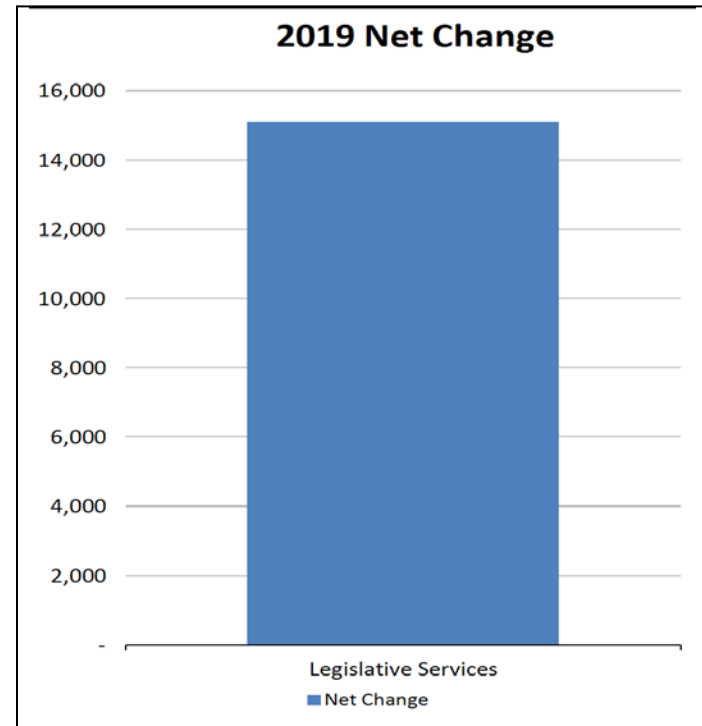
Program Services Budget Overview

Services/Activities:	2018 Restated		2019 Requested		Net Change 2019 vs 2018	Net Change 2019 vs 2018 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Legislative Services	719,400	329,400	744,500	344,500	15,100	4.6%
Total	\$719,400	\$329,400	\$744,500	\$344,500	\$15,100	4.6%

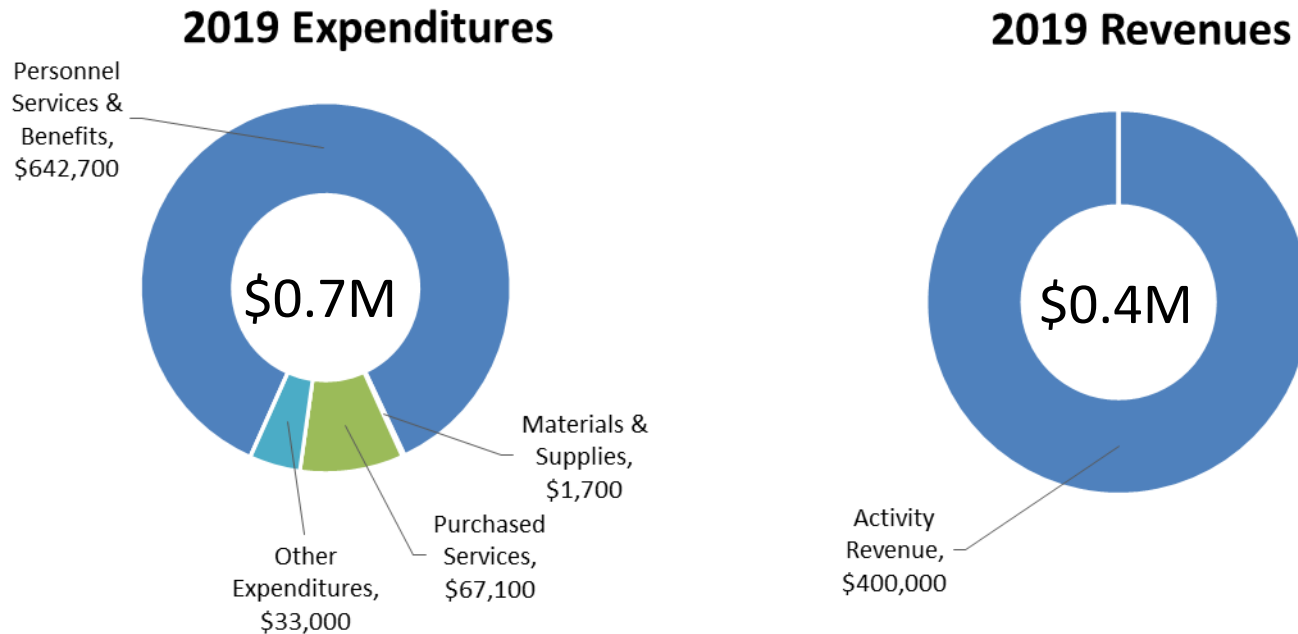
In 2019, the Regulatory Services program increased by \$15,100 or 4.6% resulting in a net total budget of \$344,500. This increase is mainly driven by inflationary and contractual adjustments for staff.

Net Program Budget Change

- **Legislative Services** has increased by \$15,100 driven by inflationary and contractual adjustments under salaries and benefits.



2019 Program Budget by Component – Net \$344,500



In 2019, Regulatory Services' total expenditures is expected to be \$744,500 with a total revenue of \$ 400,000 for a net budget of \$344,500. The net change versus 2018 budget is an increased of \$15,100 or 4.6%. The main drivers are the following:

- **Personnel Services and Benefits** is the largest expense component with a budget of \$642,700 which is 86% of the total expenses budgeted. For 2019, personnel costs have increased by \$28,700 or 4.7%. This is mainly driven by contractual and inflation increases for salary and benefits. Overall labour costs increase are partly offset by reduced part-time expenses.
- **Activity Revenue** has increased by \$10,000. This is driven by expectation of higher Civil Marriage Fees – budget aligned to past years trends.

2020 - 2021 Operating Budget Forecast

Regulatory Service	2019 Requested Budget	2020 Forecast	2019 - 2020 Change (%)	2021 Forecast	2020 - 2021 Change (%)
Gross Expenditures By Service					
Legislative Services	744,500	762,200	2.4%	777,000	1.9%
Total Gross Expenditures	744,500	762,200	2.4%	777,000	1.9%
Tax Levy By Service					
Legislative Services	344,500	354,200	2.8%	360,900	1.9%
Total Tax Levy	344,500	354,200	2.8%	360,900	1.9%
Gross Expenditures By Type					
Personnel Services & Benefits	642,700	656,100	2.1%	669,500	2.0%
Materials & Supplies	1,700	1,700	0.0%	1,700	0.0%
Purchased Services	67,100	71,400	6.4%	72,800	2.0%
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%
Total Expenses	744,500	762,200	2.4%	777,000	1.9%
Revenues By Type					
Activity Revenue	400,000	408,000	2.0%	416,100	2.0%
Internal Recoveries	-	-	0.0%	-	0.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	-	-	0.0%	-	0.0%
Total Revenues	400,000	408,000	2.0%	416,100	2.0%
Tax Levy	\$344,500	\$354,200	2.8%	\$360,900	1.9%

2020 - 2021 Budget Forecast Highlights

- The 2020 net budget is projected to increase by 2.8% or \$ 9,700 mainly due to inflation in personnel costs and contracted services.
- The 2021 net budget is projected to increase by 1.9% or \$ 6,700 mainly due to inflation.

Program: Information Systems

Program Based Budget

2019 - 2021

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

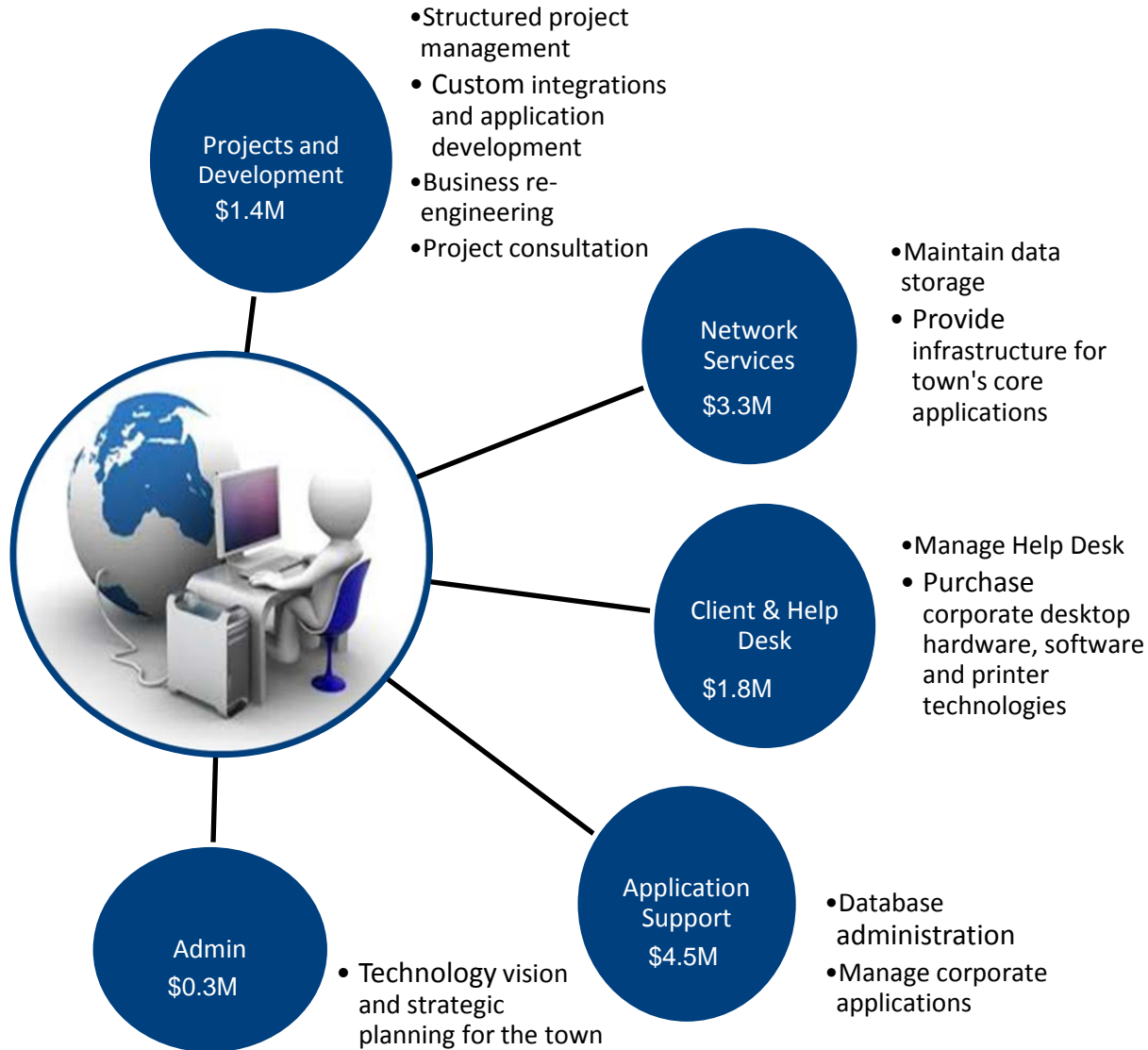
- Information Systems is a centre of expertise that adds value to the corporation through efficient, reliable services; effective and disciplined project and process management to support corporate and departmental projects; and strategic planning for the deployment of information and communications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

Key Initiatives

- 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.
- Installation of Public WiFi, people and vehicle counters and a Parking Management System in conjunction with the Lakeshore Road revitalization. Parking availability will be available on signposts and on-line for the public.
- Finalize the procurement and begin installation for a Recreation Registration and Facility Booking system to replace the CLASS system that has been discontinued.
- Perform the needs analysis for a new Tax system, in preparation for procurement in 2020, to replace the discontinued Open Tax software.
- Participate in the project management, telecommunications and technology support for the building of South East Community Center and the 16 Mile Library Branch.

Program Services

Information Systems provides services through the following programs:



Key Performance Indicators

1. Percentage of gross operating budget

2014	2015	2016	2017	2018
3.9%	4.1%	4.3%	4.5%	4.8%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

2. Percentage of total FTEs

2014	2015	2016	2017	2018
3.3%	3.4%	3.6%	3.5%	3.5%
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. Percentage of calls resolved within 24 hours

2014	2015	2016	2017	2018
81.0%	81.6%	81.1%	75.3%	71.5% (est.)
Why Important: Lower technology down time means more uptime for staff to complete duties.				
How Calculated: Number of calls divided by the number of those calls that were fixed within 24 hours.				
Department Comment: The Client Support Section is questioning the validity of this KPI because they have reviewed the service requests and are identifying that the simple calls that were the norm 5 and 10 years ago, have been significantly reduced due to improvements in software and hardware quality and increases in town staff capabilities to support themselves through internet based training. The calls that are coming into the Help Desk are more complicated and precise so it takes longer to fix these types of concerns, since external vendors are usually involved in closing the case.				

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

2014	2015	2016	2017	2018
1600 login staff 12,412 tickets	2300 login staff 13,500 tickets	3161 login staff 17,111 tickets	3890 login staff 14,431 tickets	3078 login staff 14,943 tickets
7.8 tickets per employee	5.9 tickets per employee	5.4 tickets per employee	3.7 tickets per employee	4.8 tickets per employee
Why Important: Demonstrates systems stability and effective support model working with increase in number of staff supported.				
How Calculated: Number of help desk tickets created/ number of staff with login rights to give the average number of tickets per user.				
Department Comment: The number of staff with logins has decreased in 2018 by almost 20% due to new offboarding processes that improved the timeliness of disabling full-time and part-time staff user accounts when they leave employment with the Town.				

5. Client satisfaction with support

2014	2015	2016	2017	2018
94% Satisfied to Very Satisfied	94% Satisfied to Very Satisfied	96% Satisfied to Very Satisfied	96% Satisfied to Very Satisfied	96% Satisfied to Very Satisfied
Why Important: Indicates that staff believe that IS+S can help with the technical issues and that they were satisfied with the support they received.				
How Calculated: Stats based on online survey that is emailed after each Help Desk ticket is completed and closed.				

6. Internal network availability - percentage of network uptime

	2016	2017	2018
Total Time (hrs)	8736	8760	8760
# Downtime Events	42	55	24
Total Downtime (Hrs)	119	145	38.25
Percent Uptime	98.6%	98.4%	99.57%
Why Important: 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.			
How Calculated: This KPI is calculated solely on non-scheduled outages impacting users. The goal is to reduce the number of down-time events by 10% and the total down-time by 10% each year.			

Staffing Overview

Program: Information Systems	2018 Approved FTE	2019 Capital Impact	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Administration	2.0				2.0	0.0
Projects & Development	13.0				13.0	0.0
Network Services	14.0				14.0	0.0
Client Services	11.1				11.1	0.0
Application Services	17.0				17.0	0.0
Total Information Systems	57.1	0.0	0.0	0.0	57.1	0.0

The total staff complement for Information Systems remains at 57.1 FTEs for 2019.

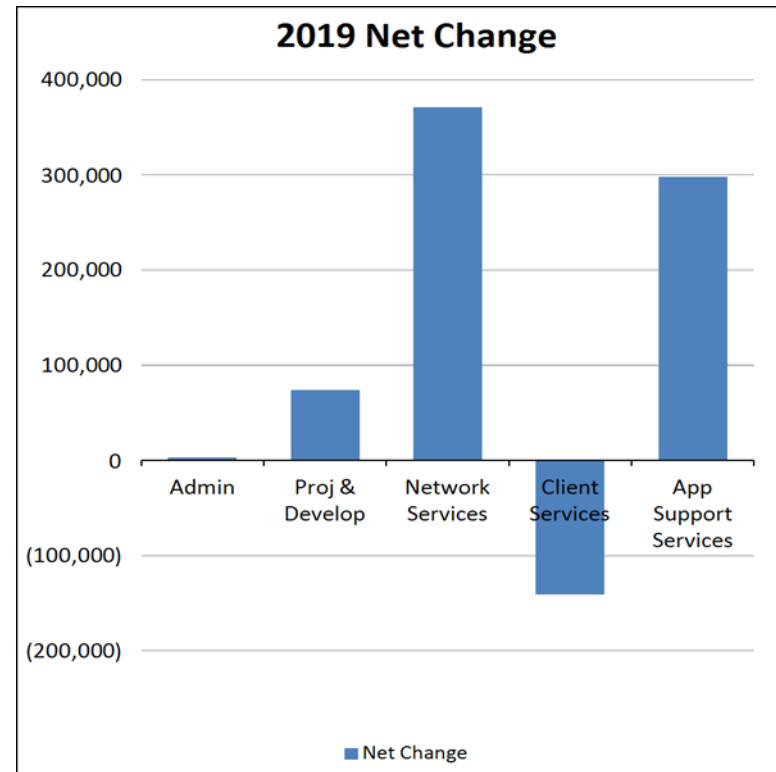
Program Services Budget Overview

Services/Activities:	2018 Restated		2019 Requested		Net Change 2019 vs 2018	Net Change 2019 vs 2018 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Administration	328,800	303,800	351,800	306,800	3,000	1.0%
Project & Development	1,578,100	1,331,400	1,656,700	1,405,100	73,700	5.5%
Network Services	2,912,000	2,912,000	3,283,200	3,283,200	371,200	12.7%
Client Services	1,964,900	1,964,900	1,824,200	1,824,200	(140,700)	(7.2%)
Application Services	4,254,800	4,202,800	4,561,400	4,500,400	297,600	7.1%
Total	11,038,600	10,714,900	11,677,300	11,319,700	604,800	5.6%

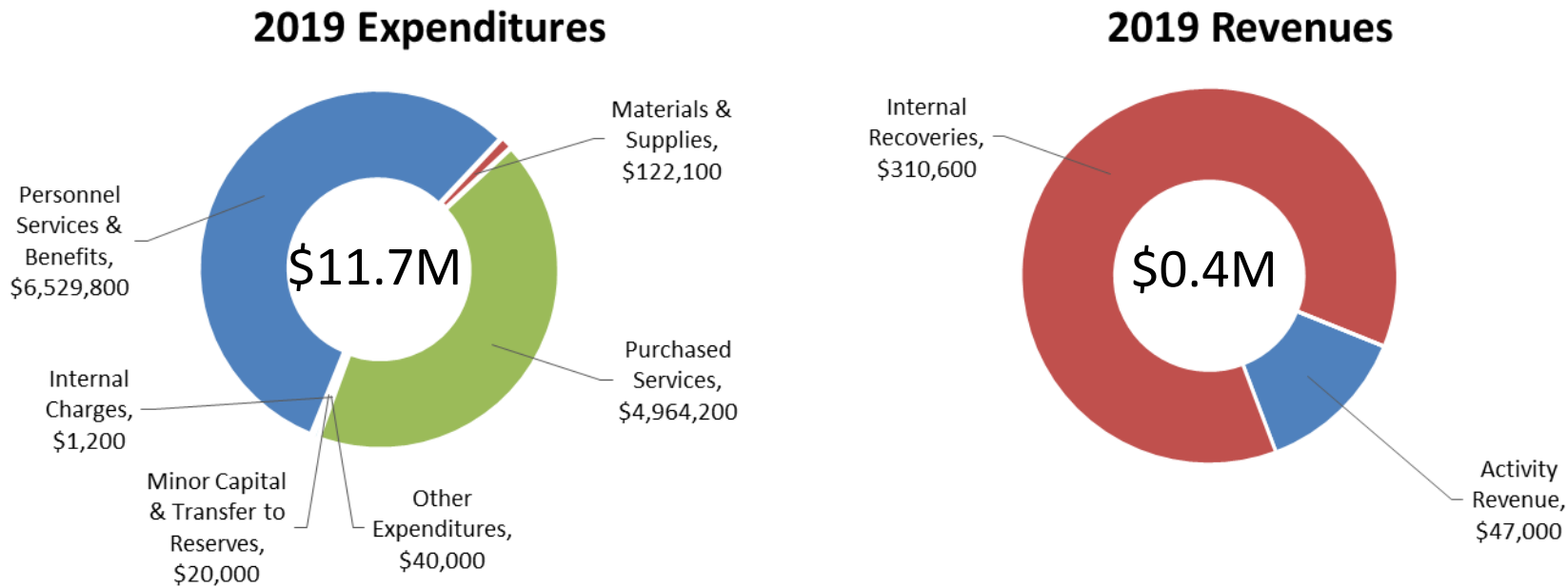
The 2019 budget increased by \$604,800 or 5.6% over 2018, resulting in a net total budget of \$11,319,700. Application Services represents the largest portion of the budget at \$4.5 million or 40% and includes all activities related to supporting and managing the Town's corporate applications and databases. The second largest is the Network Services at \$3.3 million or 29% and consists of expenditures required to support the Town's infrastructure and data storage needs including telecom services. The major driver of the overall increase is the operating impacts of capital projects which represent a total of \$425,700 of additional costs under Software and Hardware Maintenance for new licenses. Other major drivers are increases in Personnel expenditures driven contractual & inflation increase.

Net Program Budget Change

- Administration** has increased \$3,000 mainly driven by staff training cost increase of \$12,000 and contractual & inflation increases of \$6,600 for salaries and benefits which are offset by increased revenue of \$20,000 for telephone, internet and data storage service recoveries from non-profit agencies that lease space within our facilities.
- Project and Development** has increased \$73,700 driven by inflationary and contractual increase for salary and benefits of \$30,400 and department realignment of \$38,800 to adjust expenditures to the expected level of activities. Operating impacts of capital projects also contributed to \$12,000 increase driven by new software licenses for the SharePoint Enhancement project.
- Network Services** has increased \$371,200. This is mainly driven by cost realignment of \$201,700 between IS services to properly reflect which area is actually delivering the service. Another driver is the operating impacts of the new capital projects with \$120,900 of maintenance costs mainly driven by the Enterprise Storage Architecture and the Energy Management System projects. Inflationary and contractual increase for salary and benefits contributed to \$27,300 increase and budget rightsizing in overtime and smartphone added an additional \$26,600.
- Client Services** has decreased (\$140,700). This is mainly driven by cost realignment of (\$194,300) between IS services to properly reflect which area is delivering the service. This decrease was partly offset by an increase in operating impacts from capital projects with \$38,200 of additional software maintenance costs driven by the Council Chambers Renovation project, as well as inflationary increases of \$15,500 for personnel.
- Application Support Services** has increased by \$297,600 mainly driven by operating impacts of capital projects of \$254,600 for additional software maintenance costs driven by additional licenses for our Corporate Information System (CIS), the CRM Infrastructure Replacement and the Specialized Transit Scheduling Software. And also due to contractual and inflation increase of \$32,500 for personnel.



2019 Program Budget by Component – Net \$11,319,700



In 2019, the Information Systems' program total expenditures are \$11,677,300 and total revenues are \$ 357,600, resulting in a net budget of \$11,319,700. The net change from the prior year is \$604,800 or 5.6%. The main drivers for this change are the following:

- **Personnel Services and Benefits** is the largest cost component of the budget at \$6.5 million representing 56% of the total gross expenditures for this program. Personnel costs have increased by \$169,900 primarily due to inflation and contractual increases for staff salaries and benefits. As well as overtime has been increased to reflect actual spending levels.
- **Purchased Services** is the second largest cost component at nearly \$5 million or 43% of the total gross expenditures for this program. Purchased services has increased by \$445,600 primarily due to an increase of \$424,500 for software maintenance resulting from an increased need for licenses for existing software as well as several new systems implemented as part of capital projects. The balance is driven by inflation increases and the alignment of the budget with actuals to ensure realistic and reasonable expenditures are reflected.
- **Other Expenditures** has increased by \$40,000 mainly due to Industry Canada licenses moved from the Purchased Services category to align budget to where actual invoices are being recorded.
- **Internal Recoveries** has increased by \$33,900 or 10.5% to \$357,600. This is mainly driven by rightsizing of expected recoveries from telephone, internet and data storage service recoveries from non-profit agencies that lease space within our facilities. And also driven by increased staff costs allocated to capital projects.

2020 - 2021 Operating Budget Forecast

	2019	2020	2019 - 2020	2021	2020 - 2021
Information Systems	Requested Budget	Forecast	Change (%)	Forecast	Change (%)
Gross Expenditures By Service					
Administration	351,800	359,900	2.3%	368,100	2.3%
Project & Development	1,656,700	1,693,100	2.2%	1,730,200	2.2%
Network Services	3,283,200	3,414,500	4.0%	3,480,300	1.9%
Client Services	1,824,200	1,866,000	2.3%	1,905,700	2.1%
Application Services	4,561,400	4,878,800	7.0%	4,989,800	2.3%
Total Gross Expenditures	11,677,300	12,212,300	4.6%	12,474,100	2.1%
Tax Levy By Service					
Administration	306,800	314,900	2.6%	323,100	2.6%
Project & Development	1,405,100	1,436,500	2.2%	1,468,500	2.2%
Network Services	3,283,200	3,414,500	4.0%	3,480,300	1.9%
Client Services	1,824,200	1,866,000	2.3%	1,905,700	2.1%
Application Services	4,500,400	4,817,800	7.1%	4,928,800	2.3%
Total Tax Levy	11,319,700	11,849,700	4.7%	12,106,400	2.2%
Gross Expenditures By Type					
Personnel Services & Benefits	6,529,800	6,664,800	2.1%	6,805,600	2.1%
Materials & Supplies	122,100	124,500	2.0%	127,000	2.0%
Purchased Services	4,964,200	5,356,000	7.9%	5,473,700	2.2%
Internal Charges	1,200	1,200	0.0%	1,200	0.0%
Other Expenditures	40,000	40,800	2.0%	41,600	2.0%
Minor Capital & Transfer To Reserves	20,000	25,000	25.0%	25,000	0.0%
Total Expenses	11,677,300	12,212,300	4.6%	12,474,100	2.1%
Revenues By Type					
Activity Revenue	47,000	47,000	0.0%	47,000	0.0%
Internal Recoveries	310,600	315,600	1.6%	320,700	1.6%
Grants	-	-	0.0%	-	0.0%
Other Revenue	-	-	0.0%	-	0.0%
Total Revenues	357,600	362,600	1.4%	367,700	1.4%
Tax Levy	\$11,319,700	\$11,849,700	4.7%	\$12,106,400	2.2%

2020 - 2021 Budget Forecast Highlights

- The 2020 net budget is projected to increase by \$530,000 or 4.7% from 2019. It includes inflationary increases of \$232,800 or 2% as well as impacts from capital for additional software maintenance resulting from new initiatives of \$297,200.
- The 2021 net budget is projected to increase by \$256,700 or 2.2% from 2020. It primarily reflects inflationary increases of \$241,700 and a relatively small capital project impact of \$15,000.

2019 - 2021 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 an upgrade to the load balancing, filtering and security products and provisions for yearly expansion and growth of the data storage, disaster recovery and business continuity requirements for the storage area network (SAN). The operating impacts shown include costs for various software licensing.

Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2019	2020	2021	2019	2020	2021
36101310	CIS Enhancement - Workforce Management	Infrastructure Renewal	30,000			8,000		
36101505	Active Network Class Registration and Booking	Infrastructure Renewal	200,000	400,000			50,000	
36101602	Electronic Agenda Management	Infrastructure Renewal	300,000	100,000		12,000	50,000	
36101704	HP to Aruba Wireless Migration	Infrastructure Renewal	50,000			5,400	9,200	
36101707	CCTV Security Technologies Review &	Infrastructure Renewal	166,000			5,000		
36101803	CIS Infrastructure Refresh	Infrastructure Renewal			126,000			
36101804	GIS Infrastructure Refresh	Infrastructure Renewal		231,000				
36101806	Hardware Evergreening	Infrastructure Renewal	1,081,000	1,081,000	930,000			
36101807	Systems and Networking Infrastructure	Infrastructure Renewal	50,000	50,000	50,000			
36101809	Corporate Document Management	Strategic Priorities	100,000	100,000	100,000			
36101810	GIS System Enhancement	Infrastructure Renewal	100,000	100,000	156,000			
36101811	Share Point Enhancements	Strategic Priorities	50,000	50,000	126,000	12,000		
36101812	Corporate Information System (CIS)	Infrastructure Renewal	126,000	126,000	126,000	60,000	60,000	15,000
36101814	Point of Sale Terminals Expansion and Refresh	Strategic Priorities	85,000	20,000	20,000			
36101901	Firewall Infrastructure Refresh	Infrastructure Renewal			251,000			
36101902	Sharepoint Infrastructure Refresh	Infrastructure Renewal	50,000	201,000				
36101903	Storage Area Network Refresh	Infrastructure Renewal	226,000	75,000	75,000			
36101904	Hardware for New Facilities	Growth	66,000					
36101905	Radio System Replacement & Integrated AVL	Infrastructure Renewal	50,000	50,000	50,000			
36101907	PCI Certification Project	Strategic Priorities	90,000	40,000	40,000			
36101908	Misc Sustainment for Corporate Applications	Infrastructure Renewal	126,000	126,000	126,000	23,000		
36101909	NuPoint VoiceMail Infrastructure Refresh	Infrastructure Renewal	63,000					
36101910	Mayor and Council Boardroom AV Refresh	Infrastructure Renewal	72,000					
36101911	Vehicle for Networking and Client Support	Infrastructure Renewal	50,000			1,200	5,000	
36101912	AIMS Parking Software Upgrade and Licenses	Infrastructure Renewal	117,000				8,000	
36101913	Town Hall Network Redundancy	Infrastructure Renewal	60,000					
36101914	Loadbalancing, Filtering and Security Upgrade	Infrastructure Renewal	377,000				115,000	
36101915	Amanda Tax System Replacement	Infrastructure Renewal	75,000	502,000	175,000			
36102001	Library ILS Infrastructure Refresh	Infrastructure Renewal		176,000				
36102002	Transit ITS Server and System Infrastructure	Infrastructure Renewal		382,000				
63101401	AMANDA Public Portal	Strategic Priorities			226,000			
TOTAL			3,760,000	3,810,000	2,577,000	126,600	297,200	15,000

Information Systems

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		
			2019	2020	2021	2019	2020	2021
21101801	Web Based Services - Ph2	Strategic Priorities	494,000	494,000	494,000			
21101902	Online Initiatives Implementation	Infrastructure Renewal	500,000					
22101701	Energy Management System Solution	Strategic Priorities	100,000	100,000	100,000	18,000		
36101906	CRM Infrastructure Replacement	Infrastructure Renewal	226,000		151,000	54,000		
43301902	Appleby Dispatch CAD system upgrade	Infrastructure Renewal	352,000					
71101804	Glen Abbey Creation Hub and Renovation	Strategic Priorities	1,126,000			24,900	50,000	
TOTAL			2,798,000	594,000	745,000	96,900	50,000	

Program: Legal Services
Program Based Budget
2019 - 2021

Vision

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

Mission

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

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, ranging from minor variance appeals to significantly complex files, such as the proposed redevelopment of the Glen Abbey Golf Course.
- The Legal Department and its Realty Services section will continue to review and monitor development applications in order to maximize cash in lieu of parkland dedication entitlements to the municipality pursuant to the Planning Act and town by-laws.
- The Legal Department and its Realty Services section will advance the disposition and development of surplus town lands, including the former public works lands, the former hospital site, and the former Brantwood School site.
- 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 road widenings and other approved capital projects.

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.



Legal Services
\$1.5M

Realty Services
\$0.2M

Corporate Hearings & Litigation
\$0.5M

- Legal and strategic advice, research, and support to staff and Council
- Negotiation, preparation, and review of agreements, by-laws, and reports
- Resolutions and enforcement proceedings where necessary of by-law infractions and administrative monetary penalties
- Strategic administration of real estate and leasehold transactions and assets
- Administration of cash-in-lieu of parkland dedication
- Title searches and registrations
- Litigation and advocacy before the courts and administrative tribunals

Key Performance Indicators

1. Percentage of gross operating budget

2014	2015	2016	2017	2018
1.1%	1.0%	1.0%	1.0%	1.0%
Why Important: Monitors the cost of the program as a proportion of the total cost for the Town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

2. Percentage of total FTEs

2014	2015	2016	2017	2018
0.5%	0.5%	0.6%	0.6%	0.6%
Why Important: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTE's.				
How Calculated: Total program FTEs including part-time / Total town FTEs including part-time				

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

2014	2015	2016	2017	2018
Not Available	28	39	9	4 (Oct. 31, 2018)
Why Important: Monitors the proportion of proceedings resolved to the satisfaction of the Town without incurring additional litigation costs.				
How Calculated: Total number of settled proceedings (excluding insured claims) for year to date.				

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

2014	2015	2016	2017	2018
Not Available	\$10,638,171	\$7,040,902	\$2,544,359	\$2,630,900 (Oct. 31, 2018)
Why Important: Monitors the value of cash in lieu of parkland dedication entitlements identified and assessed by Realty Services.				
How Calculated: Total value of all cash-in-lieu of parkland dedication contributions assessed by Realty Services for year to date.				

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

2014	2015	2016	2017	2018
88%	91%	96%*	84%	92% (Oct. 31, 2018)
Why Important: Monitors the proportion of offences resulting in by-law compliance and/or conviction for non-compliance.				
How Calculated: Total number of proceedings resulting in by-law compliance and/or convictions / Total number of court dispositions for year to date.				

Staffing Overview

Program: Legal Services	2018 Approved FTE	2019 Capital Impact	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
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
Total Legal Services	9.7	0.0	0.0	0.0	9.7	0.0

The staff complement for Legal Services remains unchanged from 2018.

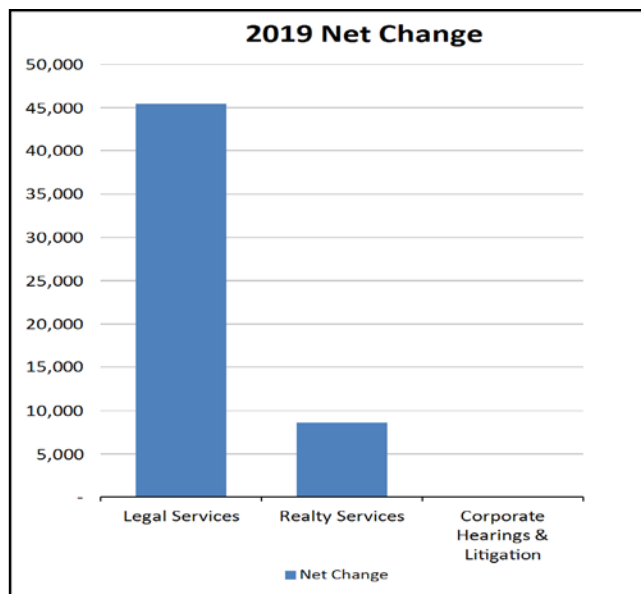
Program Services Budget Overview

Services/Activities:	2018 Restated		2019 Requested		Net Change 2018 vs 2019	Net Change 2018 vs 2019 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Legal Services	1,519,500	1,486,000	1,565,500	1,531,400	45,400	3.1%
Realty Services	336,000	241,000	294,600	249,600	8,600	3.6%
Corporate Hearings & Litigation	500,000	500,000	500,000	500,000	-	0.0%
Total	\$2,355,500	\$2,227,000	\$2,360,100	\$2,281,000	\$54,000	2.4%

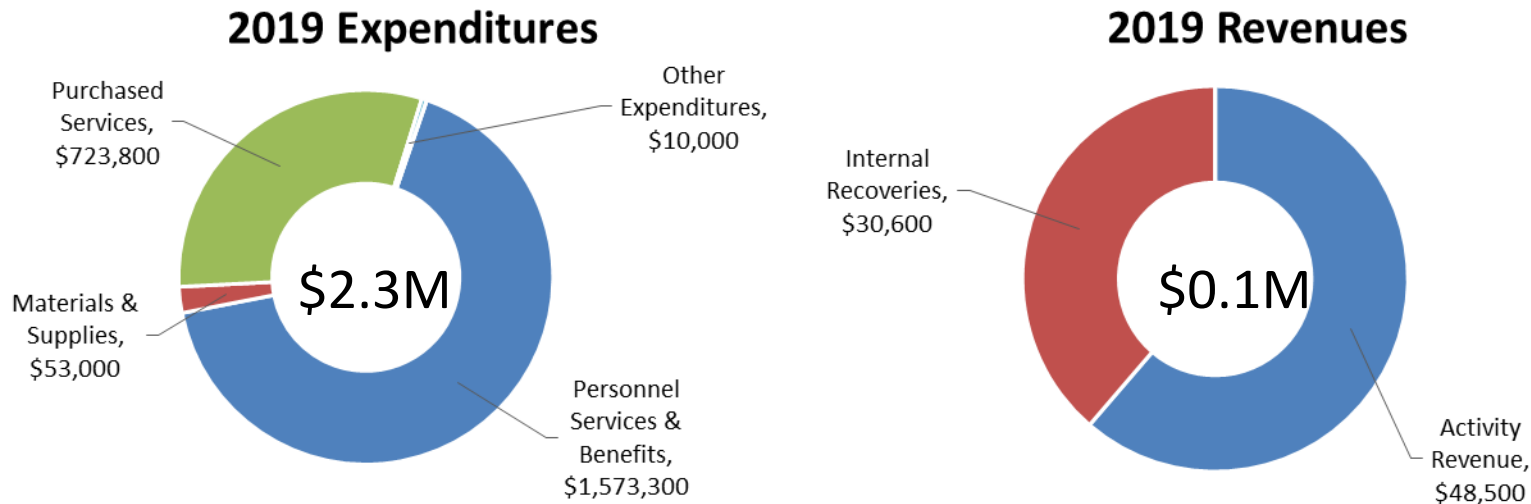
In 2019, the Legal Services program increased by \$54,000 or 2.4% resulting in a net total budget of \$2,281,000. Legal Services represents the largest portion of the budget at \$1.5 million which are the costs of providing professional services and advice to Council and to all departments of the municipal 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 \$45,400 primarily for inflation to salaries and benefits, and adjustments made for books and periodicals, tablets, professional dues and registration and filing fees.
- **Realty Services** has increased \$8,600 for inflation to salaries and benefits and for a reduction to professional fees associated with realty consultant reports and other realty activities and the associated recovery.
- **Corporate Hearings & Litigation** budget has remained the same. Any shortfalls will be funded from the Rate Stabilization reserve.



2019 Program Budget by Component - Net \$2,281,000



In 2019, the Legal Services program's total expenditures are \$2,360,100 and total revenues are \$ 79,100, resulting in a net budget of \$ \$2,281,000. The net change from the prior year is \$54,000 or 2.4%. The main drivers for this change are noted in the details below:

- **Personnel Services and Benefits** is the largest component of the budget at \$1.6 million, representing 67% of the total gross expenditures. In 2019, personnel costs have increased by \$34,000, primarily due to inflationary increases on salaries and benefits.
- **Purchased Services** is the second largest component of the budget at \$0.7 million and is mainly the cost of external legal and consulting services. The budget decreased by \$45,900 for reductions to professional fees for appraisal costs and other fees related to realty activities and the associated recovery has been reduced.
- **Materials & Supplies** is the third largest component with a budget of \$0.05 million. The budget increased by \$14,000 for increases made to books and periodicals and postage.
- **Activity revenue** has decreased by \$50,000 for the external recoveries related to the professional fee decrease for Realty Services appraisal costs.

2020 - 2021 Operating Budget Forecast

	2019 Requested Budget	2020 Forecast	2019 - 2020 Change (%)	2021 Forecast	2020 - 2021 Change (%)
Legal Services					
Gross Expenditures By Service					
Legal Services	1,565,500	1,602,900	2.4%	1,643,100	2.5%
Realty Services	294,600	301,000	2.2%	307,600	2.2%
Corporate Hearings & Litigation	500,000	510,000	2.0%	520,200	2.0%
Total Gross Expenditures	2,360,100	2,413,900	2.3%	2,470,900	2.4%
Tax Levy By Service					
Legal Services	1,531,400	1,568,100	2.4%	1,607,600	2.5%
Realty Services	249,600	256,000	2.6%	262,600	2.6%
Corporate Hearings & Litigation	500,000	510,000	2.0%	520,200	2.0%
Total Tax Levy	2,281,000	2,334,100	2.3%	2,390,400	2.4%
Gross Expenditures By Type					
Personnel Services & Benefits	1,573,300	1,610,600	2.4%	1,650,700	2.5%
Materials & Supplies	53,000	54,800	3.4%	56,700	3.5%
Purchased Services	723,800	738,300	2.0%	753,100	2.0%
Internal Charges	-	-	0.0%	-	0.0%
Other Expenditures	10,000	10,200	2.0%	10,400	2.0%
Minor Capital & Transfer To Reserves	-	-	0.0%	-	0.0%
Total Expenses	2,360,100	2,413,900	2.3%	2,470,900	2.4%
Revenues By Type					
Activity Revenue	48,500	48,600	0.2%	48,700	0.2%
Internal Recoveries	30,600	31,200	2.0%	31,800	1.9%
Grants	-	-	0.0%	-	0.0%
Other Revenue	-	-	-	-	0.0%
Total Revenues	79,100	79,800	0.9%	80,500	0.9%
Tax Levy	\$2,281,000	\$2,334,100	2.3%	\$2,390,400	2.4%

2020 - 2021 Budget Forecast Highlights

- The 2020 net budget is projected to increase by \$53,100 or 2.3% from 2019. It primarily reflects inflationary increases.
- The 2021 net budget is projected to increase by \$56,300 or 2.4% from 2020. It primarily reflects inflationary increases.

Legal Services

Program: Facilities and Construction Management

Program Based Budget

2019 - 2021

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.

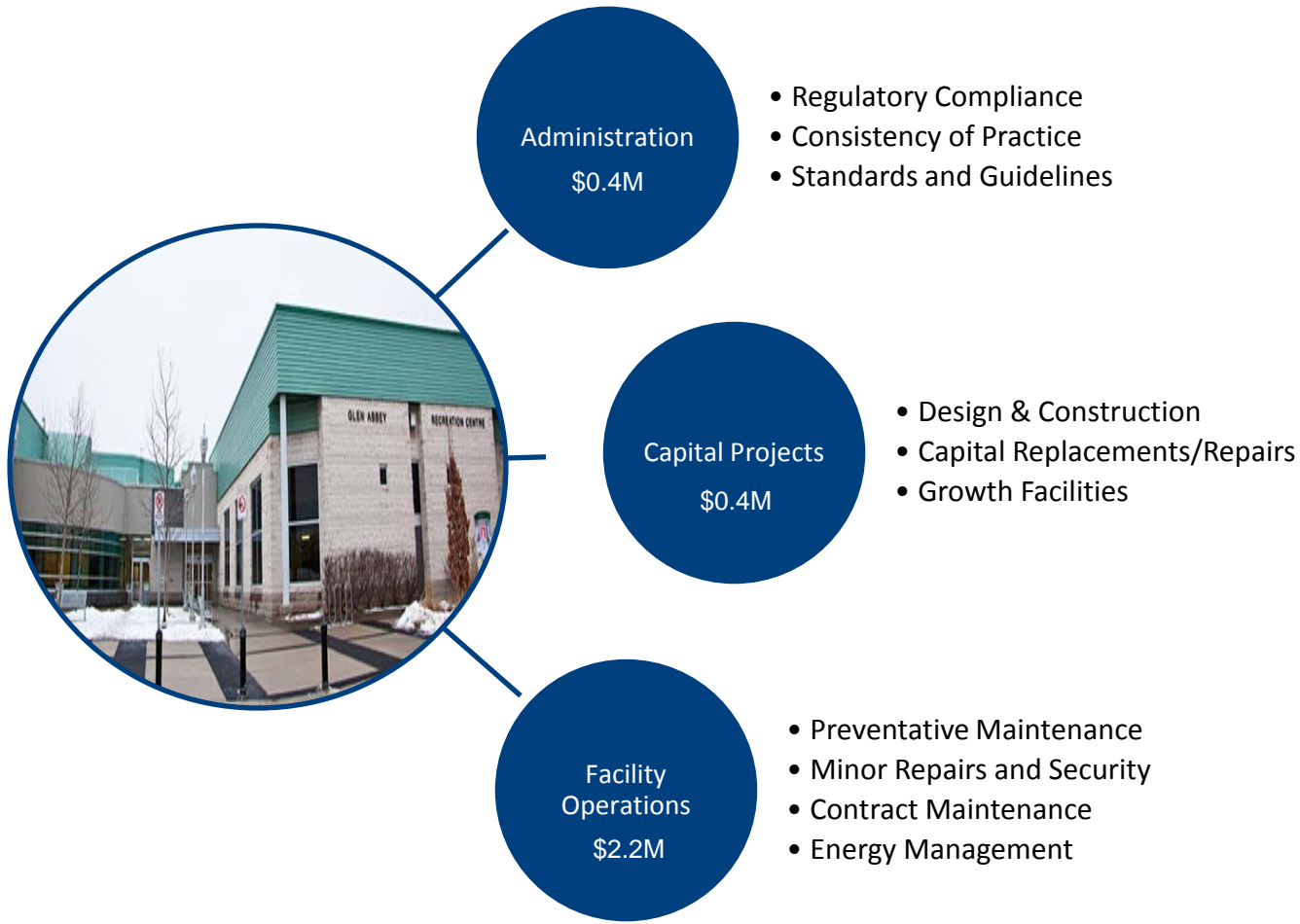
Key Initiatives

- Continue to manage municipal facility development using lean construction principals and processes (new facilities, major renovations, demolitions, site remediations and capital replacements).
- In 2019 we will open the new temporary North Park Library Branch on Neyagawa Boulevard; continue the construction of the new South East Community Centre with a 25 meter pool and adjacent park; start construction of the new fire station 8 on Bronte Road; complete the renovation of the Town Hall council chamber to improve accessibility and accommodate two additional councillors representing the new Ward 7; provide life safety improvements to the designated Metro Marine building in Bronte Harbour; and construct the ice slab replacement and building updates to the River Oaks Community Center.
- Conduct accessibility audits and structural 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

2014	2015	2016	2017	2018
1.8%	1.8%	1.8%	1.8%	1.8%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

2. Percentage of total FTEs

2014	2015	2016	2017	2018
1.3%	1.4%	1.4%	1.4%	1.3%
Why Important: Assesses the capacity of the program by examining the proportion of staff FTE's against the total Town FTE's.				
How Calculated: Total program FTEs including part-time / Total town FTEs including part-time				

3. Operations: Orders to Comply for FCM Managed Facilities

2014	2015	2016	2017	2018
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.	7 Order received / 7 Order resolved within prescribed timeline Sept. 30, 2018
Why Important: Measures our ability to achieve compliance within prescribed time frames. The measure also indicates whether or not our managed facilities are safe and compliant.				
How Calculated: Tracks total orders received vs. response time to bring into compliance. Authorities include, but not limited to, Electrical Safety Authority (ESA), Technical Standards and Safety Authority (TSSA), Ministry of Environment (MOE), Ministry of Health (MOH), Ministry of Labour (MOL).				

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

2014	2015	2016	2017	2018
\$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	\$4,765,001 / 1,039,200 s.f. = \$4.59 psf	\$5,114,206 / 1,095,375 s.f. = \$4.67 psf (Sept. 30, 2018)
Why Important: Determines the total cost of providing facility operations and can be compared both to other organizations as well as year over year. Includes utilities, maintenance costs and staffing.				
How Calculated: Total Operating Costs divided by gross square footage managed. Does not include capital repair and replacement costs.				

Staffing Overview

Program: Facilities & Construction Mgmt	2018 Approved FTE	2019 Capital Impact	2019 Adjustment Level Change	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Administration	3.0				3.0	0.0
Capital Projects	9.0				9.0	0.0
Facility Operations	9.0				9.0	0.0
Total Facilities & Construction Mgmt	21.0	0.0	0.0	0.0	21.0	0.0

The total staff complement for Facilities & Construction Management remains at 21.0 FTEs for 2019.

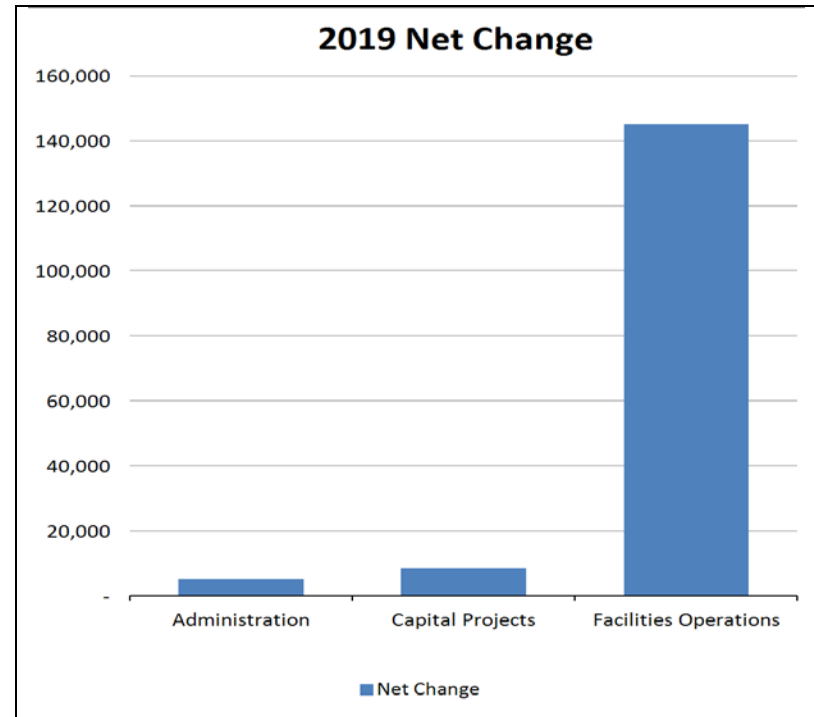
Program Services Budget Overview

Services/Activities:	2018 Restated		2019 Requested		Net Change 2019 vs 2018	Net Change 2019 vs 2018 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Administration	376,900	376,900	382,000	382,000	5,100	1.35%
Capital Projects	1,193,900	341,400	1,219,500	350,000	8,600	2.5%
Facilities Operations	2,559,200	2,054,300	2,725,800	2,199,400	145,100	7.1%
Total	\$4,130,000	\$2,772,600	\$4,327,300	\$2,931,400	\$158,800	5.7%

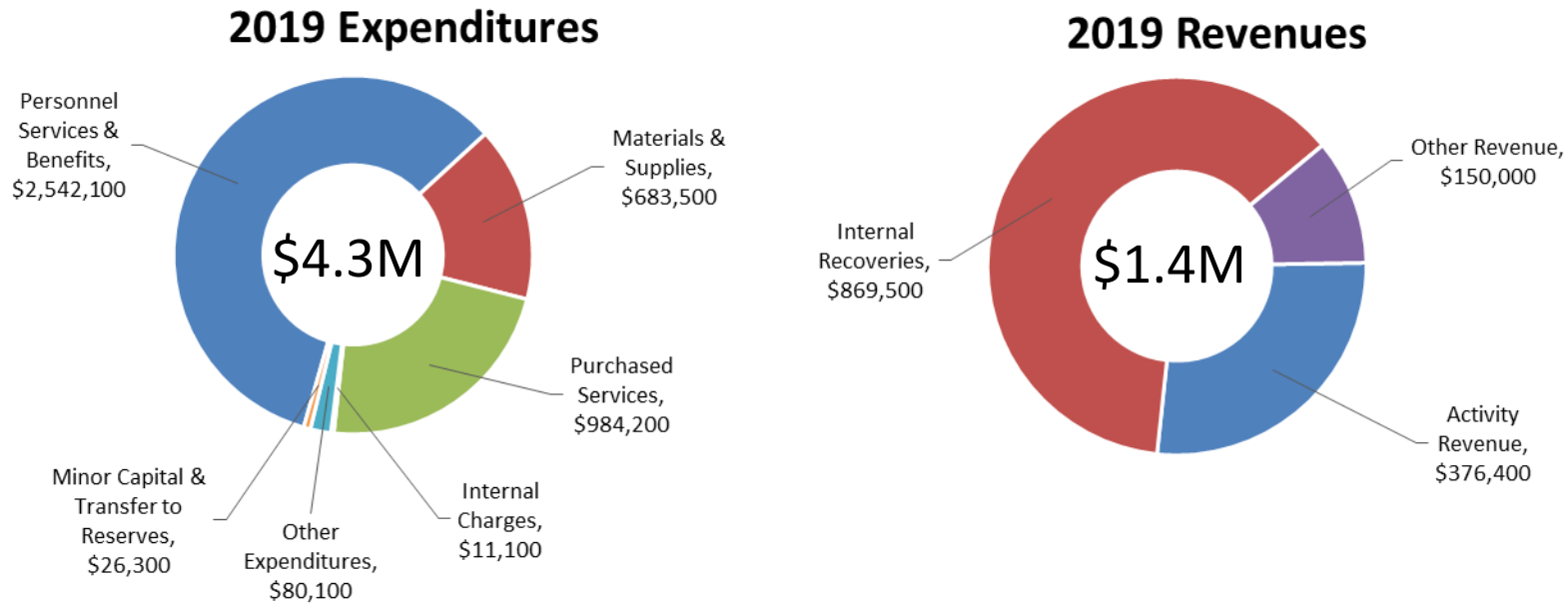
In 2019, the Facilities and Construction Management program increased by \$158,800 or 5.7% resulting in a net total budget of \$2,931,400. Facilities Operations represents the largest portion of the budget at \$2.2 million and includes costs of managing facility operations at Town Hall, Oakville Public 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 \$5,100 due to inflationary impacts on personnel costs.
- **Capital Projects** has increased \$8,600 due to the net impact of inflationary increases on personnel costs which has been offset by an increased labour recovery from capital.
- **Facilities Operations** has increased \$145,100 due primarily to the assumption of approximately \$42,000 in costs to maintain the former Kerr Street Senior Centre, as well as adjustments of approximately \$84,000 to bring the hydro and repairs and maintenance costs in line with actuals for Town Hall. Estimated revenue increases for leased properties has partially offset the increased expenses.



2019 Program Budget by Component – Net \$2,931,400



In 2019, the Facilities and Construction Management program's total expenditures are \$4,327,300 and total revenues are \$ 1,395,900 resulting in a net budget of \$ 2,931,400. The net change from the prior year is \$158,800, or 5.7%. 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 almost 60% of the total gross expenditures. In 2019, personnel costs have increased \$55,500 which includes inflation and union step movements for 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 increased by \$67,200 to bring the repairs and maintenance budget for Town Hall in line with actuals, and to increase the budgets for corporately owned properties as additional facilities are now being maintained by FCM.
- **Materials and Supplies** are budgeted at \$0.7 million and are primarily made up of the costs for utilities at Town Hall and leased town properties. The budget has increased by \$102,900 due to the addition of corporately owned properties and to bring the budgeted hydro costs for Town Hall in line with actual costs.
- **Internal Recoveries** are the largest portion of total revenues at \$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 \$17,000 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 2019. The budget has increased by \$21,500 due to contractual increases on some leased properties.

Facilities and Construction Management

2020 - 2021 Operating Budget Forecast

	2019 Requested Budget	2020 Forecast	2019 - 2020 Change (%)	2021 Forecast	2020 - 2021 Change (%)
Facilities and Construction Management					
Gross Expenditures By Service					
Administration	382,000	390,700	2.3%	399,500	2.3%
Capital Projects	1,219,500	1,245,600	2.1%	1,272,300	2.1%
Facilities Operations	2,725,800	2,778,500	1.9%	2,832,100	1.9%
Total Gross Expenditures	4,327,300	4,414,800	2.0%	4,503,900	2.0%
Tax Levy By Service					
Administration	382,000	390,700	2.3%	399,500	2.3%
Capital Projects	350,000	358,700	2.5%	367,700	2.5%
Facilities Operations	2,199,400	2,244,800	2.1%	2,290,900	2.1%
Total Tax Levy	2,931,400	2,994,200	2.1%	3,058,100	2.1%
Gross Expenditures By Type					
Personnel Services & Benefits	2,542,100	2,596,100	2.1%	2,651,200	2.1%
Materials & Supplies	683,500	697,100	2.0%	710,900	2.0%
Purchased Services	984,200	1,004,000	2.0%	1,024,100	2.0%
Internal Charges	11,100	11,100	0.0%	11,100	0.0%
Other Expenditures	80,100	80,100	0.0%	80,100	0.0%
Minor Capital & Transfer To Reserves	26,300	26,400	0.4%	26,500	0.4%
Total Expenses	4,327,300	4,414,800	2.0%	4,503,900	2.0%
Revenues By Type					
Activity Revenue	376,400	383,700	1.9%	391,200	2.0%
Internal Recoveries	869,500	886,900	2.0%	904,600	2.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	150,000	150,000	0.0%	150,000	0.0%
Total Revenues	1,395,900	1,420,600	1.8%	1,445,800	1.8%
Tax Levy	\$2,931,400	\$2,994,200	2.1%	\$3,058,100	2.1%

2020 - 2021 Budget Forecast Highlights

- The 2020 net budget is projected to increase by 2.1% or \$62,800 and reflects inflationary increases to the cost of delivering services.
- The 2021 net budget is projected to increase by 2.1% or \$63,900 and reflects inflationary increases to the cost of delivering services.

Facilities and Construction Management

2019 - 2021 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		
			2019	2020	2021	2019	2020	2021
42101602	Leased Properties - Repairs and Replacements	Infrastructure Renewal	25,000	25,000	25,000			
42101603	Building Structural Inspections	Infrastructure Renewal	55,000		27,000			
42101614	Accessibility Improvements	Strategic Priorities	111,000	108,000	108,000			
42101701	Town Hall Major Accomodation Needs	Infrastructure Renewal	579,000	807,000				
42101802	Pine Glen Indoor Soccer Facility Repairs	Infrastructure Renewal			15,000			
42101803	Architectural/Structural	Infrastructure Renewal		214,000	91,000			
42101805	HVAC - Various Locations	Infrastructure Renewal	505,000	1,143,000	299,000			
42101806	Various Facility Accommodation Needs	Infrastructure Renewal	221,000	215,000	215,000			
42101807	Roof Replacement - Various Locations	Infrastructure Renewal	401,000	389,000	1,009,000			
42101809	Mechanical Commission	Infrastructure Renewal	39,000	38,000	38,000			
42101810	Roofs - Minor Repairs	Infrastructure Renewal	28,000	27,000	27,000			
42101811	Asbestos Monitoring and Remediation	Infrastructure Renewal	28,000	27,000	27,000			
42101812	Facilities Emergency Repairs	Infrastructure Renewal	108,000	108,000	108,000			
42101813	Facility Repairs	Infrastructure Renewal	726,000	269,000	269,000			
42101814	Sitework - Various Facilities (Drives)	Infrastructure Renewal	49,000	223,000	704,000			
42101815	Heritage Building Maintenance and Repair	Infrastructure Renewal	7,000	214,000	71,000			
42101816	Energy Management Large Buildings	Infrastructure Renewal	59,000	52,000		(11,500)	(18,300)	(18,300)
42101817	Properties under 12,000 SF Maintenance and Repair	Infrastructure Renewal	169,000	502,000	873,000			
42101902	Electrical Safety Authority Inspections	Infrastructure Renewal	27,000	27,000	27,000			
42101903	Metro Marine Building Rehab	Infrastructure Renewal	697,000	345,000				
TOTAL			3,840,000	4,747,000	4,036,000	(11,500)	(18,300)	(18,300)

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		
			2019	2020	2021	2019	2020	2021
21102101	Centennial Pool - Demolition Costs	Strategic Priorities	292,000	76,000	751,000			
43301802	Fire Station #8	Growth	5,120,000	3,256,000			1,586,900	926,700
43301806	Station # 4 Expansion	Growth						
43302401	Fire Station #9	Growth		126,000				
46601701	South East Community Centre	Community	22,488,000	7,076,000			906,100	619,000
46601802	New Youth Centre	Growth		150,000	450,000			159,100
46602501	Sixteen Mile Community Centre	Growth		45,000				
46631901	River Oaks - Replace Slab B Ice Rink	Infrastructure Renewal	3,067,000	925,000				
46641702	Iroquois Ridge - Repairs and Replacement	Infrastructure Renewal	150,500	58,000	30,000			
47102001	Oakville Centre Lobby Expansion	Infrastructure Renewal		1,286,000	4,637,000			
51321801	Hoist Replacements - Central Ops	Infrastructure Renewal	215,000					
54201801	Palermo Terminal	Growth			12,625,100			
71101804	Glen Abbey Creation Hub and Renovation	Strategic Priorities	1,126,000			24,900	50,000	
TOTAL			32,458,500	12,998,000	18,493,100	24,900	2,543,000	1,704,800

Program: Emergency Services

Program Based Budget

2019 - 2021

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

- Continue to 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.
- Design and build Fire Station 8 at the corner of Bronte Road and Pineglen with occupancy expected Q3 of 2020. This will assist in reducing response times for North Oakville.
- Commence the accreditation journey through the Commission of Fire Accreditation International.
- 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

2014	2015	2016	2017	2018
15.7%	15.6%	15.2%	15.2%	15.1%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

2. Percentage of total FTEs

2014	2015	2016	2017	2018
14.7%	14.5%	14.2%	14.1%	14.1%
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. Percentage of responses crew travel time is 240 seconds or less

2014	2015	2016	2017	2018
76%	75%	65%	62%	62% (Sept. 30, 2018)
Why Important: The average time fire crews leave the station until they arrive on location.				
How Calculated: Information is provided through the Computer Aided Dispatch system from Burlington Dispatch				

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

2014	2015	2016	2017	2018
2.14	3.71	1.58	2.06	2.98 (Sept. 30, 2018)
Why Important: Reflects characteristics such as density, code enforcement, smoke detector use, fire prevention and education.				
How Calculated: Total number of injuries x 100,000 / official population				

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

2014	2015	2016	2017	2018
109	108	107	105	101
Why Important: National Fire Protection Association (NFPA) states median staffing rate in Canada is roughly 100 firefighters per 100,000 population.				
How Calculated: Total number of firefighters x 100,000 / official population				

Staffing Overview

Program: Emergency Services	2018 Approved FTE	2019 Capital Impact	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
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
Total Emergency Services	226.0	0.0	0.0	0.0	226.0	0.0

The total 2019 staff complement for Emergency Services is 226 FTE's. In 2019 there were no staffing changes.

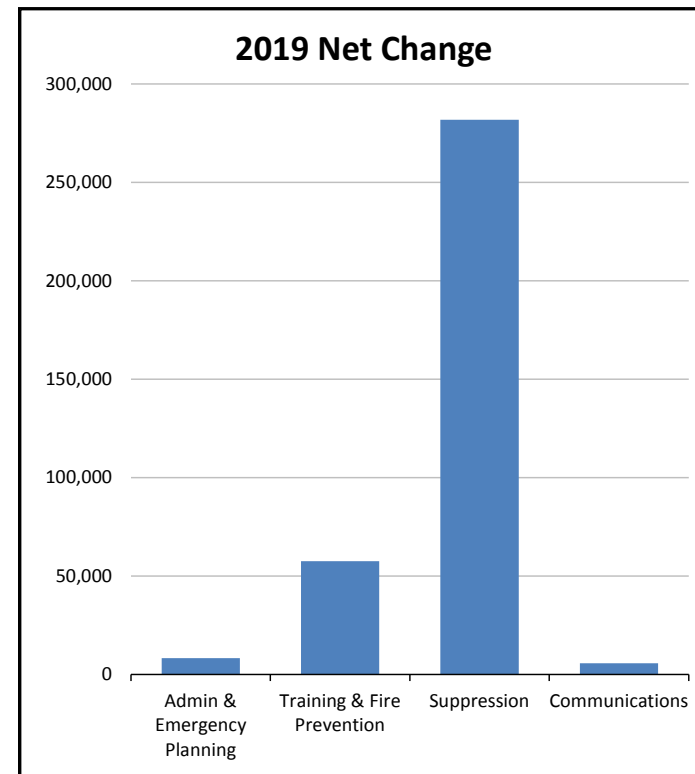
Program Services Budget Overview

Services/Activities:	2018 Restated		2019 Requested		Net Change 2019 vs 2018	Net Change 2019 vs 2018 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Admin & Emergency Planning	1,386,500	1,386,500	1,394,800	1,394,800	8,300	0.6%
Training & Fire Prevention	2,535,800	2,477,300	2,590,400	2,534,900	57,600	2.3%
Suppression	31,602,000	31,319,900	31,998,800	31,601,700	281,800	0.9%
Communications	1,114,600	1,114,600	1,120,400	1,120,400	5,800	0.5%
TOWARF	32,500	0	32,500	0	0	0.0%
Total	36,671,400	36,298,300	37,136,900	36,651,800	353,500	1.0%

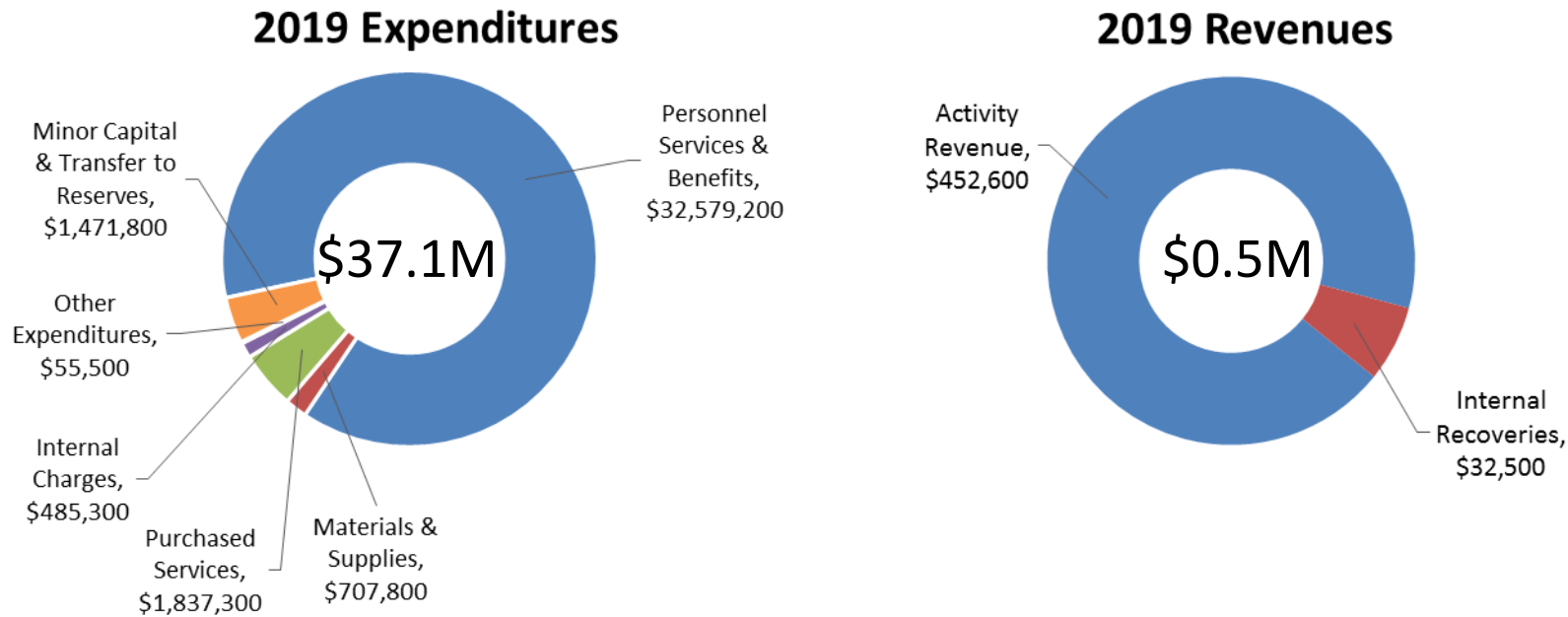
In 2019, the Emergency Services program increased by \$353,500 or 1.0% for a net budget of \$ \$36,651,800. Emergency Services provides services to educate the public with regards to fire related risks, prevents fires, enforces fire safety standards, suppresses fires and prepares and manages all emergencies throughout the town. Fire Suppression is the largest component of the budget at \$31.6 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. In addition, professional fees have been increased to match current trends.
- **Training and Fire Prevention** has increased \$57,600 primarily due to inflationary and contractual agreements for salaries and benefits. In addition, materials and supplies were decreased to reflect current usage for special events. Revenues were slightly reduced due to changing markets for training facility rentals.
- **Suppression** has increased \$281,800 primarily as a result of overtime adjustments to reflect current needs. Increases to salaries and benefits have been included as a result of OPFFA negotiated settlement which was partially mitigated with adjustments from new hires starting at the fourth class firefighter rate. Rising diesel and hydro costs have been mitigated by reductions to vehicle and building maintenance. Revenues have been increased to reflect improved billing procedures.
- **Communications** has increased \$5,800 mainly as a result of increased charges for telephone land lines.



2019 Program Budget by Component – Net \$36,651,800



The Emergency Services program's total gross expenditures are \$37,136,900 and total revenues are \$ 485,100, resulting in a net budget of \$ \$36,651,800. In 2019, the net budget has increased by \$353,500 or 1.0%. The main drivers for the budget are noted in the details below:

- **Personnel Services and Benefits** are the largest cost component at \$32.6 and represent 88% of the total gross expenditures. In 2019, personnel costs have increased by \$358,500, primarily due to contractual increases to salaries and benefits and recognition pay. Adjustments have been made where retirements have been replaced with new hires. Finally overtime costs have been adjusted to reflect current operational requirements.
- **Purchased Services** total \$1.8 million and in 2019, have decreased by \$60,300 primarily due to a reduction of vehicle contracted maintenance as more vehicle repairs are conducted in-house. In addition building repairs and maintenance have been reduced to reflect current trends.
- **Minor Capital & Transfers to Reserves** total \$1.5 million and include transfers to the Fire Vehicle and Equipment reserve for future replacements as assets reach the end of their useful life. In 2019, the budgeted transfer was increased by \$40,000 due to a transfer to the Building Maintenance reserve fund for the new Station 3, which will be phased in over the next several years.
- **Materials & Supplies** have increased by \$62,800 primarily due to increased motor vehicle parts and accessories as more work will be conducted in-house. In addition, rising diesel and hydro costs have been incorporated.
- **Internal Charges** have increased by \$35,400 to reflect increased costs for Station 9, which are an internal facility charge from Roads & Works.
- **Activity Revenue** makes up 93% of total revenues which have increased \$112,000 to reflect new billing methods and anticipated increases in volume for false alarms, in-town vehicle accidents and Ministry of Transportation billings.

Emergency Services

2020 - 2021 Operating Budget Forecast

	2019	2020	2019 - 2020	2021	2020 - 2021
Emergency Services	Requested Budget	Forecast	Change (%)	Forecast	Change (%)
Gross Expenditures By Service					
Administration	1,376,200	1,426,300	3.6%	1,447,500	1.5%
Emergency Planning	18,600	18,900	1.6%	19,200	1.6%
Training	1,139,400	1,161,800	2.0%	1,184,500	2.0%
Fire Prevention	1,451,000	2,019,300	39.2%	2,046,800	1.4%
Suppression	31,998,800	34,226,600	7.0%	35,905,100	4.9%
Communications	1,120,400	1,142,700	2.0%	1,165,500	2.0%
TOWARF	32,500	32,500	0.0%	32,500	0.0%
Total Gross Expenditures	37,136,900	40,028,100	7.8%	41,801,100	4.4%
Tax Levy By Service					
Administration	1,376,200	1,426,300	3.6%	1,447,500	1.5%
Emergency Planning	18,600	18,900	1.6%	19,200	1.6%
Training	1,129,400	1,151,600	2.0%	1,174,100	2.0%
Fire Prevention	1,405,500	1,972,900	40.4%	1,999,500	1.3%
Suppression	31,601,700	33,824,000	7.0%	35,496,900	4.9%
Communications	1,120,400	1,142,700	2.0%	1,165,500	2.0%
Total Tax Levy	36,651,800	39,536,400	7.9%	41,302,700	4.5%
Gross Expenditures By Type					
Personnel Services & Benefits	32,579,200	35,118,100	7.8%	36,640,600	4.3%
Materials & Supplies	707,800	745,700	5.4%	791,800	6.2%
Purchased Services	1,837,300	2,053,700	11.8%	2,106,600	2.6%
Internal Charges	485,300	485,300	0.0%	506,400	4.3%
Other Expenditures	55,500	55,500	0.0%	55,500	0.0%
Minor Capital & Transfer To Reserves	1,471,800	1,569,800	6.7%	1,700,200	8.3%
Total Expenses	37,136,900	40,028,100	7.8%	41,801,100	4.4%
Revenues By Type					
Activity Revenue	452,600	459,200	1.5%	465,900	1.5%
Internal Recoveries	32,500	32,500	0.0%	32,500	0.0%
Total Revenues	485,100	491,700	1.4%	498,400	1.4%
Tax Levy	\$ 36,651,800	\$ 39,536,400	7.9%	\$ 41,302,700	4.5%

Emergency Services

2020 - 2021 Budget Forecast Highlights

- The 2020 net budget is projected to increase by 7.9% or \$ 2,884,600 and reflects inflationary increases to the cost of delivering services. In addition partial year impacts associated with the opening of Station 8 in the fall of 2020, as well as an increase transfer to the Fire Vehicle and Equipment reserve as a result of an additional pumper to be purchased. Furthermore continued phase in of the transfer to the Building Maintenance reserve has been incorporated for Station 3. Finally, as identified in the Fire Master Plan two Fire Prevention officers, a Public Education officer and an Administrative IT position have been added.
- The 2021 net budget is projected to increase by 4.5% or \$ 1,766,300 and reflects inflationary increases to the cost of delivering services. This also includes the annualization of operating impacts for Station 8, operating impacts for the continued phase in of the Trafalgar Park Building Maintenance transfer to reserve and maintenance costs for two additional Fire Prevention vehicles.

2019 - 2021 Recommended Capital Budget

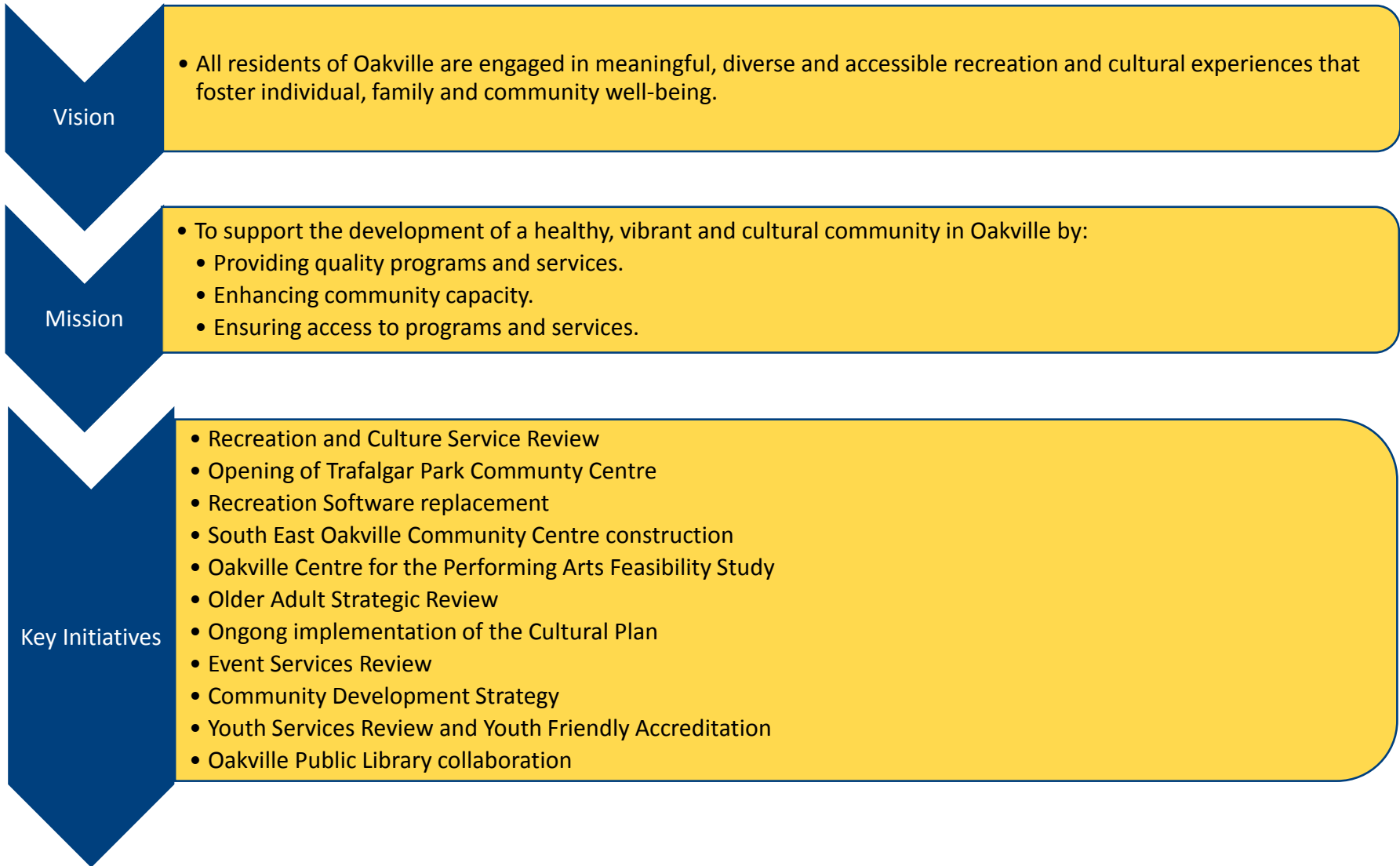
The 2019 - 2021 capital budget for Emergency Services will provide funds to ensure that the Fire station infrastructure, vehicles and equipment are maintained to a state of good repair. Highlights of the 2019 capital budget include the construction of the new Station 8 in Palermo, and the upgrade of the Computer Aided Dispatch and mobile CAD systems.

Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2019	2020	2021	2019	2020	2021
43301607	Portable Radio Equipment	Infrastructure Renewal	25,000	25,000	25,000			
43301704	Specialized Equipment Replacement	Infrastructure Renewal	151,000	151,000	151,000			
43301802	Fire Station #8	Growth	5,120,000	3,256,000			1,586,900	926,700
43301901	Fire Station Facility Maintenance	Infrastructure Renewal	28,000	115,000	49,000			
43301902	Appleby Dispatch CAD system upgrade	Infrastructure Renewal	352,000					
43302001	Fire Master Plan	Growth		101,000				
43302002	New Vehicles for Fire Prevention	Growth		80,000			10,000	
43302101	SCBA Equipment Testing and Replacement	Infrastructure Renewal			1,257,000			
43302401	Fire Station #9	Growth		126,000				
43301805	Specialized Equipment - New	Infrastructure Renewal		25,000	25,000			
43301807	Protective Clothing Replacement	Infrastructure Renewal		151,000	151,000			
43301903	Fire Dispatch Centre Equipment Replacement	Infrastructure Renewal	50,000	50,000	50,000			
43301811	Fire Vehicle and Equipment Replacement	Infrastructure Renewal	39,000	1,133,000	2,671,000			
43301810	Furniture and Equipment Replacement	Infrastructure Renewal		72,000	54,000			
43301808	Fire Training Facility	Infrastructure Renewal	75,000	75,000	181,000			
43302003	Fire Station 4 Facility Maintenance	Infrastructure Renewal		251,000	251,000			
TOTAL			5,840,000	5,611,000	4,865,000		1,596,900	926,700

Program: Recreation and Culture Services

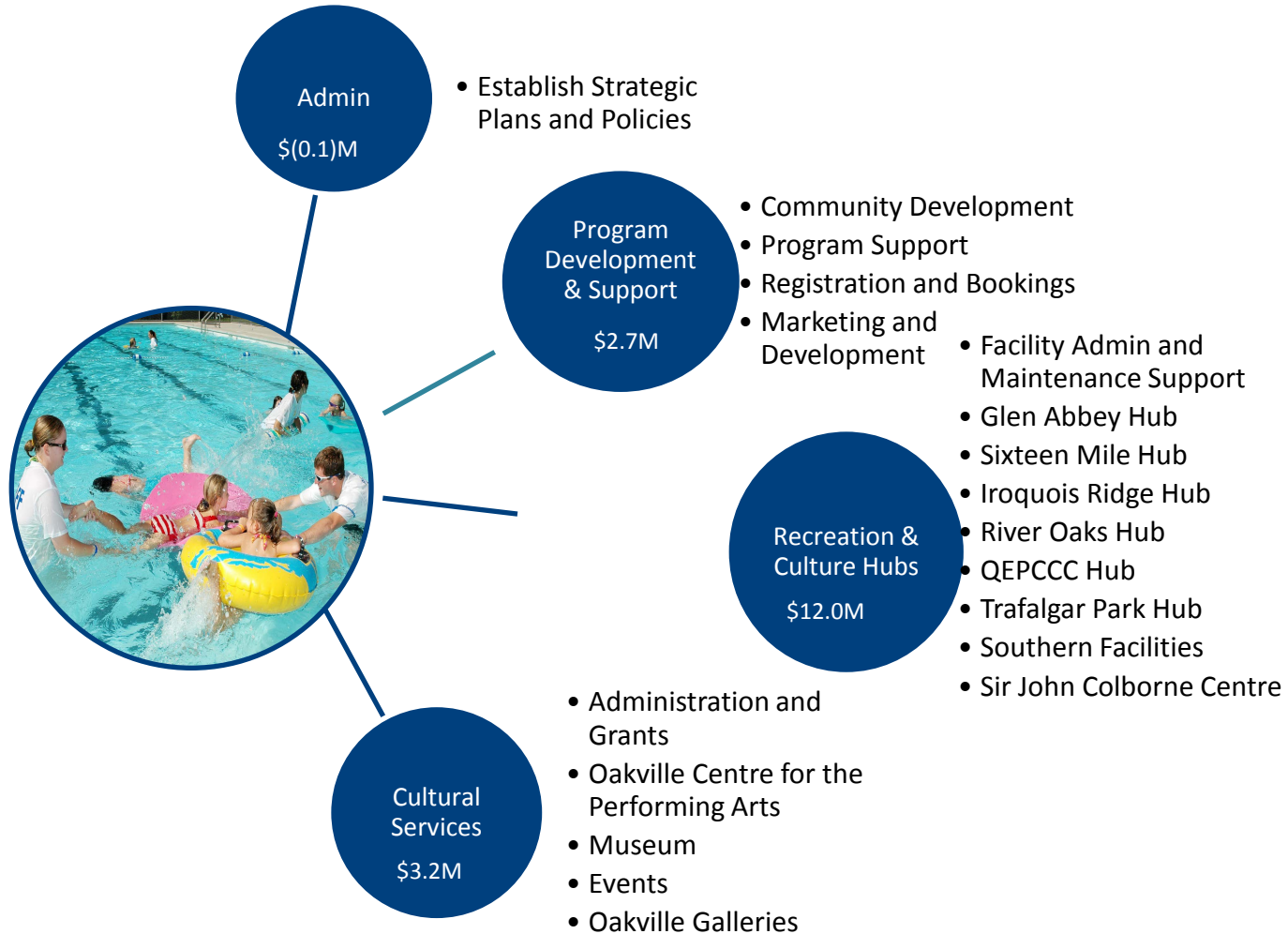
Program Based Budget

2019 - 2021



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. This program supports grant funding for Oakville Galleries. Capital transfer to reserve funding and minor capital projects of \$3M is included in the Recreation and Culture Hubs.



Key Performance Indicators

1. Percentage of gross operating budget

2014	2015	2016	2017	2018
13.9%	14.0%	13.8%	13.6%	14.4%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

2. Percentage of total FTEs

2014	2015	2016	2017	2018
21.1%	21.2%	20.0%	20.1%	21.1%
Why Important: Assesses the capacity of the program by examining the proportion of staff expertise against the total town FTEs.				
How Calculated: Total program FTEs including part-time / total town FTEs including part-time (includes Galleries)				

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

2014	2015	2016	2017	2018
0.41 m2/capita	0.41 m2/capita	0.41 m2/capita	0.41 m2/capita	0.49 m2/capita
Why Important: Demonstrates availability of indoor recreational facilities to residents and community organizations				
How Calculated: facility inventory size taken from building floor plans divided by population. Current square metre total is 98,848. Trafalgar Park Community Centre expansion in 2018.				

4. Square metres of cultural facilities per capita

2014	2015	2016	2017	2018
0.065 m2/capita	0.064 m2/capita	0.063 m2/capita	0.063 m2/capita	0.060 m2/capita
Why Important: Demonstrates availability of cultural facilities to residents and community organizations				
How Calculated: Total municipal space dedicated to culture divided by population. Total space of 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% of QEPCCC. Current square metre total is 12,136.				

5. Program capacity rates (registered programs)

2014	2015	2016	2017	2018
75%	77%	74%	73%	75% Projected to Dec. 31/18
Why Important: Determines efficiency, relevance and utilization of program planning efforts.				
How Calculated: Utilizes program enrollment data – Qlikview.				

6. Participant hours for recreation programs per capita

2014	2015	2016	2017	2018
18	19	18	20	20 Projected to Dec. 31/18
Why Important: Captures the approximate activity level of facility and program users				
How Calculated: Utilizes participation hours for registered programs. For facility rentals, average hourly participation rates are assigned based on sport assumption. For memberships, assumes 60 minute participation per scan - Qlikview				

7. Number of culture participants per 1000 population

2014	2015	2016	2017	2018
465	490	531	605 Projected to Dec. 31/17	n/a
Why Important: Reflects uptake of cultural programs and services				
How Calculated: 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

2014	2015	2016	2017	2018
86%	85%	86%	87%	87% Projected to Dec. 31/18
Why Important: Program surveys capture customer experience scores about the program, the instructor, the facility and the registration experience.				
How Calculated: Utilizes customer feedback system survey results – SharePoint. The survey is being updated in the Fall of 2018 to be responsive and shortened based on customer feedback.				

Staffing Overview

Program: Recreation Services	2018 Approved FTE	2019 Capital Impact	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Administration	0.5				0.5	0.0
Program Development and Support	27.5		(0.7)		26.8	(0.7)
Recreation and Cultural Hubs	289.3	3.0	0.6		292.9	3.6
Cultural Services	31.1		(0.1)		31.0	(0.1)
Total Recreation Services	348.4	3.0	(0.2)	0.0	351.2	2.8

Overall the staff complement for Recreation and Culture is 351.2 FTE for 2019, of which 145.0 are full-time and 206.2 are part-time. In 2019, the total net FTE change is an increase of 2.8 FTE which is due to the following:

- In 2018, the department completed a review of actual part-time hours used for individual programs and services vs. budgeted. As a result a shift in hours from Concession and Maintenance Attendants to Facility Operators hours was required. The reallocation of hours was completed between the positions, however, the hourly cost for Facility Operators is higher resulting in a slight budget impact.
- 0.7 FTE in part-time hours associated with grant programs have been removed in the Program Development and Support area as grant funding for many programs is no longer guaranteed. Budget associated with grants that already had 2018 approval has been reallocated to temporary employment which is not considered part of the compliment;
- The capital impact of the Trafalgar Park Community Centre (TPCC) includes an additional 3.0 FTEs for part-time facility maintenance and customer service staffing required;
- Expansion of children's camp programs have been added to Glen Abbey, Iroquois Ridge and TPCC which increased the part-time complement by 1.3 FTE which is offset by \$96,100 in revenues;
- Expansion of the new 3 on 3 hockey program has been added at Sixteen Mile which increased the part-time complement by 1.5 FTE which is offset by \$240,000 in revenue;

As a result of internal operational reviews the following changes have been incorporated:

- Due to significant decline in attendance it is proposed that the Kinoak Skate Park no longer be offered in the summer, resulting in a reduction of part-time hours equivalent to 1.0 FTE;
- Concession hours at various facilities have been streamlined to be open only during peak program attendance, resulting in a reduction of 1.1 FTE in part-time.

Program Services Budget Overview

Services/Activities:	2018 Restated		2019 Requested		Net Change 2019 vs 2018	Net Change 2019 vs 2018 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Administration	433,000	(86,600)	431,500	(88,100)	(1,500)	-201.7%
Program Development and Support	3,678,400	2,492,300	4,007,800	2,742,600	250,300	10.0%
Recreation and Cultural Hubs						
Facility Hub Admin	396,400	396,400	408,600	408,600	12,200	3.1%
Glen Abbey Hub	4,311,500	1,559,900	4,451,800	1,595,800	35,900	2.3%
River Oaks Hub	3,655,500	1,145,400	3,699,000	1,227,000	81,600	7.1%
Sixteen Mile Hub	5,707,800	1,906,600	6,087,000	1,823,700	(82,900)	(4.3%)
Iroquois Ridge Hub	4,607,900	1,599,900	4,614,200	1,452,300	(147,600)	(9.2%)
Trafalgar Park Hub	923,000	574,600	1,959,000	1,338,300	763,700	132.9%
QEPCCC Hub	5,635,200	3,462,700	5,618,300	3,294,500	(168,200)	(4.9%)
Southern Facilities	1,274,400	618,300	1,159,700	505,300	(113,000)	(18.3%)
Seniors Centre	563,700	340,500	576,800	338,000	(2,500)	(0.7%)
sub-total	27,075,400	11,604,300	28,574,400	11,983,500	379,200	3.3%
Cultural Services						
Admin and Grants	743,000	743,000	761,400	761,400	18,400	2.5%
OPCA	2,682,700	973,500	2,695,300	972,300	(1,200)	(0.1%)
Museums	704,500	581,300	745,800	622,000	40,700	7.0%
Events	568,000	334,400	542,600	449,000	114,600	34.3%
Oakville Galleries Grant	1,048,700	357,400	1,104,500	355,600	(1,800)	(0.5%)
sub-total	5,746,900	2,989,600	5,849,600	3,160,300	170,700	5.7%
Total	36,933,700	16,999,600	38,863,300	17,798,300	798,700	4.7%

For 2019, the budget has increased by \$798,700 or 4.7%, resulting in a net total budget of \$17,798,300 including Oakville Galleries. The largest portion of the budget is related to the Recreation and Culture Hubs totaling \$11,983,500. Cultural Services is the second largest service area with \$3,160,300 which delivers and manages cultural services related to Oakville Centre, Museum, Events and Cultural grants including Oakville Galleries. The remainder of the budget is comprised of Program Development and Support and Administration in which the former provides customer care and service to customers, internal program and business support to community groups and organizations and community development.

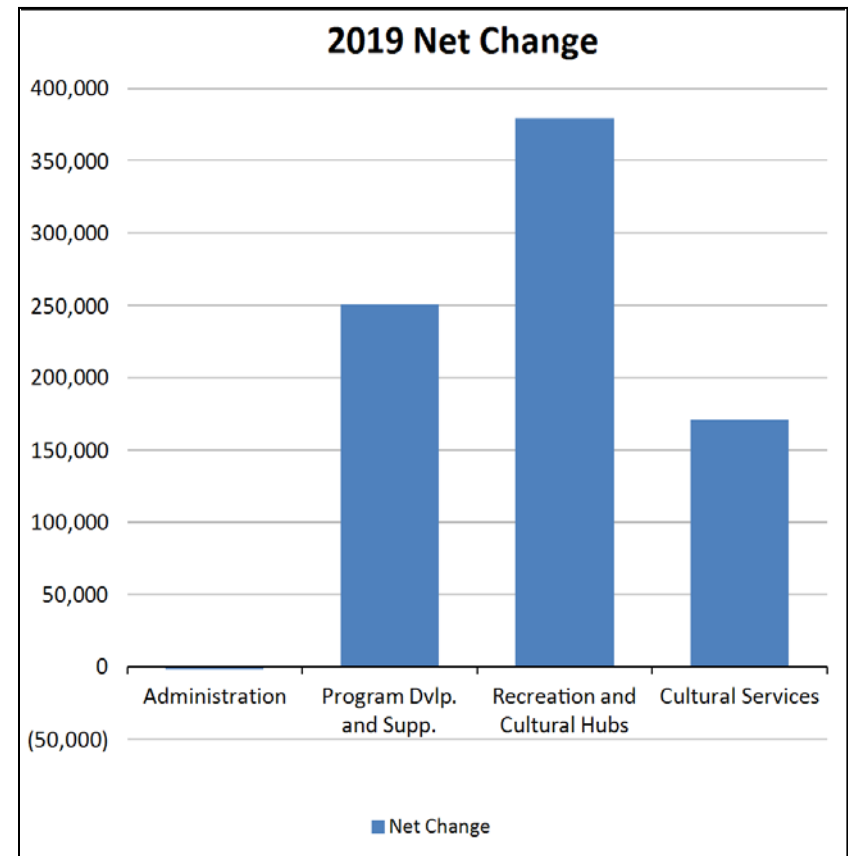
The majority of the 2019 budget increase is a result of the new Trafalgar Park Community Centre (TPCC). In September 2018, the newly expanded Oakville Arena combined with the Kerr Senior Centre and reopened as the Trafalgar Park Community Centre providing increased recreation opportunities to the community. This includes a renovated ice rink which is now NHL sized, a newly added gymnasium, walking track and fitness centre. In addition, Kerr Street Senior Centre has moved to the facility to continue to provide older adult programs. 2018 only included the amount required to operate the facility for 4 months, the 2019 budget now includes the annualized costs which result in a total budget increase of \$763,700.

Net Program Budget Change

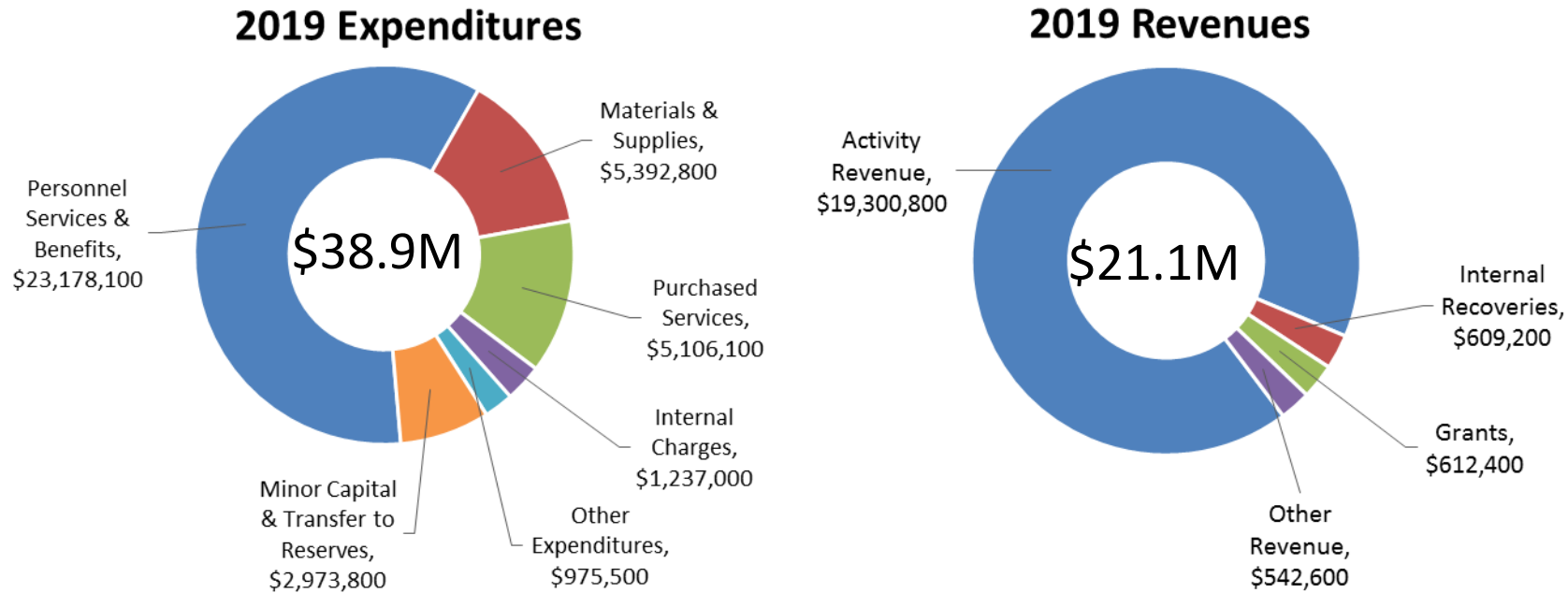
- **Administration** has decreased \$(1,500). Inflationary increases have been included for personnel, consultant's fees, office supplies and meeting expenses and reductions have been included for professional development.
- **Program Development and Support** has increased \$250,300. Based on our current usage of Halton District School and Halton Catholic District School facility, the cost of the reciprocal agreement fees have increased by \$79,100. In addition, the Recreation Connection fee assistance grant has increased by \$50,000 and gives low-income individuals the ability to participate in recreational programs. This expense is offset by an internal allocation to program revenues for a net zero impact to tax levy. With the closure of the Bronte Youth Centre, part-time Youth Centre Leader hours have been reallocated from the Hub to Youth Administration which will be used to support pop-up youth centres.
- **Recreation and Culture Hubs** has increased \$379,200. The budget required to operate Trafalgar Park Community Centre has been annualized in the 2019 budget. This includes increased personnel, utility and maintenance budgets necessary to run the expanded facility. In addition, it is town policy to budget a transfer to the Building Maintenance reserve for new facilities to ensure funding is in place for future replacement and maintenance. This transfer is phased in over five years, therefore, \$160,000 has been budgeted in 2019 for Trafalgar Park Community Centre.

Additional adjustments to utility costs, part-time staffing, instructor and performer fees and building and equipment repairs were incorporated to reflect rising costs and actual needs. These cost drivers were significantly offset by a \$750,000 increase in activity revenues which reflect recent program growth and increases to fees and charges. In addition, savings in lease rental costs due to the closure of the Bronte Youth Centre were realized.

- **Cultural Services** has increased by \$170,700. Inflationary increases and adjustments were made to Cultural programs. As approved in the September 17, 2018 report to Council, additional budget for contracted services, programming, security and instructor and performer fees was added for an annual Canada Day program increasing the budget by \$131,000.



2019 Program Budget Drivers - Net \$17,798,300



The Recreation and Cultural Services program's total expenditures are \$38,863,300 and total revenues are \$ 21,065,000, resulting in a net budget of \$ \$17,798,300. In 2019, the budget has increased by \$798,700 or 4.7%. The main drivers are:

- **Trafalgar Park Community Centre Annualization** has added \$ 633,700 to the net cost of Recreation & Culture
- **Personnel Services and Benefits** has increased by \$963,900. Representing over 60% of the gross expenditures, personnel makes up the largest expense component for Recreation and Culture with full complement being 351.2 FTEs. \$548,600 of the increase is related to TPCC to annualize the full-time FTE's approved in the 2018 budget as well as 3.0 part-time FTE included as capital impacts in 2019. Additional impacts include inflationary adjustments for salary and benefits, job rate evaluations of existing positions for the Museum, and an increase to part-time dollars resulting from reallocation of hours to reflect actual usage of various different positions.
- **Materials and Supplies** has a total budget of \$5.4 million making up 13.9% of the gross expenses, and has increased by \$303,500. Inflationary increases for utilities to operate the facilities contributed an increase of \$50,600 to the budget. An additional, \$227,700 was included to annualize utilities for the TPCC. Increases were also added for office supplies and special events supplies,
- **Purchased Services** makes up the third largest component with a budget of \$5.1 million which has increased by \$287,000 as a result of increases to instructor and performer fees, contracted services, repairs and maintenance and vehicle rental. Budget increases were partially offset with the closure of the Bronte Youth Centre, which resulted in a reduction to lease rental expense.

- **Minor Capital & Transfers to Reserves** total \$3.0 million and consist mainly of transfer to the Building Maintenance reserve to ensure funding for future asset replacement needs as building components reach the end of their useful life. In 2019, costs have increased by \$159,600. With the reopening of TPCC a reserve transfer of \$160,000 was budgeted for future replacement of the facility.
- **Internal Charges** have increased by \$136,000. This cost category consists of the expenses charged to Recreation and Culture by other departments for service provided such as snow clearing and is based on actual usage of services.
- **Other Expenditures** has increased by \$79,600 mostly for increases to municipal grants and bank charges. In 2019, the Recreation Connection fee assistance grant increases by \$50,000. This program uses unused capacity within existing programs and costs are offset by an internal allocation to activity revenues.
- **Activity Revenue** has a total budget of \$ 19,300,800. In 2019, activity revenue has increased by \$1,246,700 this represents a combination of additional revenue included to reflect the growing program demands, full year revenue for TPCC ice rental and fitness memberships as well as inflationary increases to fees. The largest increase to activity revenue was within registration fees (\$302,100) followed by rentals (ice, pool and room rentals) and memberships.
- **Grants** maintains 3% of total revenue with \$612,400 which have decreased by \$26,900. Grant revenue is comprised primarily of funding received through Provincial and Federal grants for various cultural programs. In 2019, grant funding decreased for the Make Your Move Programs and for Federal grants budgeted for OCPA.
- **Internal Recoveries** have increased by \$66,100 for changes resulting from the reciprocal agreement the town maintains with the school board.
- **Other Revenue** has decreased by \$155,000. In 2018 a one-time Tax Stabilization funding was provided for the RBC Canadian Open, temporary assistance for Special Events and an enhanced incentive program as recommended in the Events Strategy. For 2019, this reserve funding has been removed along with related expenditures.

2020 - 2021 Operating Budget Forecast

Recreation Services	2019 Requested Budget	2020 Forecast	2019 - 2020 Change (%)	2021 Forecast	2020 - 2021 Change (%)
Gross Expenditures By Service					
Administration	431,500	441,200	2.2%	446,500	1.2%
Program Development and Support	4,007,800	4,070,900	1.6%	4,140,300	1.7%
Recreation and Cultural Hubs					
Facility Hub Admin	408,600	419,800	2.7%	429,200	2.2%
Glen Abbey Hub	4,451,800	4,532,200	1.8%	4,636,600	2.3%
River Oaks Hub	3,699,000	3,768,300	1.9%	3,858,800	2.4%
Sixteen Mile Hub	6,087,000	6,214,100	2.1%	6,312,400	1.6%
Iroquois Ridge Hub	4,614,200	4,695,400	1.8%	4,959,800	5.6%
QEPCCC Hub	5,618,300	5,716,000	1.7%	5,843,100	2.2%
Trafalgar Park Hub	1,959,000	2,151,200	9.8%	2,345,900	9.1%
Southern Facilities	1,159,700	1,182,700	2.0%	1,207,900	2.1%
Southeast CC Hub	-	1,383,600	0.0%	3,133,800	126.5%
Seniors Centre	576,800	589,900	2.3%	603,600	2.3%
Total Recreation and Culture Hubs	28,574,400	30,653,200	7.3%	33,331,100	8.7%
Cultural Services					
Admin and Grants	761,400	778,300	2.2%	796,300	2.3%
OPCA	2,695,300	2,757,600	2.3%	2,843,850	3.1%
Museums	745,800	760,700	2.0%	778,000	2.3%
Events	542,600	553,100	1.9%	564,500	2.1%
Oakville Galleries Grant	1,104,500	1,127,000	2.0%	1,153,100	2.3%
Total Cultural Services	5,849,600	5,976,700	2.2%	6,135,750	2.7%
Total Gross Expenditures	38,863,300	41,142,000	5.9%	44,053,650	7.1%
Tax Levy By Service					
Administration	(88,100)	(78,400)	11.0%	(73,100)	6.8%
Program Development and Support	2,742,600	2,785,400	1.6%	2,834,200	1.8%
Recreation and Cultural Hubs					
Facility Hub Admin	408,600	419,800	2.7%	429,200	2.2%
Glen Abbey Hub	1,595,800	1,623,500	1.7%	1,674,400	3.1%
River Oaks Hub	1,227,000	1,248,800	1.8%	1,290,900	3.4%
Sixteen Mile Hub	1,823,700	1,870,300	2.6%	1,887,700	0.9%
Iroquois Ridge Hub	1,452,300	1,473,300	1.4%	1,675,400	13.7%
QEPCCC Hub	3,294,500	3,303,650	0.3%	3,344,533	1.2%
Trafalgar Park Hub	1,338,300	1,518,900	13.5%	1,703,100	12.1%
Southern Facilities	505,300	516,200	2.2%	529,100	2.5%
Southeast CC Hub	-	908,400	0.0%	1,500,900	65.2%
Seniors Centre	338,000	345,500	2.2%	355,200	2.8%
Total Recreation and Culture Hubs	11,983,500	13,228,350	10.4%	14,390,433	8.8%
Cultural Services					
Admin and Grants	761,400	778,300	2.2%	796,300	2.3%
OPCA	972,300	999,900	2.8%	1,046,450	4.7%
Museums	622,000	635,600	2.2%	651,600	2.5%
Events	449,000	457,600	1.9%	467,100	2.1%
Oakville Galleries Grant	355,600	370,100	4.1%	388,100	4.9%
Total Cultural Services	3,160,300	3,241,500	2.6%	3,349,550	3.3%
Total Tax Levy	\$ 17,798,300	\$ 19,176,850	7.7%	\$ 20,501,083	6.9%

Recreation and Culture Services

2020 - 2021 Operating Budget Forecast Continued

Recreation Services	2019 Requested Budget	2020 Forecast	2019 - 2020 Change (%)	2021 Forecast	2020 - 2021 Change (%)
Gross Expenditures By Type					
Personnel Services & Benefits	23,178,100	24,658,900	6.4%	26,489,900	7.4%
Materials & Supplies	5,392,800	5,777,900	7.1%	6,125,850	6.0%
Purchased Services	5,106,100	5,313,900	4.1%	5,634,000	6.0%
Internal Charges	1,237,000	1,263,400	2.1%	1,264,800	0.1%
Other Expenditures	975,500	989,300	1.4%	1,002,700	1.4%
Minor Capital & Transfer To Reserves	2,973,800	3,138,600	5.5%	3,536,400	12.7%
Total Expenses	38,863,300	41,142,000	5.9%	44,053,650	7.1%
Revenues By Type					
Activity Revenue	19,300,800	20,197,050	4.6%	21,783,067	7.9%
Internal Recoveries	609,200	610,600	0.2%	612,000	0.2%
Grants	612,400	614,900	0.4%	614,900	0.0%
Other Revenue	542,600	542,600	0.0%	542,600	0.0%
Total Revenues	21,065,000	21,965,150	4.3%	23,552,567	7.2%
Tax Levy	\$ 17,798,300	\$ 19,176,850	7.7%	\$ 20,501,083	6.9%

2020 - 2021 Budget Forecast Highlights

- The 2020 net budget is projected to increase by 7.7% or \$ \$1,378,600 and reflects inflationary increases to the cost of delivering services. 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.
- The 2021 net budget is projected to increase by 6.9% or \$ \$1,324,100 and reflects inflationary increases to the cost of delivering services and the annualization of Southeast Community Centre.

2019 - 2021 Recommended Capital Budget

The 2019 – 2021 capital budget is focused on continuing to ensure the state of good repair for all recreation facilities, replacement of ice resurfacers and equipment and the continuing construction of the South East Community Centre. Operating impacts for Trafalgar Park and South East Community Centre are for operational costs such as additional staff, utilities, program supplies, facility maintenance and other contracted services. Anticipated revenues have also been reflected.

Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2019	2020	2021	2019	2020	2021
21102101	Centennial Pool - Demolition Costs	Strategic Priorities	292,000	76,000	751,000			
46311801	Southern Arenas - Capital Replacements	Infrastructure Renewal	47,400	104,000	65,000			
46311901	Ice Resurfacers Replacement	Infrastructure Renewal	241,000	121,000	121,000			
46312001	South Arenas Interiors	Infrastructure Renewal		8,700	10,000			
46401804	Stand Alone Pools - Equipment	Infrastructure Renewal	41,000	5,000				
46401805	Outdoor Pools - Capital Replacements	Infrastructure Renewal	40,000	28,000	136,000			
46401806	Stand Alone Pools - Capital Replacements	Infrastructure Renewal	13,000	17,000	12,000			
46402001	Outdoor Pool Interiors	Infrastructure Renewal		18,000				
46601601	Youth Centres - Furniture and Equipment	Infrastructure Renewal	5,000	5,000	5,000			
46601701	South East Community Centre	Community	22,488,000	7,076,000			906,100	619,000
46601801	Recreation Planning Studies	Infrastructure Renewal	75,000	75,000	75,000			
46601802	New Youth Centre	Growth		150,000	450,000			159,100
46601803	Senior's Centre - Capital Replacements	Infrastructure Renewal		10,000	37,000			
46601901	Senior Centre Interiors	Infrastructure Renewal	70,000	60,000				
46601902	Overall Fitness Review	Infrastructure Renewal	65,000					
46602001	Master Plan Update	Growth		200,000				
46602501	Sixteen Mile Community Centre	Growth		45,000				
46631802	River Oaks Interior Renovations	Infrastructure Renewal	260,000	64,000				
46631803	River Oaks - Fitness Equipment	Infrastructure Renewal	5,000	25,000	5,000			
46631804	River Oaks - Capital Replacements	Infrastructure Renewal	78,000	22,000	10,000			
46631901	River Oaks - Replace Slab B Ice Rink	Infrastructure Renewal	3,067,000	925,000				
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		
			2019	2020	2021	2019	2020	2021
46641702	Iroquois Ridge - Repairs and Replacement	Infrastructure Renewal	150,500	58,000	30,000			
46641803	Iroquois Ridge - Fitness Equipment Replacement	Infrastructure Renewal	15,000	18,000	5,000			
46642102	Iroquois Ridge Minor Interior Renovations	Infrastructure Renewal			17,000			
46651805	Glen Abbey - Capital Replacements	Infrastructure Renewal	102,400	147,000	56,000			
46651901	Glen Abbey - Fitness Equipment Replacement	Infrastructure Renewal	23,000	45,000	10,000			
46661701	QEPCCC Facility Enhancements	Infrastructure Renewal	60,000		50,000			
46661704	QEPCCC - Furniture and Equipment	Infrastructure Renewal	5,000	5,000	5,000			
46661801	QEPCCC - Capital Replacements	Infrastructure Renewal	205,000	121,000	185,000			
46671801	Joshua's Creek Arena - Capital Replacements	Infrastructure Renewal	199,000	95,000	345,000			
46681901	16 Mile - Capital Replacements	Infrastructure Renewal	88,500	145,700	80,000			
46682001	16 Mile - Replace Rubberized Rink Skate Flooring	Infrastructure Renewal		548,000				
47101801	OCPA - Replacement of Auditorium Sound Consoles	Infrastructure Renewal	196,000					
47101802	Oakville Centre - Capital Replacements	Infrastructure Renewal	30,000	365,000	136,000			
47102001	Oakville Centre Lobby Expansion	Infrastructure Renewal		1,286,000	4,637,000			
47801801	Museum - Coach House Study & Reno	Infrastructure Renewal			302,000			
47801802	Museum - Capital Replacements	Infrastructure Renewal	5,000	9,000	5,000			
75101801	Galleries Collection	Infrastructure Renewal		12,000				
75101802	Galleries Equipment	Infrastructure Renewal		5,000				
TOTAL			27,866,800	12,027,400	7,540,000		906,100	778,100

Program: Library Services

Program Based Budget

2019 - 2021

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

- Final year of implementation of the 2016-19 Strategic Plan by re-envisioning services to meet immediate and emerging needs of both in person and online customers.
- Execute the capital plan by opening Sixteen Mile Branch Library in the spring of 2019, and beginning the renovation including creation zone space at Glen Abbey, reopening in the fall of 2019.
- Finalize the investigation and analysis on alternative service delivery models and provide library services to Palermo and other areas of need by way of incubator hubs.
- Expand to create and maximize the fundraising plan, specifically a capital campaign for Glen Abbey to assist with funding for the renovation and development of the outdoor space.
- Launch the new brand of the Oakville Public Library with a marketing campaign to reach both cardholders and non-cardholders.
- Continue to promote the RFID technology usage to ensure the required usage targets are met and that management has the data analytics to make evidence based decisions to improve service levels in all locations and meet growing customer demand for collections, programming and community space.
- Complete the redesign of the OPL website, improving on-line functionality so it can serve as the OPL virtual branch.

Program Services

The Oakville Public Library serves as a community hub and provides residents with access to collections, technology, programs, and physical and digital spaces to meet the varied needs of all Oakville residents. The library fosters opportunities for exploring new technologies, encouraging collaboration and innovation, as well as promoting literacy and life-long learning.



Key Performance Indicators

1. Percentage of gross operating budget

2014	2015	2016	2017	2018
4.3%	4.3%	4.2%	4.2%	4.1%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

2. Percentage of total FTEs

2014	2015	2016	2017	2018
7.3%	7.2%	6.9%	6.8%	6.4%
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 active library cardholders per capita [cardholder “purge” occurred and definition was modernized to reflect industry best practices]

2014	2015	2016	2017	2018
42%	39%	41%	39%	32% (Sept. 30, 2018) **
Why Important: Reflects relevance of Library service to the community **The Library changed its calculation of active cardholders during 2018 so that it is now active cardholders over the last two years, when previously, it was three years. This is in line with provincial reporting standards.				
How Calculated: # active cardholders / population				

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

2014	2015	2016	2017	2018
20.8% / 79.2%	29.2% / 70.8%	31% / 69%	29% / 71%	31% / 69%
Why Important: Trend in spending reflects the increased supply of digital resources				
How Calculated: Total operating budget – electronic resources				

5. Percentage of citizens satisfied with library programs and services

2014	2015	2016	2017	2018
N/A	90%	N/A	88%	N/A
Why Important: Town Citizen Survey, respected tool to measure community satisfaction with library services, conducted every 2 years				
How Calculated: Town-selected third-party consultant				

6. Number of library items borrowed per capita annually

2014	2015	2016	2017	2018
10.8	10.5	9.35	8.64 * lower due to the fact that Iroquois Ridge branch was closed for 6 months	8.92 (Sept. 30, 2018) * lower due to the fact that White Oaks branch was closed for 6 months
Why Important: Reflects one core aspect of library service				
How Calculated: Circulation / population				

Staffing Overview

Program: Library	2018 Approved FTE	2019 Capital Impact	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Services/Activities:						
Administration Services	8.6			0.2	8.8	0.2
Community Engagement	5.7			(1.2)	4.5	(1.2)
Customer Experience	66.7	5.6		1.2	73.5	6.8
Innovation and Integration	23.4			(0.2)	23.2	(0.2)
Total Library	104.4	5.6	0.0	0.0	110.0	5.6

In 2019 there are operating impacts of capital resulting in an increase of 3 full-time and 2.6 part-time FTE's. The Sixteen Mile branch library is scheduled to open in the spring of 2019 and will require 2 new full-time and 2.1 part-time equivalent staff to operate and program. The Glen Abbey branch is scheduled to close in the spring and undergo renovations, adding a Creation Zone to its facility. A new full-time Creation Specialist is scheduled to start in the fall, when the branch re-opens. As well, the Library is anticipating having three incubator libraries in operation in 2019, with 0.5 additional part-time staff needed to ensure the incubators are always in service.

Part-time staff hours are also being converted to create a full-time Human Resources Associate position to assist in the additional work-load due to the recently unionized staff complement. Staffing reallocations have also been undertaken in 2018 to ensure that programming is de-centralized to the branches and equip staff with the necessary resources for programming.

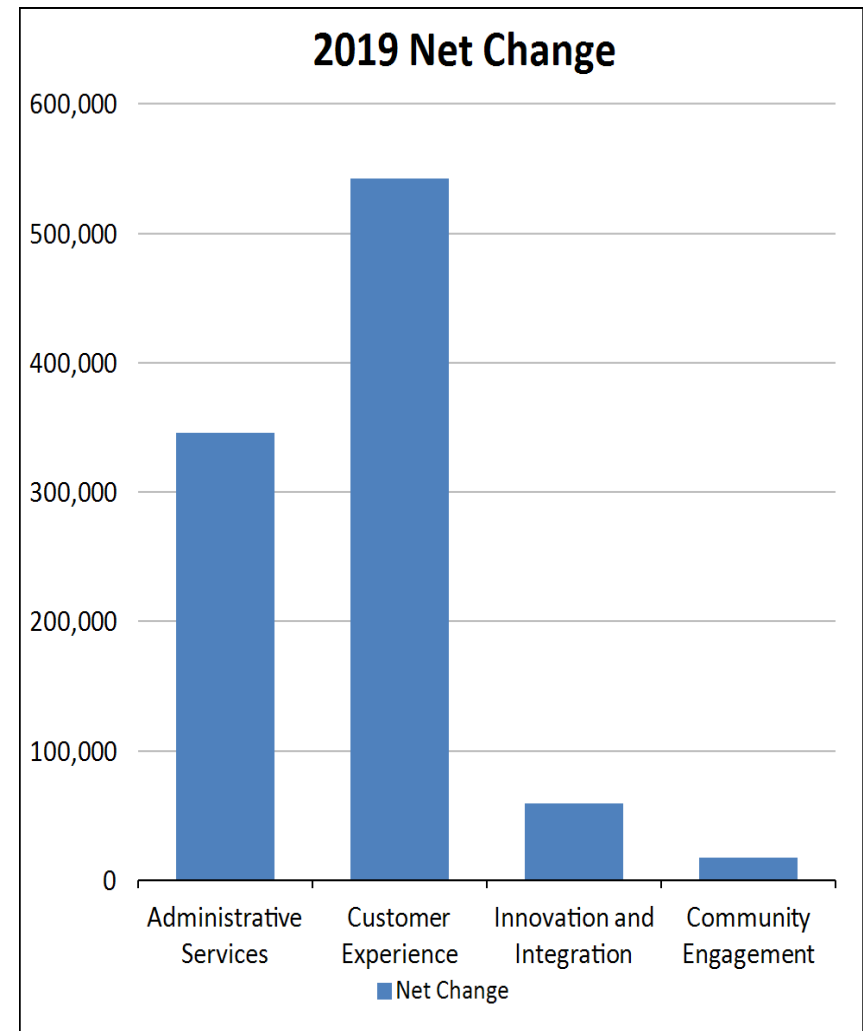
Program Services Budget Overview

Services/Activities:	2018 Restated		2019 Requested		Net Change 2019 vs 2018	Net Change 2019 vs 2018 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Administrative Services	765,500	583,200	1,111,400	929,100	345,900	59.3%
Customer Experience	5,490,700	5,202,700	6,039,600	5,745,000	542,300	10.4%
Innovation and Integration	2,442,600	2,438,600	2,503,000	2,498,000	59,400	2.4%
Community Engagement	972,200	665,800	1,040,000	683,000	17,200	2.6%
Total	9,671,000	8,890,300	10,694,000	9,855,100	964,800	10.9%

Overall the Library Services budget has increased by \$964,800 or 10.9% resulting in a net budget of \$9,855,100. Customer Experience represents approximately half of the budget at \$5.7M which provides services through brick and mortar branches, book nooks, book depots and incubator hubs. Innovation and Integration is the second largest component at \$2.5M which represents costs for various collection materials and technology support for both services and the public.

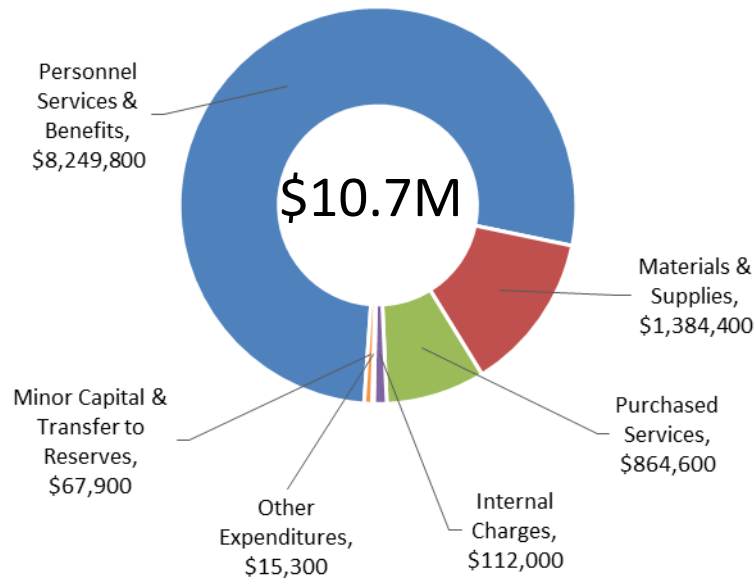
Net Program Budget Change

- Administration Services** has increased \$345,900. The conversion of the HR Associate position from part-time to full-time, as well as inflation on salaries and benefits and the non-union compensation adjustments account for \$66,000 of the increase. As well, an increase of \$10,000 to legal fees for Human Resources has been added to provide for the estimated ongoing costs of managing within the future collective agreement. In addition, \$268,200 for the estimated impact of the CUPE 5348 contract, currently pending ratification has been included here.
- Customer Experience** has increased \$542,300 includes \$256,100 of operating impacts for the Sixteen Mile Branch, Glen Abbey Creation Hub and Incubator libraries. \$199,800 is for the new Sixteen Mile branch, anticipated to be open in the spring of 2019. The Glen Abbey branch will then close for renovation, and a portion of staff will be redeployed to work at the Sixteen Mile branch during this time, allowing for deferral of some staffing costs for Sixteen Mile. A Creation Specialist position for the new Creation Hub at Glen Abbey branch is budgeted to start in September of 2019. As well, there is an impact of \$31,400 to provide staffing and mileage costs to operate three incubator hubs in 2019. Adjustments of \$201,200 to the base budget are included for the impact of the non-union compensation review and to bring hydro costs in line with actuals for Central branch. Inflation of \$83,800 is included for personnel services and benefits, and includes the impact of increasing rates for room rentals.
- Innovation and Integration** has increased \$59,400 and primarily includes inflation on salaries and benefits and the non-union compensation adjustments. Materials processing costs have also been increased by \$9,100.
- Community Engagement** has increased \$17,200 primarily due to inflationary and contractual adjustments to salaries and benefits costs.

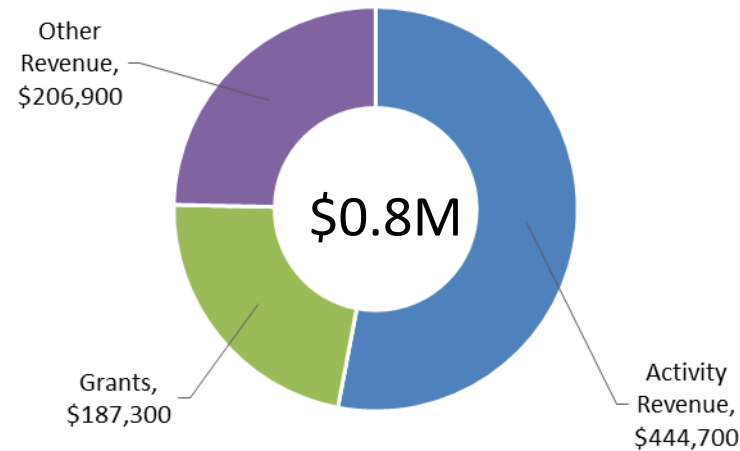


2019 Program Budget by Component– Net \$9,855,100

2019 Expenditures



2019 Revenues



- In 2019, the Library Services program's total expenditures are \$10,694,000 and total revenues are \$ 838,900 resulting in a net budget of \$ \$9,855,100. The net change from the prior year \$964,800 or 10.9%. The main drivers of the budget are noted in the details below:
- **Personnel Services & Benefits** is the largest cost component with \$8.3 million representing 77% of total gross expenditures. Personnel costs have increased by \$829,600. The significant increase is due to:
 - Inflation on salaries and benefits at \$129,300.
 - The operating impacts from capital for staffing the new Sixteen Mile branch, opening April 2019, the new Creation Specialist position at Glen Abbey, starting in September 2019, and staffing costs of operating three incubator hubs, estimated at a total of \$219,600.
 - The impacts of the non-union compensation review, along with the conversion from part-time to full-time for the Human Resources Associate position, and the budget for stat holiday pay for Iroquois Ridge and Glen Abbey branches to be open on Family day, totaling \$212,500.
 - \$268,200 for the estimated impact of the new CUPE 5348 contract.
- **Materials and Supplies** is the second largest component with \$1.4 million which have increased by \$58,300 and includes inflation on utilities costs, \$12,100 for materials and supplies for the new Sixteen Mile branch and an adjustment of \$33,000 for hydro costs at Central to bring them in line with actual costs.

- **Purchased Services** have increased \$135,800 for an increase in professional fees for the HIP Trust and for legal expenses for Human Resources. As well, various adjustments and reallocation of budget dollars for Community Engagement and Programming are included ensuring all core Library programs are included in the Library's ongoing operating budget.
- **Internal Charges** have not changed for the 2019 budget.
- **Other Expenditures** have decreased by \$1,100.
- **Activity Revenue** is the largest revenue component which is mainly comprised of fines, admissions, room rentals, copier revenue and registration fees. In 2019, revenues have been increased by \$85,700 for an estimated increase in service fee revenue for Halton Information Providers (HIP) and their recovery from the Region of Halton (previously deposited straight to the HIP Trust, now flowing through the operating business unit). These amount are offset by transfers to the HIP Trust. As well, fine revenue is being reduced by \$10,000 to bring in line with estimated receipts in 2019. A further reduction of \$17,000 for the elimination of fines on children's print material has been included. A transfer from the Development reserve will offset this budget reduction for 2019.
- **Other Revenue** has decreased by \$27,500 due primarily to the increased transfer to the HIP trust for the estimated additional revenues, and is offset by the transfer from the Development Reserve to fund the elimination of fines on children's print material.
- **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.

2020 - 2021 Operating Budget Forecast

Library Services	2019 Requested Budget	2020 Forecast	2019 - 2020 Change (%)	2021 Forecast	2020 - 2021 Change (%)
Gross Expenditures By Service					
Administrative Services	1,111,400	1,137,600	2.4%	1,165,200	2.4%
Customer Experience	6,039,600	6,387,200	5.8%	6,551,200	2.6%
Innovation and Integration	2,503,000	2,596,200	3.7%	2,696,500	3.9%
Community Engagement	1,040,000	1,063,100	2.2%	1,087,600	2.3%
Total Gross Expenditures	10,694,000	11,184,100	4.6%	11,500,500	2.8%
Tax Levy By Service					
Administrative Services	929,100	955,300	2.8%	982,900	2.9%
Customer Experience	5,745,000	6,106,300	6.3%	6,265,300	2.6%
Innovation and Integration	2,498,000	2,590,100	3.7%	2,690,300	3.9%
Community Engagement	683,000	656,100	(3.9%)	677,200	3.2%
Total Tax Levy	9,855,100	10,307,800	4.6%	10,615,700	3.0%
Gross Expenditures By Type					
Personnel Services & Benefits	8,249,800	8,647,500	4.8%	8,882,200	2.7%
Materials & Supplies	1,384,400	1,451,900	4.9%	1,516,400	4.4%
Purchased Services	864,600	889,300	2.9%	906,300	1.9%
Internal Charges	112,000	112,000	0.0%	112,000	0.0%
Other Expenditures	15,300	15,300	0.0%	15,300	0.0%
Minor Capital & Transfer To Reserves	67,900	68,100	0.3%	68,300	0.3%
Total Expenses	10,694,000	11,184,100	4.6%	11,500,500	2.8%
Revenues By Type					
Activity Revenue	444,700	435,500	(2.1%)	444,000	2.0%
Internal Recoveries	-	-	0.0%	-	0.0%
Grants	187,300	187,300	0.0%	187,300	0.0%
Other Revenue	206,900	253,500	22.5%	253,500	0.0%
Total Revenues	838,900	876,300	4.5%	884,800	1.0%
Tax Levy	\$9,855,100	\$10,307,800	4.6%	\$10,615,700	3.0%

Library Services

2020 - 2021 Budget Forecast Highlights

- The 2020 net budget is projected to increase by 4.6% or \$ \$452,700 and reflects inflationary increases to the cost of delivering services. 2020 increases include annualized capital impacts on operations of \$269,200 and 1.0 FTE for the Sixteen Mile library branch and the annualized cost of the Creation Specialist at Glen Abbey. In addition, inflationary increases have been included for all branch services and salaries and benefits.
- The 2021 net budget is projected to increase by 3.0% or \$ \$307,900 and reflects inflationary increases to the cost of delivering services. 2021 increase is primarily for inflationary impacts on salaries and benefits, but also includes an annualized operating impact for Sixteen Mile branch to ensure that its Collections content is maintained.

2019 - 2021 Recommended Capital Budget

The Oakville Public Library capital forecast provides funds to maintain the library branch facilities in a state of good repair, enhance services based on the Library Board's Strategic Plan and library service needs and trends. The 2019 capital budget includes additional funding for the construction of a Creation Zone and facility renovation at Glen Abbey. It also provides funding for a new incubator location in Palermo that will provide some essential library services to meet immediate needs. Funding for Palermo land purchase has been updated and shifted to 2021. The library will launch a new brand in January 2019, and some way-finding and signage will be required with the priority being Central Branch. Staff will be considering ways to reconfigure the three floor Central Branch to improve services and create operational efficiencies, funding for which is requested in 2020.

Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2019	2020	2021	2019	2020	2021
71101709	Library Furniture and Equipment	Infrastructure Renewal	80,000	80,000	80,000			
71101804	Glen Abbey Creation Hub and Renovation	Strategic Priorities	1,126,000			24,900	50,000	
71101807	16 Mile Branch Library Collection	Growth	211,000				35,900	35,900
71101810	Central Library Space Reconfiguration	Strategic Priorities		302,000			(13,500)	(13,300)
71101902	Palermo Incubator Library	Growth	101,000					
71102001	New Branch Library - Palermo (Land Purchase)	Growth			4,750,000			
71102002	Libraries Capital Replacement	Infrastructure Renewal	56,000					
71102003	Library Master Plan Update	Growth		50,000				
71102602	New Branch Library - Sixteen Mile CC	Growth		40,000				
71102004	Library Strategic Plan Update	Strategic Priorities		80,000				
71101903	Library Wayfinding and Signage	Strategic Priorities	40,000					
TOTAL			1,614,000	552,000	4,830,000	24,900	72,400	22,600

Library Services

Program: Parks and Open Space

Program Based Budget

2019 - 2021

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

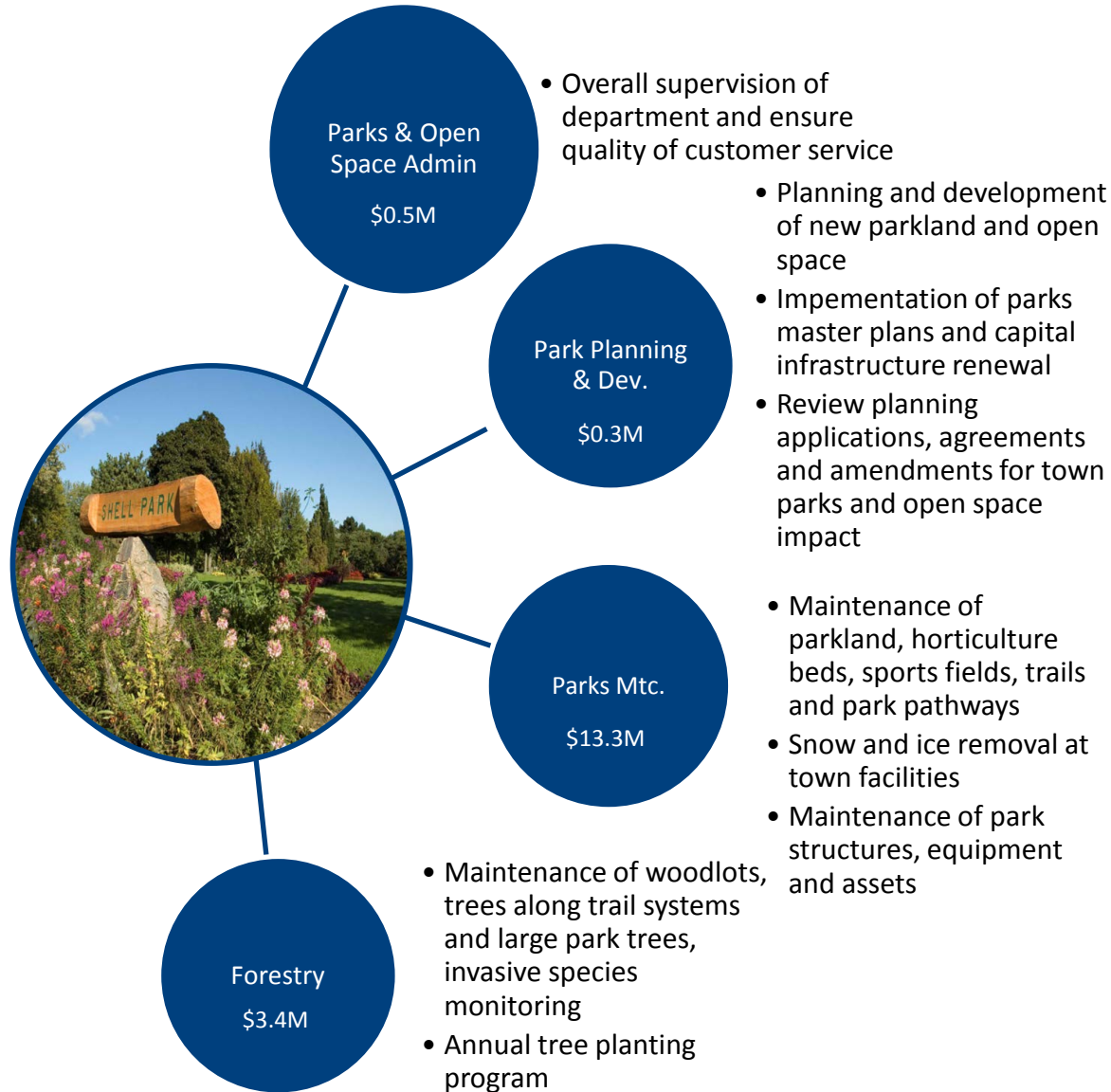
- A commitment to ensuring a diverse range of open space opportunities that preserves and enhances the quality of life for present and future generations. This will be accomplished by protecting and enhancing our heritage and environment, facilitating community partnerships and providing effective, efficient 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 and report to Council.
- Complete Harbours Business Plan and report to Council.
- Implement Phase 3 of South Shell Park masterplan.
- Complete Parks and Open Space Strategy and report to Council.
- Complete Phase 2 construction of waterfront trail improvements - Tannery Park - Waterworks Park.
- Construct 2 neighbourhood parks, (Fowley Park and William Rose Park), as well as Village Squares (Buttonbush Parkette, Featherstone Parkette, and Bowbeer Parkette).
- Construct Allan Street Park and complete design for Wallace Park revitalization.
- Continue assistance with Southeast Community Centre and Park.
- Implement approved plan for Towne Square rehabilitation.

Program Services

The Parks and Open Space program provide activities through the following services:



Key Performance Indicators

1. Percentage of gross operating budget

2014	2015	2016	2017	2018
7.0%	7.0%	7.1%	7.2%	7.2%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

2. Percentage of total FTEs

2014	2015	2016	2017	2018
9.2%	9.3%	9.3%	9.4%	9.4%
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. Hectares of open space per person

2014	2015	2016	2017	2018
.008	.008	.008	.008	.008
Why Important: Reflects the total amount of parks and open space per person				
How Calculated: 1504 ha/192,100 pop				

4. Kilometers of trails

2014	2015	2016	2017	2018
N/A	N/A	220	224	230
Why Important: Reflects the total number of recreational trail maintained				
How Calculated: Total km of trails from GIS, recalculated as of 2018				

5. Percentage of ash canopy conserved

2014	2015	2016	2017	2018
69%	60%	53%	52%	48% (Sept. 30, 2018)
Why Important: It's a yardstick to measure the success of treating ash in the ash canopy conservation sub-program.				
How Calculated: Calculation is the sq.m of ash treated vs total municipal ash canopy on roads and active parkland				

Staffing Overview

Program: Parks and Open Space	2018 Approved FTE	2019 Capital Impact	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Services/Activities:						
Parks & Open Space Administration	1.7				1.7	0.0
Park Planning & Development	5.0				5.0	0.0
Parks Maintenance	117.9	1.5			119.4	1.5
Forestry	30.4				30.4	0.0
Total Parks and Open Space	155.0	1.5	0.0	0.0	156.5	1.5

Parks and Open Space staff complement has increased by 1.5 for a total of 156.5 FTE for 2019. The following provides details for the budget changes:

- The Parks Maintenance area requires increased staff complement of 1.5 FTE's as a result of impacts from capital projects. Included is one seasonal gardener in Horticulture (0.7 FTE) to support new neighbourhood parks, village square and trails in North Oakville as well as a student in Technical services (0.3 FTE). Additionally, a seasonal operator has been included in capital impacts to support the outdoor skating rink at Trafalgar Park Community Centre (0.5 FTE).

Program Services Budget Overview

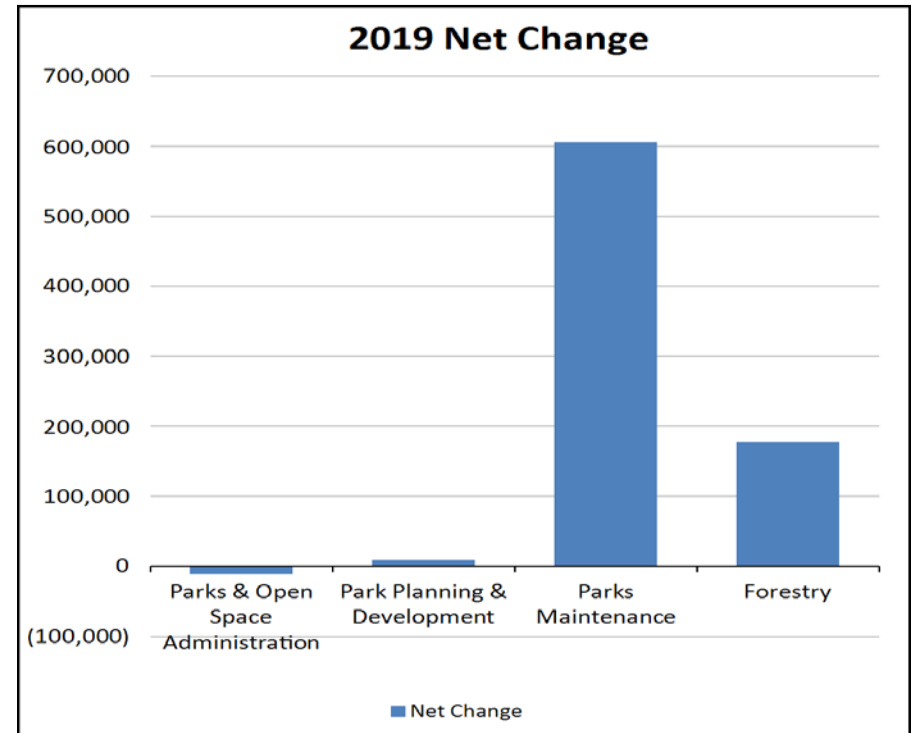
Services/Activities:	2018 Restated		2019 Requested		Net Change 2019 vs 2018	Net Change 2019 vs 2018 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Parks & Open Space Administration	483,000	472,500	471,700	461,200	(11,300)	(2.4%)
Park Planning & Development	644,600	264,200	656,900	273,500	9,300	3.5%
Parks Maintenance	16,413,700	12,716,500	17,173,800	13,322,000	605,500	4.8%
Forestry	4,163,600	3,259,300	4,251,900	3,436,700	177,400	5.4%
Total	21,704,900	16,712,500	22,554,300	17,493,400	780,900	4.7%

In 2019, the Parks and Open Space budget has increased by \$780,900 or 4.7% for a net total budget of \$17.5 million.

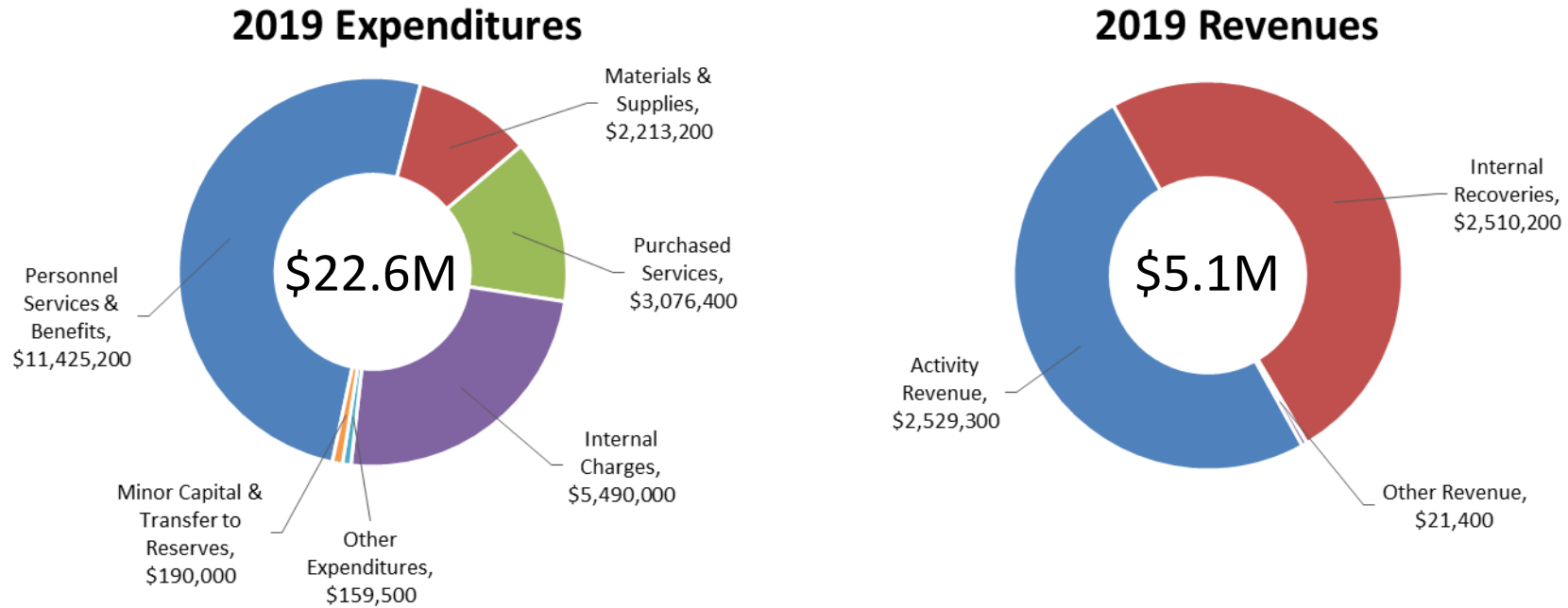
Parks Maintenance is the largest component of the net budget at 76% with \$13.3 million which represents the cost to maintain and upkeep various parks and trails across town including activities such as grass cutting, sports field maintenance, horticulture, integrated pest management, sanitation services, 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 \$3.4 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, commenting on planning and development applications that impact parkand, along with the replacement and renewal of existing park infrastructure at a 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 decreased by \$(11,300) due to a reduction in property taxes paid to Hydro One for recreational trails as a result of an amalgamation of licenses into one master agreement. This reduction has been partially offset by increases for personnel costs, contracted services (capital impact) and insurance premiums.
- Parks Planning and Development** has increased by \$9,300. Inflation and contractual increases have been partially mitigated with increases to internal labour recovery from capital and reductions in other purchased services to reflect average spending.
- Parks Maintenance** has increased by \$605,500 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 for youth sports fields, internal charge for winter control and school board use of town facilities. In addition, the Parks Maintenance budget has been adjusted to reflect capital impacts to include personnel costs, utilities, contracted services and landscape material, for new parks that have been developed.
- Forestry** has increased by \$177,400 as a result of inflationary and contractual agreements to salaries and benefits and increased vehicle maintenance costs to reflect actual usage. External revenues have decreased overall due to the decline in recoveries from Oakville Hydro which was partially mitigated by increased private and municipal tree revenue.



2019 Program Budget by Component– Net \$17,493,400



The Parks and Open Space program's total expenditures are \$22,554,300 and total revenue is \$ 5,060,900, resulting in a net budget of \$17,493,400. In 2019 the budget has increased by \$780,900 or 4.7%. The main drivers include:

- **Personnel Services & Benefits** is the largest cost component with \$11.4 million representing 51% of the total gross expenditures. In 2019, personnel costs have increased by \$354,800 and include inflationary and contractual increases for salaries and benefits. Capital impacts have the largest impact on Personnel Services & Benefits as a result of the opening of an outdoor skating rink at Trafalgar Park Community Centre, requiring a seasonal operator to assist with care and maintenance of the ice, as well as an additional seasonal gardener in Horticulture and a student in Technical Services to support additional neighborhood parks.
- **Internal Charges** is the second largest component with \$5.5 million, which are primarily the costs charged by Fleet and Stores services to maintain parks vehicles and equipment. In 2019, internal charges were increased by \$381,700 to reflect increased costs for vehicle parts, fuel, materials and labour. In addition, the portion charged out to parks has been adjusted to be in line with previous year actuals.
- **Purchased Services** total \$3.1 million, and have decreased by \$39,300. The majority of this decrease is due to the reduction in work requested by Oakville Hydro in contracted services. This reduction is partially mitigated with an increase in maintenance through a capital impact for additional neighborhood parks.
- **Materials and Supplies** have increased by \$174,700 which is primarily driven by increases in water, fuel and construction materials for both capital impacts and to better reflect actuals to maintain new park infrastructure.
- **Other Expenditures** have decreased by \$39,500, to account for adjustments in property taxes.

- **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 2019, activity revenue has been decreased by \$6,500 to reflect a decrease in recoveries for work expected to be completed for Oakville Hydro. This is partially offset by an increase in youth sportsfield revenues and private and municipal tree permit revenue.
- **Internal Recoveries** are 47% of the total revenue, which have increased by \$115,000. This is mainly due to changes in the internal allocation of supervisor staff time within the parks maintenance program, as well as increased winter control internal recoveries and increased revenue from the school boards for park usage.

2020 - 2021 Operating Budget Forecast

	2019 Requested Budget	2020 Forecast	2019 - 2020 Change (%)	2021 Forecast	2020 - 2021 Change (%)
Parks & Open Spaces					
Gross Expenditures By Service					
Parks & Open Space Administration	471,700	477,700	1.3%	484,400	1.4%
Park Planning & Development	656,900	671,400	2.2%	685,400	2.1%
Parks Maintenance	17,173,800	17,865,800	4.0%	18,841,500	5.5%
Forestry	4,251,900	4,407,400	3.7%	4,541,300	3.0%
Total Gross Expenditures	22,554,300	23,422,300	3.8%	24,552,600	4.8%
Tax Levy By Service					
Parks & Open Space Administration	461,200	467,200	1.3%	473,900	1.4%
Park Planning & Development	273,500	280,300	2.5%	286,500	2.2%
Parks Maintenance	13,322,000	13,968,300	4.9%	14,905,800	6.7%
Forestry	3,436,700	3,480,200	1.3%	3,597,200	3.4%
Total Tax Levy	17,493,400	18,196,000	4.0%	19,263,400	5.9%
Gross Expenditures By Type					
Personnel Services & Benefits	11,425,200	11,813,200	3.4%	12,392,200	4.9%
Materials & Supplies	2,213,200	2,394,600	8.2%	2,656,300	10.9%
Purchased Services	3,076,400	3,358,900	9.2%	3,643,000	8.5%
Internal Charges	5,490,000	5,490,000	0.0%	5,490,000	0.0%
Other Expenditures	159,500	162,500	1.9%	166,600	2.5%
Minor Capital & Transfer To Reserves	190,000	203,100	6.9%	204,500	0.7%
Total Expenses	22,554,300	23,422,300	3.8%	24,552,600	4.8%
Revenues By Type					
Activity Revenue	2,529,300	2,686,600	6.2%	2,741,300	2.0%
Internal Recoveries	2,510,200	2,518,300	0.3%	2,526,500	0.3%
Grants	-	-	0.0%	-	0.0%
Other Revenue	21,400	21,400	0.0%	21,400	0.0%
Total Revenues	5,060,900	5,226,300	3.3%	5,289,200	1.2%
Tax Levy	\$17,493,400	\$18,196,000	4.0%	\$19,263,400	5.9%

2020 - 2021 Budget Forecast Highlights

- The 2020 net budget is projected to increase by 4.0% or \$ 702,600 and reflects inflationary increases for salaries and benefits as well as operational impacts from capital to support new parks being built in North Oakville.
- The 2021 net budget is projected to increase by 5.9% or \$ 1,067,400 and reflects inflationary increases for salaries and benefits as well as operational impacts from capital to support new parks and sportsfields being built in throughout Oakville.

2019 - 2021 Recommended Capital Budget

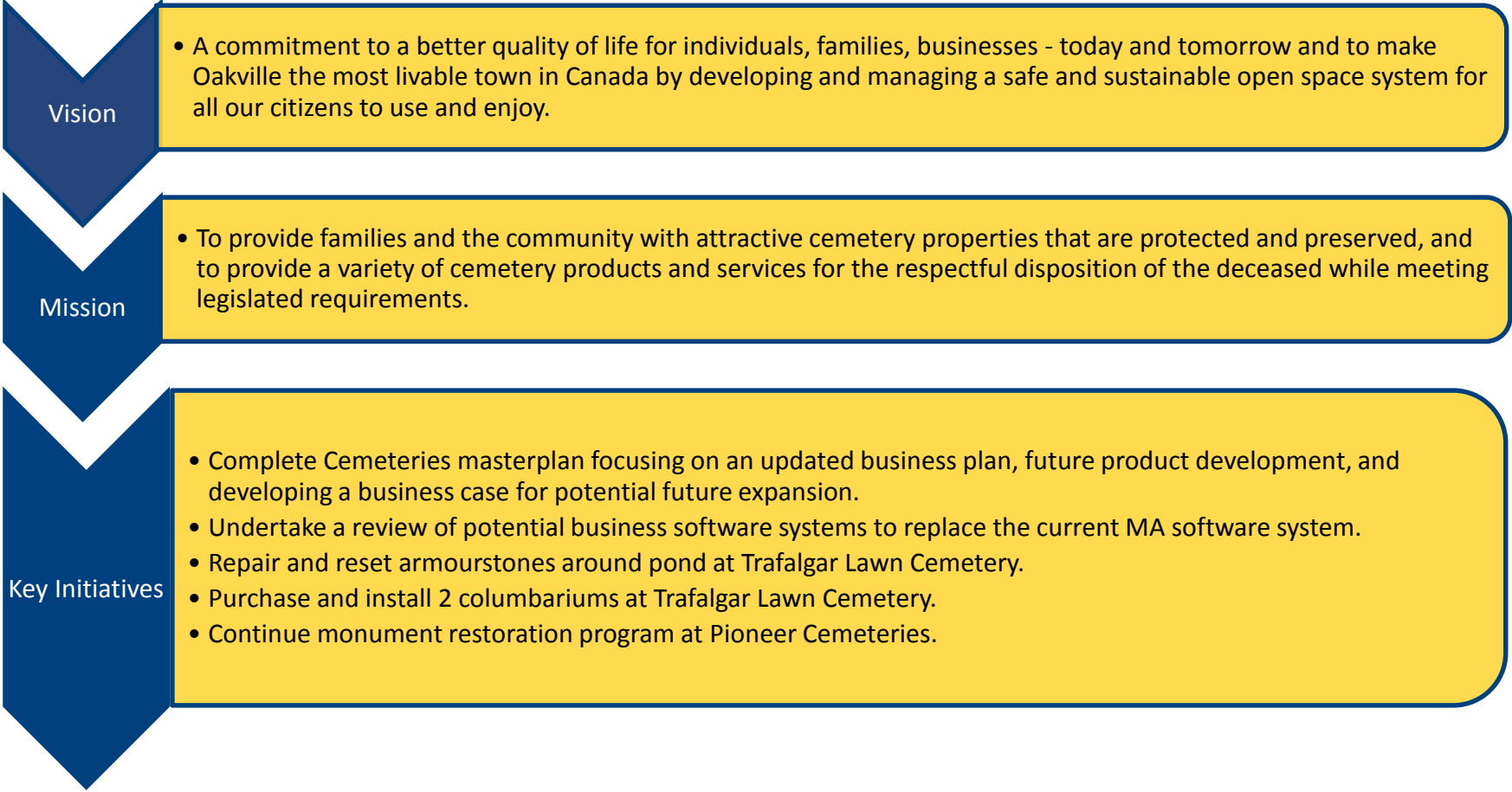
The capital budget for 2019 - 2021 will provide funds to both expand the parks and trail network and continue to maintain park infrastructure in a state of good repair. Growth projects in 2019 include the construction of neighbourhood parks 3 and 4, along with further development of the town's natural heritage system trail network. The 2019 capital budget also includes funding for passive park space at the former OTMH site off Allan Street, the development of the new South East neighbourhood park and redevelopment of Towne Square. Annual maintenance of infrastructure is required for sports fields and courts, playgrounds, pathways, picnic shelters, parks facilities, and vehicle and equipment replacements. The EAB Management program continues with the ash tree injection program, replacement plantings and removal of dead ash trees on streets, active parks and woodlots.

Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2019	2020	2021	2019	2020	2021
52211613	NHS - Trail	Growth		291,000	844,000		4,600	3,000
52211703	Neighbourhood Park 4-Shieldbay	Growth	569,000			149,000	9,000	
52211715	Old Abbey Park - Phase Two	Infrastructure Renewal		416,000			1,800	
52211720	Tennis and Basketball Court	Infrastructure Renewal	208,000					
52211721	Electrical Lighting Rehab	Infrastructure Renewal	55,000	55,000	55,000			
52211802	North Park Sports Park - South Parcel	Growth			268,000		21,300	
52211803	Preserve Phase 3 NHS Trails	Growth		109,500				
52211805	Allan Street Open Space	Community Enhancements	416,000				41,100	
52211901	Staroak Village Square	Growth		526,000			21,100	
52211904	Green Ginger NHS Trail	Growth	104,000					
52211905	Sixth Line NHS Trails	Growth	276,000					
52211907	Skateboard Park Rehab	Infrastructure Renewal		52,000				

Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2019	2020	2021	2019	2020	2021
52211908	St. Ann's Park (Hixon)	Growth	52,000	489,000				10,600
52211909	StarOak NHS Trails	Growth	286,000					
52211910	Park Signs - New Growth	Growth	15,000		15,000			
52211911	Shorewood Promenade - West	Growth		50,000	235,000		6,400	
52212003	Splash Pad - Lawson Park	Community Enhancements		52,000	364,000			
52212006	Trafalgar Works Site	Growth		721,000				22,000
52212104	East 14 Mile Creek Trail	Growth			786,000			
52212105	NHS Trail - North Oakville - West	Growth			562,000			
52221603	Gairloch Gardens Rehabilitation	Infrastructure Renewal		260,000				73,700
52221703	Towne Square Rehabilitation	Strategic Priorities	1,821,000					
52221901	B.A. Field - artificial turf replacement	Infrastructure Renewal	104,000		884,000			
52231601	Cul-de-sac Rehabilitation	Infrastructure Renewal	231,000	277,000	302,000			
52241704	Pathway Rehabilitation	Infrastructure Renewal	201,000	251,000	261,000			
52241705	Asphalt Pathway Rehabilitation	Infrastructure Renewal	201,000	251,000	256,000			
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 Audit/Control	Infrastructure Renewal	217,000	238,000	262,000			
52272001	I-Tree	Infrastructure Renewal		226,000				
52211813	Coronation Park Renewal	Infrastructure Renewal	208,000					
52271804	Parks Tree Planting	Infrastructure Renewal		294,000	294,000			
52212007	Wallace Park Redev and Washroom Exp/Reno	Community Enhancements		182,000	2,939,000			
52252101	Bronte Harbour Park Renewal	Infrastructure Renewal			286,000			
52262001	Glen Oak Creek Trail N Renewal	Infrastructure Renewal		302,000				
52242001	Langtry Park Renewal	Infrastructure Renewal		260,000				
52211816	Parks Facilities Repairs	Infrastructure Renewal	246,000	231,000	290,000			
52221903	Greenhouse Rehabilitation	Infrastructure Renewal	101,000					
52242101	River Glen Park Renewal	Infrastructure Renewal			57,000			
52241905	Replacement of In-Ground Waste Containers	Infrastructure Renewal	75,000	75,000	75,000			
52272002	Preventative Maintenance Pruning	Infrastructure Renewal	101,000	503,000	503,000			
52252001	Shipyards Park Renewal	Infrastructure Renewal		156,000				
52271901	Woodlot Preventative Maintenance-North	Infrastructure Renewal	63,000	95,000	126,000			
52251903	Old UMR Park Renewal	Infrastructure Renewal	104,000					
52241903	Nautical Park Renewal	Infrastructure Renewal	130,000					
52261901	Iroquois Shoreline Woodlot Renewal	Infrastructure Renewal		140,000				

Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2019	2020	2021	2019	2020	2021
52221902	Sports Field Irrigation	Infrastructure Renewal	50,000	50,000	50,000			
52242002	West Oak Trail Park Renewal	Infrastructure Renewal		156,000				
52241906	Playground Accessibility Improvements	Infrastructure Renewal	52,000	52,000	52,000			
52251901	Parks Structure Inspections	Infrastructure Renewal	60,000		65,000			
52241901	Trafalgar Park Renewal	Infrastructure Renewal	416,000					
52251803	Parks Replacement Equipment	Infrastructure Renewal	1,957,000	1,331,000	2,161,000			
52252103	Lions Valley Park Renewal	Infrastructure Renewal			156,000			
52252102	Busby Park Renewal	Infrastructure Renewal			140,000			
52251902	Hillmer Park Renewal	Infrastructure Renewal	42,000					
52241902	Sixteen Hollow Park Renewal	Infrastructure Renewal	260,000					
52251802	Parks Growth Vehicles and Equipment	Growth	269,000	1,023,000	882,000	72,300	154,600	146,400
52212008	Fitzsimmons Trail	Growth		31,000	229,000			2,600
52222102	Reservoir Park Playground	Growth			156,000			
52212011	Emgo Village Square	Growth		567,000			21,100	
52212112	Martillac Estates Village Square	Growth			567,000			21,100
52211817	North Oakville - Neighbourhood Park - 3	Growth	2,898,000				119,400	
52211913	Uptown Core -Memorial Park Special Project	Growth	468,000	1,717,000				70,300
52271805	EAB Management Program	Strategic Priorities	2,459,000	2,193,000	1,927,000			
52211915	Sportfields Conversions	Strategic Priorities			780,000			65,700
52212010	Bronte Green (Merton) Parks and NHS Trails	Growth		1,108,000	1,025,000		4,600	148,100
TOTAL			15,242,000	15,257,500	18,381,000	221,300	405,000	563,500

Program: Cemeteries
Program Based Budget
2019 - 2021



Program Services

The Cemetery program provides activities through the following services:



- Provide maintenance to Trafalgar Lawn Cemetery. This includes grounds maintenance, full burial, cremation burial, and installation of headstones and markers
- Provide maintenance to seven pioneer cemeteries. These must be maintained under provincial legislation and obligation to families with interment rights

Key Performance Indicators

1. Percentage of gross operating budget

2014	2015	2016	2017	2018
0.4%	0.4%	0.4%	0.3%	0.3%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

2. Percentage of total FTEs

2014	2015	2016	2017	2018
0.4%	0.4%	0.4%	0.4%	0.3%
Why Important: Assesses the capacity of the program by examining the proportion of staff expertise against the total town FTEs.				
How Calculated: Total program FTEs including part-time / total town FTEs including part-time				

Staffing Overview

Program: Cemeteries	2018 Approved FTE	2019 Capital Impact	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Services/Activities:						
Administration	1.5				1.5	0.0
Burials - Active Cemeteries	0.0				0.0	0.0
Maintenance - Active Cemeteries	2.1				2.1	0.0
Pioneer Cemeteries	1.8				1.8	0.0
Total Cemeteries	5.4	0.0	0.0	0.0	5.4	0.0

Cemeteries staff complement for 2019 is at 5.4 FTE. There is no change to the complement for 2019.

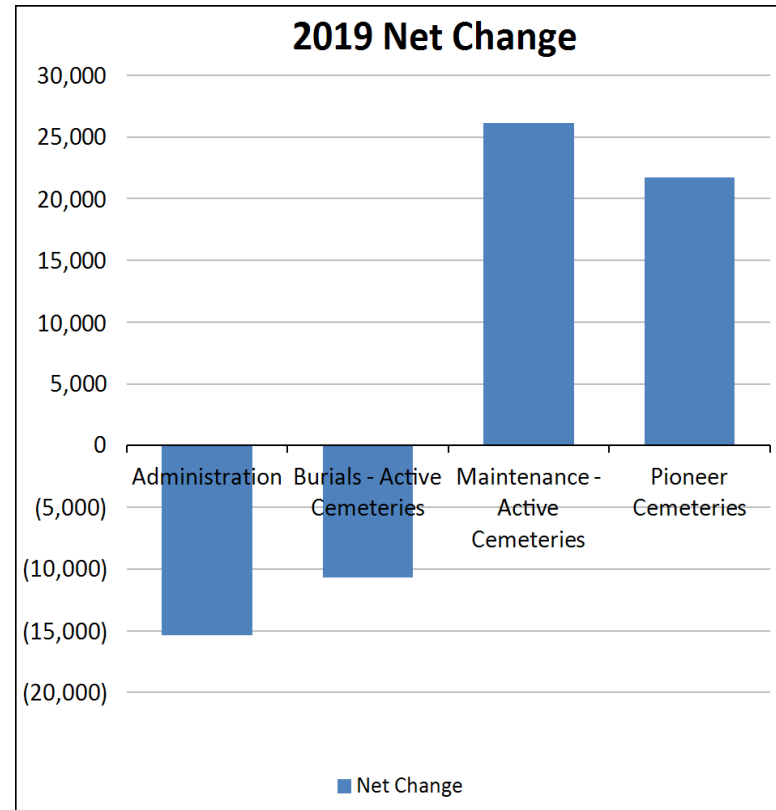
Program Services Budget Overview

Services/Activities:	2018 Restated		2019 Requested		Net Change 2019 vs 2018	Net Change 2019 vs 2018 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Administration	383,700	(11,300)	492,300	(26,700)	(15,400)	(136.3%)
Burials - Active Cemeteries	41,500	(149,000)	41,500	(159,700)	(10,700)	(7.2%)
Maintenance - Active	282,200	160,300	308,300	186,400	26,100	16.3%
Pioneer Cemeteries	267,800	139,800	293,000	161,500	21,700	15.5%
Total	975,200	139,800	1,135,100	161,500	21,700	15.5%

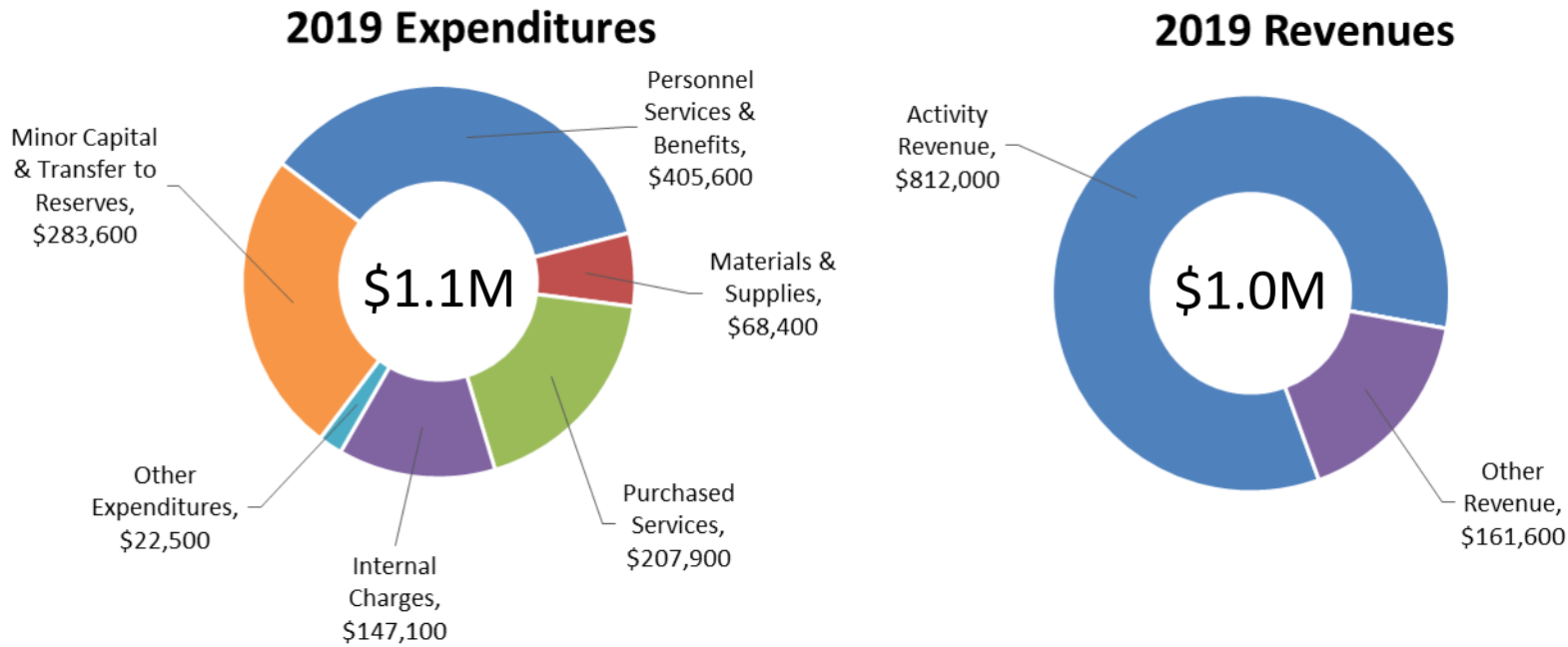
Overall, the 2019 Cemeteries budget has increased by \$21,700 or 15.5% for a net budget of \$161,500 which represents the cost for preservation and care for historical locations known as Pioneer Cemeteries. The other 3 activities are all self supported by revenues with any surpluses or shortfalls being 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 \$15,400 due to additional revenue through capital impacts for a new columbarium. This additional revenue has been partially offset with increased expenses for an increase in transfer to reserves required to balance the program.
- **Burials – Active Cemeteries** has decreased by (\$10,700) as a result of an anticipated increase in revenue from marker sales.
- **Maintenance – Active Cemeteries** has increased by \$26,100 primarily for adjustments for vehicle charges.
- **Pioneer Cemeteries** has increased by \$21,700 as a result of an increase in vehicle charges to reflect actuals.



2019 Program Budget by Component – Net \$161,500



The Cemeteries program has total gross expenditures of \$1,135,100 and total revenue is \$973,600 for a total net budget of \$161,500. In 2019, the Cemetery budget has increased by \$21,700. The main drivers of the budget are as follows:

- **Personnel Services & Benefits** is the largest cost component for Cemeteries which represents 36% of the expense budget with \$405,600. The 2019 budget has increased by \$1,300 as a result of contractual increases for staff, which is partially offset by realigning budgets to match current staffing.
- **Minor Capital & Transfer to Reserves** is the second largest component at \$283,600 which represents 25% of the total expenses. In 2019, transfers to reserve have increased by \$120,900 primarily due to the increase of the transfer to the Cemetery reserve, as revenues have increased due to the capital impact from a new columbarium.
- **Purchased Services** is the third largest component at 18% of the expense budget with \$207,900 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 2019, the budget has decreased by \$900 to realign budgets with actual costs.
- **Internal Charges** provides 13% of the expense budget for Cemeteries and totals \$147,100 which represents internal charges for vehicle and equipment maintenance as well as corporate overhead support. Internal Charges has increased by \$42,000 due to increases in vehicle maintenance charges.
- **Materials and Supplies** budget totals \$68,400. This has decreased by \$3,400 due to a small reduction in hydro to reflect actuals.
- **Activity Revenue** for Cemeteries represents 83% of the total revenue; 2019 has increased by \$160,600 due to a the capital impact of a new columbarium which will increase revenues.

- **Other Revenue** which is primarily comprised of transfers from the Cemetery Care and Maintenance reserve represents 17% of the overall revenue for Cemetery. In 2019, the budget was decreased by \$22,400 mainly due to the elimination of a transfer from the cemetery reserve required to balance the program. With the addition of the columbarium resulting in additional revenues, a transfer from reserves is no longer required to balance the program.

2020 - 2021 Operating Budget Forecast

Cemeteries	2019 Requested Budget	2020 Forecast	2019 vs 2020 Change (%)	2021 Forecast	2020 vs 2021 Change (%)
Gross Expenditures By Service					
Administration	492,300	496,200	0.8%	502,200	1.2%
Burials - Active Cemeteries	41,500	42,100	1.4%	42,700	1.4%
Maintenance - Active Cemeteries	308,300	313,100	1.6%	317,900	1.5%
Pioneer Cemeteries	293,000	298,400	1.8%	304,500	2.0%
Total Gross Expenditures	1,135,100	1,149,800	1.3%	1,167,300	1.5%
Tax Levy By Service					
Administration	(26,700)	(28,300)	6.0%	(31,900)	12.7%
Burials - Active Cemeteries	(159,700)	(162,900)	2.0%	(166,100)	2.0%
Maintenance - Active Cemeteries	186,400	191,200	2.6%	196,000	2.5%
Pioneer Cemeteries	161,500	164,800	2.0%	168,800	2.4%
Total Tax Levy	161,500	164,800	2.0%	166,800	1.2%
Gross Expenditures By Type					
Personnel Services & Benefits	405,600	414,800	2.3%	424,600	2.4%
Materials & Supplies	68,400	69,600	1.8%	70,800	1.7%
Purchased Services	207,900	212,000	2.0%	216,200	2.0%
Internal Charges	147,100	147,100	0.0%	147,100	0.0%
Other Expenditures	22,500	22,600	0.4%	22,700	0.4%
Minor Capital & Transfer To Reserves	283,600	283,700	0.0%	285,900	0.8%
Total Expenses	1,135,100	1,149,800	1.3%	1,167,300	1.5%
Revenues By Type					
Activity Revenue	812,000	786,200	(3.2%)	765,500	2.6%
Internal Recoveries	-	-	0.0%	-	0.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	161,600	198,800	23.0%	235,000	18.2%
Total Revenues	973,600	985,000	1.2%	1,000,500	1.6%
Tax Levy	\$161,500	\$164,800	2.0%	\$166,800	1.2%

2020 - 2021 Budget Forecast Highlights

- The 2020 net budget is projected to increase by 2.0% or \$ 3,300 while the 2021 net budget is projected to increase by 1.2% or \$ 2,000.
- Although 2020 and 2021 have increased expenditures by inflationary adjustments and contractual obligations, the transfer to reserves has also been increased to offset these adjustments.

2019 - 2021 Recommended Capital Budget

The 2019 Capital budget for Cemeteries includes the installation of columbariums at Trafalgar Lawn Cemetery, along with funding to keep the cemeteries and equipment in a state of good repair.

Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2019	2020	2021	2019	2020	2021
52712101	Columbarium - Trafalgar	Enterprise Initiatives	70,000			(146,400)	42,100	36,300
52721901	Cemetery Equipment	Enterprise Initiatives	10,000		12,000			
52712002	Road Rehabilitation	Enterprise Initiatives		101,000	55,000			
52711804	Cemeteries Annual Provision	Enterprise Initiatives	15,000	15,000	15,000			
TOTAL			95,000	116,000	82,000	(146,400)	42,100	36,300

Program: Harbours
Program Based Budget
2019 - 2021

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 490 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.
- Complete business plan for Harbours.
- 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 2 of seawall replacement on 16 Mile Creek north of Rebecca Street and targeted dredging.
- Complete construction of new launch ramp at Bronte harbour.

Program Services

The Harbours program provides activities through the following services:



Harbours
\$0M

- 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

2014	2015	2016	2017	2018
0.5%	0.5%	0.5%	0.4%	0.4%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

2. Percentage of total FTEs

2014	2015	2016	2017	2018
0.5%	0.5%	0.5%	0.5%	0.5%
Why Important: Assesses the capacity of the program by examining the proportion of staff expertise against the total town FTEs.				
How Calculated: Total program FTEs including part-time / total town FTEs including part-time				

Staffing Overview

Program: Harbours	2018 Approved FTE	2019 Capital Impact	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Services/Activities:						
Harbours	8.2				8.2	0.0
Total Harbours	8.2	0.0	0.0	0.0	8.2	0.0

Harbours staff complement has not increased and remains at 8.2 FTE for 2019.

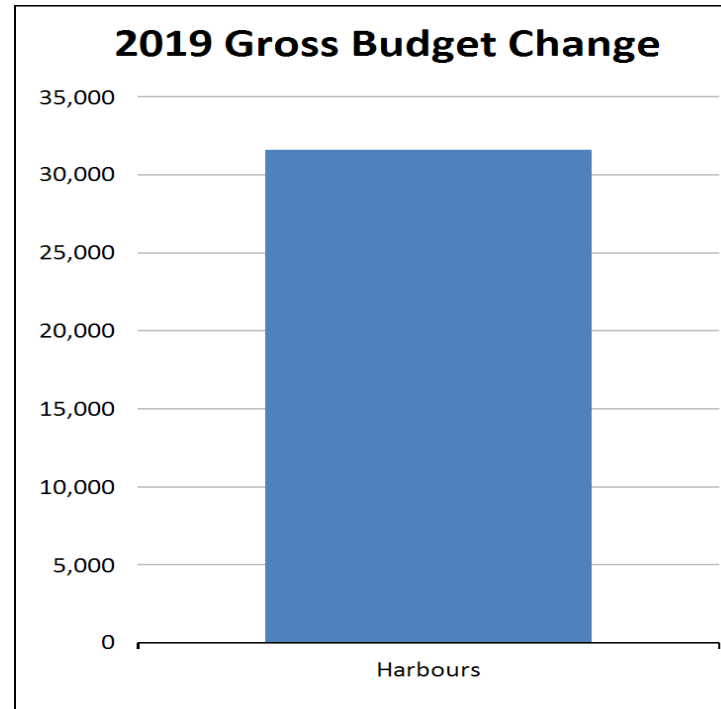
Program Services Budget Overview

Services/Activities:	2018 Restated		2019 Requested		Net Change 2019 vs 2018	Net Change 2019 vs 2018 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Harbours	2,021,100	0	2,052,700	0	0	0.0%
Total	2,021,100	-	2,052,700	-	-	0.0%

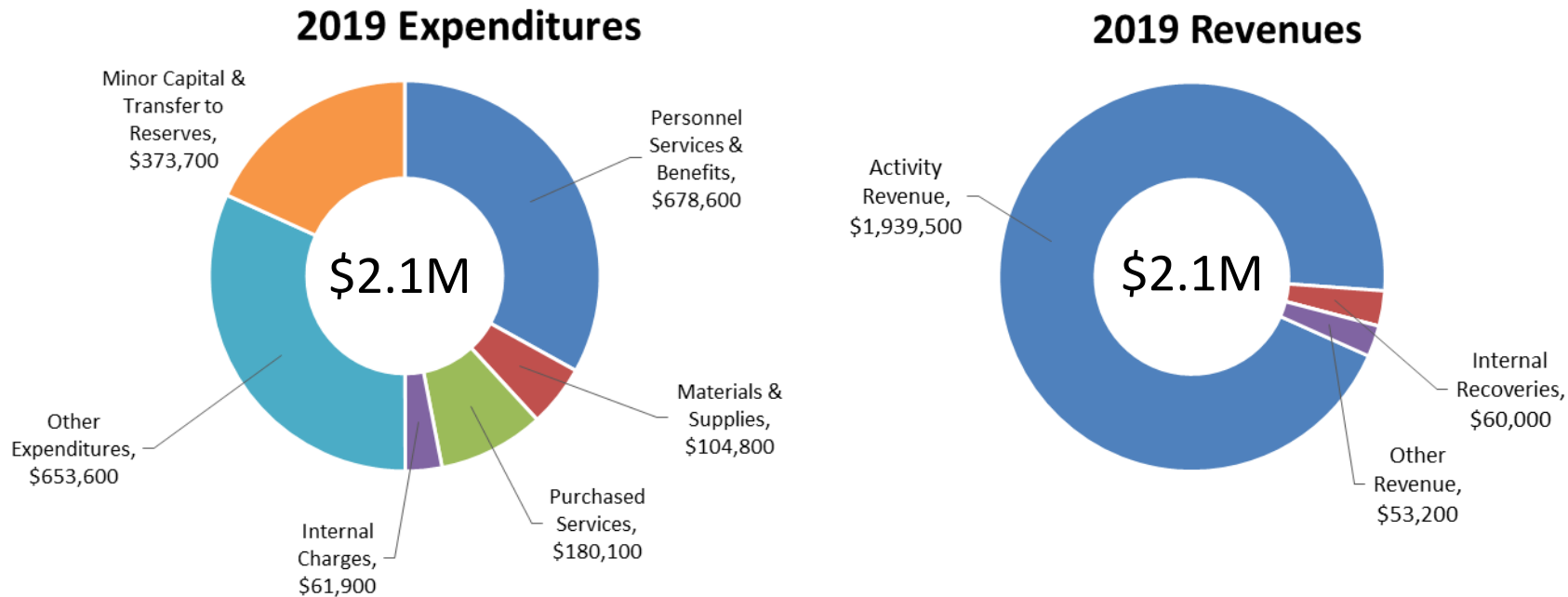
The Harbours budget reflects all operating costs necessary to maintain the two (2) town harbours, Bronte Harbour and Oakville Harbour, as well as a 2.5 year lease for the Bronte Outer Harbour that commenced in April 2018. The program is self-funded and budget increases are supported by revenue generated through fees. For 2019, the gross operating budget totals \$2,052,700, and has increased by \$31,600 from the prior year. 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 2019, the gross operating budget has increased by \$31,600 which is primarily due to a transfer to reserves for the seawall rehabilitation at Oakville Harbour. This expense is partially offset by the elimination of a transfer to reserves to balance Harbours. In 2019, a transfer from reserves is required to balance Harbours.



Program Budget by Component – Net \$0



In 2019, the Harbours program's total direct operating expenditures are \$2,052,700 and anticipated revenues are \$2,052,700, which results in a net revenue transfer to the Harbours reserve funds of \$373,700 and a net overall budget of \$0. Overall program changes are described below.

- **Personnel Services and Benefits** is the largest expense at \$678,600 and represents 33% of the expenses. Due to inflationary increases planned for salaries and benefits, the costs have decreased by \$2,900.
- **Other Expenditures** is the second largest component of the expense budget at \$653,600 or 32% of total expenditures. For 2019, the Harbours budget for debt charges has increased by \$587,200, due to reflecting the debt charges for Harbours in the program as an expense versus in a transfer to reserves for payment. There is an offsetting reduction in transfer from reserves.
- **Minor Capital & Transfer to Reserves** is the third largest component of the expense budget at \$373,700 or 18% of total expenditures. For 2019, the budget has decreased by \$557,400. This decrease is due to eliminating the transfer to reserves for the debt charges and including it in other expenditures. Additionally, there is a new transfer to reserves for the seawall rehabilitation.
- **Purchased Services** is the fourth largest expense at \$180,100 or 9% of total expenses. Purchased services have increased by \$10,500 mainly due to property rental due to the Federal Government for 20% of lease revenue for the Bronte Outer Harbour and increased insurance expense.

- **Materials and Supplies** total \$104,800 which is made up of expenses such as utilities, maintenance supplies and construction material. In 2019 expenditures have decreased by \$4,900 for a small reduction in hydro based on actual expenditures.
- **Internal Charges** have decreased by \$900 to reflect changes to Harbours for services provided by other departments.
- **Activity Revenues** provides 94% of the revenue earned by Harbours. In 2019, the budget has decreased by \$21,600, mainly due to a decrease in dredge fee revenue as it is included in slip fees, and a small decrease in storage package revenue at the Oakville Harbour. This is partially offset by increased revenues from the Bronte Outer Harbour.
- **Other Revenue** provides 3% of revenue transferred from reserves. In 2019, Harbours required a transfer from reserves to balance the program.

2020 - 2021 Operating Budget Forecast

Harbours	2019 Requested Budget	2020 Forecast	2019 - 2020 Change (%)	2021 Forecast	2020 - 2021 Change (%)
Gross Expenditures By Service					
Harbours	2,052,700	2,170,000	5.7%	2,211,600	1.9%
Total Gross Expenditures	2,052,700	2,170,000	5.7%	2,211,600	1.9%
Tax Levy By Service					
Harbours	-	-	0.0%	-	0.0%
Total Tax Levy	-	-	0.0%	-	0.0%
Gross Expenditures By Type					
Personnel Services & Benefits	678,600	691,900	2.0%	706,600	2.1%
Materials & Supplies	104,800	107,000	2.1%	109,200	2.1%
Purchased Services	180,100	183,600	1.9%	187,100	1.9%
Internal Charges	61,900	61,900	0.0%	61,900	0.0%
Other Expenditures	653,600	653,000	(0.1%)	413,400	(36.7%)
Minor Capital & Transfer To Reserves	373,700	472,600	26.5%	733,400	55.2%
Total Expenses	2,052,700	2,170,000	5.7%	2,211,600	1.9%
Revenues By Type					
Activity Revenue	1,939,500	2,110,000	8.8%	2,151,600	2.0%
Internal Recoveries	60,000	60,000	0.0%	60,000	0.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	53,200	-	(100.0%)	-	0.0%
Total Revenues	2,052,700	2,170,000	5.7%	2,211,600	1.9%
Tax Levy	\$-	\$-	0.0%	\$-	0.0%

2020 - 2021 Budget Forecast Highlights

- 2020 shows an increase in revenues resulting from new mooring slip fees for the Oakville Power Boat Squadron. 2021 is the first year that debt charges end for Oakville Harbour. Additional increases are as a result of inflationary increases and minor adjustments in 2020 and 2021.

2019 - 2021 Recommended Capital Budget

The 2019 capital budget includes the completion of seawall works at Oakville harbour, dredging at Bronte harbour, and the development of a Harbours Business Plan. 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		
			2019	2020	2021	2019	2020	2021
52211603	Seawall Rehabilitation - Oakville Harbour	Enterprise Initiatives	251,000					
52211801	Seawall Installation - Berta Point - Bronte Harbour	Enterprise Initiatives		101,000	402,000			
52901906	OYS Dockage	Enterprise Initiatives	65,000					
52901905	Harbours Business Plan	Enterprise Initiatives	151,000					
52901904	Harbours Equipment Replacement	Enterprise Initiatives	62,000	251,000	191,000			
52901902	Bronte Harbour Dredging	Enterprise Initiatives	352,000					
52901804	Annual Dockage/Property	Enterprise Initiatives	93,000	96,000	99,000			
52901901	New Gantry Wall TOWARF Slip	Enterprise Initiatives		312,000				
TOTAL			974,000	760,000	692,000			

Program: Infrastructure Maintenance

Program Based Budget

2019 - 2021

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

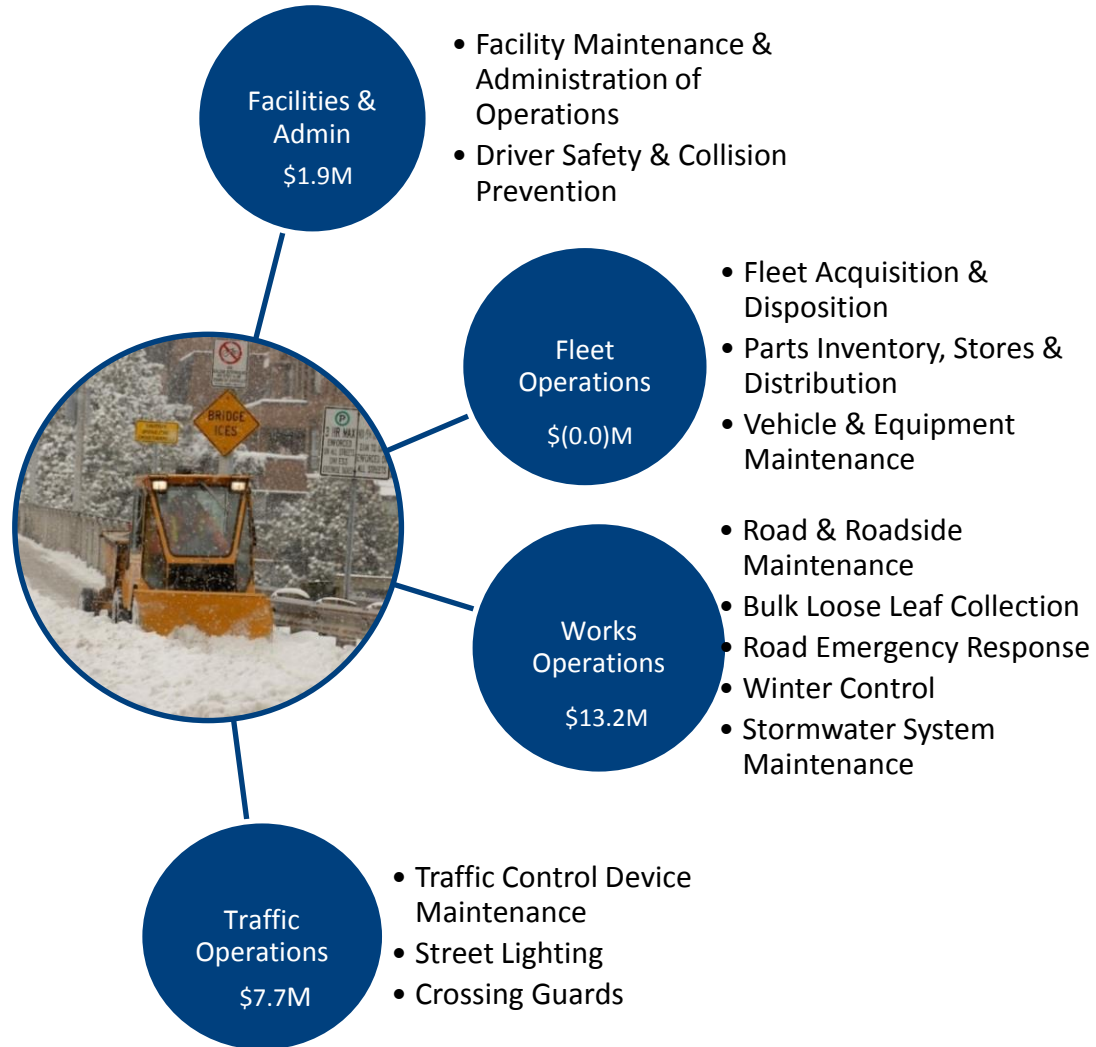
- Provide quality road, traffic and water resource systems maintenance and operations to the residents and businesses of Oakville.

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

2014	2015	2016	2017	2018
12.3%	12.4%	12.4%	12.4%	12.2%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

2. Percentage of total FTEs

2014	2015	2016	2017	2018
8.5%	8.5%	8.5%	8.6%	8.5%
Why Important: Assesses the capacity of the program by examining the proportion of staff expertise against the total town FTEs.				
How Calculated: Total program FTEs including part-time / total town FTEs including part-time				

3. Minimum maintenance standard deficiencies identified per lane kilometers

2014	2015	2016	2017	2018
0.52	0.24	0.25	0.23	0.21 projected (Oct. 30, 2018)
Why Important: Assesses general road conditions with respect to provincial standards and provides 'a state of good repair' asset indicator.				
How Calculated: Minimum Maintenance Standard deficiencies identified (excluding street lights and sign retro-reflectivity) / total lane kilometer of town roads				

4. Percentage of citizens surveyed who are satisfied with town services (roads & sidewalks)

2014	2015	2016	2017	2018
82% (2013 Survey Results)	85%	85% (2015 Survey Results)	82%	82% (2017 Survey Results)
Why Important: To ensure we're meeting the service expectations of our residents and to help us set our strategic priorities				
How Calculated: To gather the opinions of local residents in the most comprehensive and efficient way, Pollara Strategic Insights conducted a 20-minute telephone survey among 805 randomly-selected residents of the Town of Oakville.				

5. Percentage of respondents who were satisfied with winter road & sidewalk maintenance

2014	2015	2016	2017	2018
68%(2013 Survey Results)	74%	74% (2015 Survey Results)	88%	88% (2017 Survey Results)
Why Important: To ensure we're meeting the service expectations of our residents and to help us set our strategic priorities				
How Calculated: To gather the opinions of local residents in the most comprehensive and efficient way, Pollara Strategic Insights conducted a 20-minute telephone survey among 805 randomly-selected residents of the Town of Oakville.				

6. Number of winter storm events that met town standard for snow clearing

2014	2015	2016	2017	2018
100% (8 events)	100% (6 events)	100% (3 events)	100% (7 events)	4 projected (Oct. 30, 2018)
Why Important: Assesses the performance of winter maintenance response for roads and sidewalks during the winter season.				
How Calculated: Response timelines are compared to established service levels for roads and sidewalks. Measured snow events are those which exceed 7.5cms and the seasonal number of events are indicated in brackets.				

Staffing Overview

Program: Infrastructure Maintenance	2018 Approved FTE	2019 Capital Impact	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Services/Activities:						
Facilities & Administration	5.2				5.2	0.0
Works Operations	60.8				60.8	0.0
Traffic Operations	21.1				21.1	0.0
Crossing Guards	28.7				28.7	0.0
Fleet Operations	22.8				22.8	0.0
Total Infrastructure Maintenance	138.6	0.0	0.0	0.0	138.6	0.0

Overall, total 2019 staff complement for the Infrastructure Maintenance program remains unchanged at 138.6.

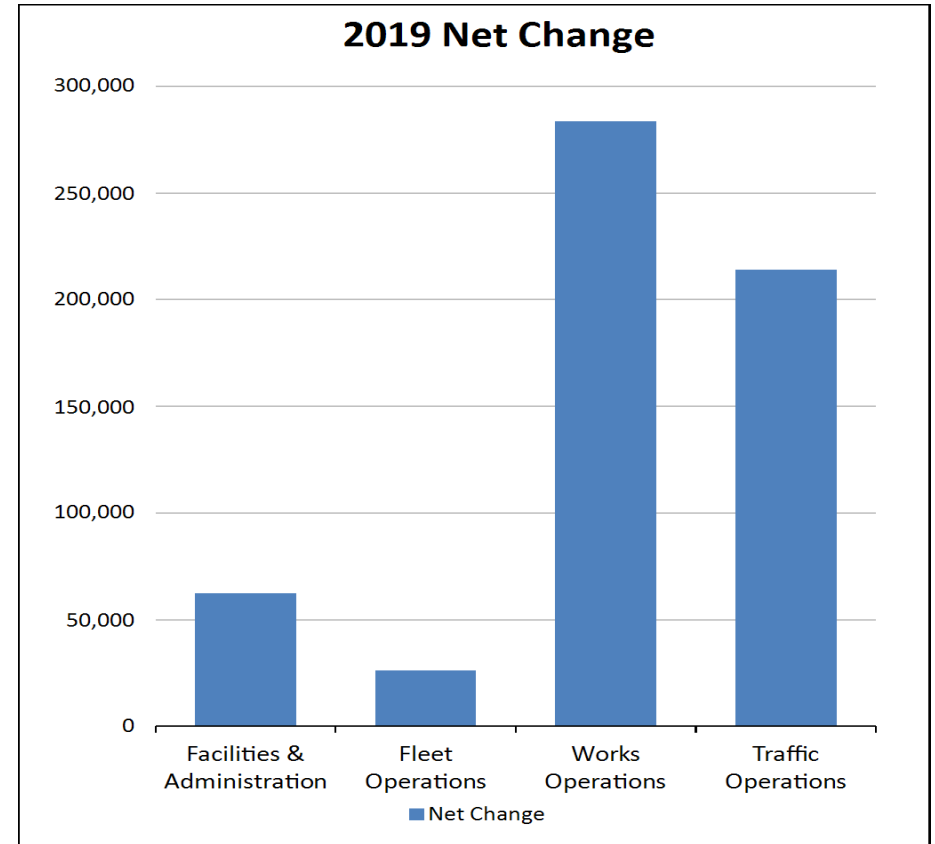
Program Services Budget Overview

Services/Activities:	2018 Restated		2019 Requested		Net Change 2019 vs 2018	Net Change 2019 vs 2018 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Facilities & Administration	2,630,100	1,811,300	2,755,700	1,873,600	62,300	3.4%
Fleet Operations	7,311,300	(60,000)	7,727,800	(33,700)	26,300	43.8%
Works Operations	15,379,700	12,951,100	15,571,200	13,234,700	283,600	2.2%
Traffic Operations	9,412,300	7,522,800	9,581,400	7,736,900	214,100	2.8%
Total	34,733,400	22,225,200	35,636,100	22,811,500	586,300	2.6%

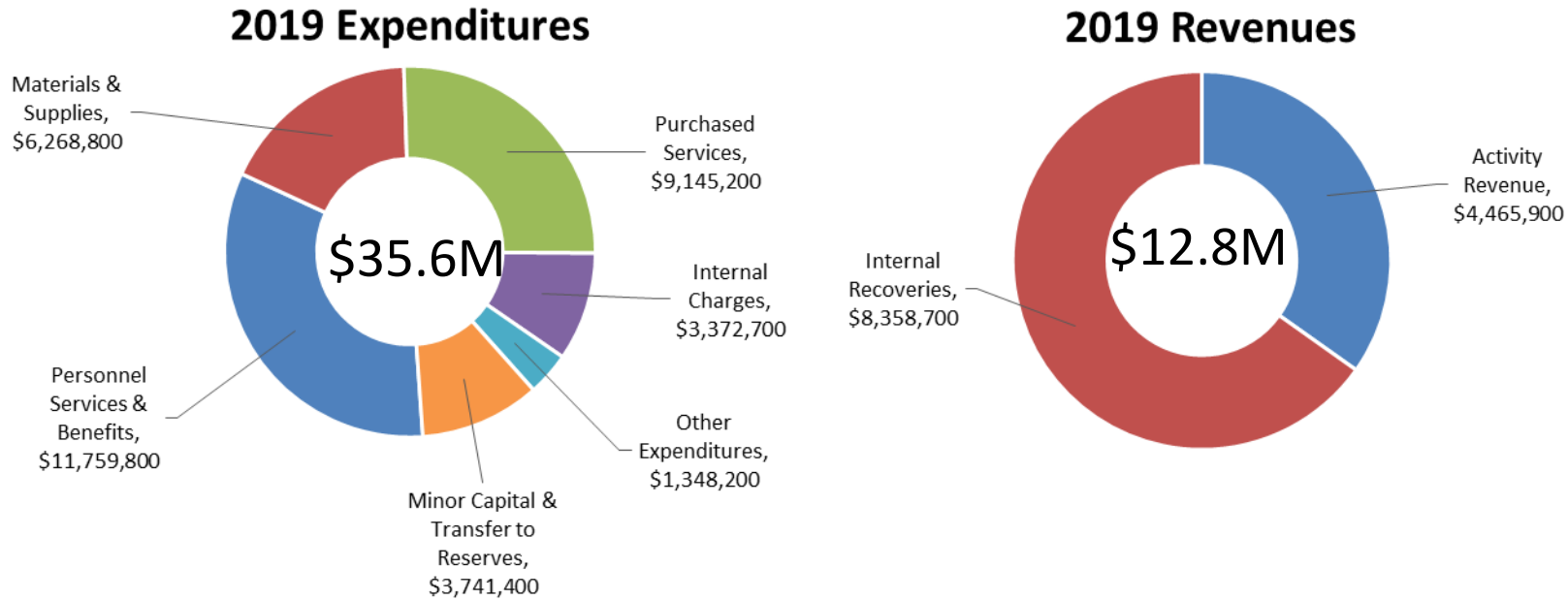
Overall the Infrastructure Maintenance program has a net budget of \$22,811,500 which is an increase of \$586,300 or 2.6%. Works Operations represents the largest program at \$13.2 million, to provide services such as winter control; road maintenance; stormwater system maintenance and bulk loose leaf collection. Traffic Operations is the second largest program with \$7.7 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 town's Central Operations facility and North Operations Depot as well as administrative costs for the entire program.

Net Program Budget Change

- **Facilities and Administration** has increased by \$62,300. Budget increases have been included for the transfer to the building reserve for North Operations Depot. Additional budget adjustments are included for repairs and annual licenses.
- **Fleet Operations** has increased by \$26,300. Budget 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, vehicle maintenance and licenses. These budget adjustments have been partially offset by an increase to internal fleet maintenance recoveries from other departments and Oakville Hydro.
- **Works Operations** has increased \$283,600 mainly as a result of increased 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 Regional recoveries for winter control and other maintenance completed on behalf of the Region. Based on the past 3-year trends for winter control, a contract services budget reduction was included for winter maintenance.
- **Traffic Operations** has increased \$214,100 primarily as a result increases to the debt charges for the LED conversion to be paid through hydro savings for the Streetlighting program. Additional budget increases have been included for traffic supplies and signal parts which are partially offset with efficiencies in contracted services for signal maintenance.



2019 Program Budget by Component – Net \$ 22,811,500



In the Infrastructure Maintenance program's total expenditures are \$35,636,100 and total revenues are \$12,824,600, resulting in a net budget of \$22,811,500. The net change from the prior year is \$586,300 or 2.6%. The main drivers are the following:

- Personnel Services & Benefits** make up 33% of total expenditures with \$11.8 million and is also the largest driver. Personnel costs have increased by \$182,000 primarily due to inflationary adjustments for wages and benefits and contract obligations. This has been offset with a budget reduction for temporary employment for activities being done by internal staff; and budgeted gapping for the Crossing Guard program 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, which is comprised 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 2019, purchased services have increased by \$38,200 primarily due to increases to accommodate growth in the town road network for winter control. Based on average winter conditions experienced during the previous 3 years, the department was able to partially reduce the budget with reductions to contract services for winter maintenance. A similar reduction process was completed for signal maintenance.
- Materials & Supplies** make up 18% of total expenditures and is the third largest driver, which includes de-icing materials for roads, utilities for Central Operations and North Operations, the street-lighting program, fuel for vehicles and electrical signal parts to maintain traffic signals and streetlights. Materials & supplies have decreased by \$(127,000) primarily due to \$283,800 of hydro savings achieved through the LED conversion program.

- **Internal Charges** are 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 \$40,100 due to increased vehicle and equipment maintenance costs by all department activities.
- **Other Expenditures** are mainly comprised of debt payments for the LED conversion program. Other expenditures have increased by \$497,100, 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 \$272,300 due to planned adjustments to the reserve transfer for the vehicle and equipment and building maintenance.
- **Internal Recoveries** makes up 65% 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 \$479,200.
- **Activity Revenue** makes up 35% of total revenues and represent regional recoveries and overhead revenue for work done on behalf of external agencies such as Ministry of Transportation, Halton Region, Halton Hills and Oakville Hydro. Activity Revenue has decreased by \$(162,800).

2020 - 2021 Operating Budget Forecast

Infrastructure Maintenance	2019 Requested Budget	2020 Forecast	2019 vs 2020 Change (%)	2021 Forecast	2020 vs 2021 Change (%)
Gross Expenditures By Service					
Facilities & Administration	2,755,700	2,802,300	1.7%	2,843,300	1.5%
Fleet Operations	7,727,800	8,023,400	3.8%	8,356,800	4.2%
Works Operations	15,571,200	16,280,100	4.6%	17,245,100	5.9%
Traffic Operations	9,581,400	9,913,400	3.5%	10,332,400	4.2%
Total Gross Expenditures	35,636,100	37,019,200	3.9%	38,777,600	4.7%
Tax Levy By Service					
Facilities & Administration	1,873,600	1,920,200	2.5%	1,961,200	2.1%
Fleet Operations	(33,700)	(33,700)	0.0%	(33,700)	0.0%
Works Operations	13,234,700	13,901,700	5.0%	14,823,900	6.6%
Traffic Operations	7,736,900	8,031,500	3.8%	8,420,800	4.8%
Total Tax Levy	22,811,500	23,819,700	4.4%	25,172,200	5.7%
Gross Expenditures By Type					
Personnel Services & Benefits	11,759,800	12,113,100	3.0%	12,436,300	2.7%
Materials & Supplies	6,268,800	6,510,500	3.9%	6,798,900	4.4%
Purchased Services	9,145,200	9,505,000	3.9%	10,145,500	6.7%
Internal Charges	3,372,700	3,660,100	8.5%	3,967,900	8.4%
Other Expenditures	1,348,200	1,342,600	0.4%	1,343,400	0.1%
Minor Capital & Transfer To Reserves	3,741,400	3,887,900	3.9%	4,085,600	5.1%
Total Expenses	35,636,100	37,019,200	3.9%	38,777,600	4.7%
Revenues By Type					
Activity Revenue	4,465,900	4,549,000	1.9%	4,625,300	1.7%
Internal Recoveries	8,358,700	8,650,500	3.5%	8,980,100	3.8%
Grants	-	-	0.0%	-	0.0%
Other Revenue	-	-	0.0%	-	0.0%
Total Revenues	12,824,600	13,199,500	2.9%	13,605,400	3.1%
Tax Levy	\$22,811,500	\$23,819,700	4.4%	\$25,172,200	5.7%

2020 - 2021 Budget Forecast Highlights

- The 2020 net budget is projected to increase by 4.4% or \$ 1,008,200 and reflects inflationary increases to the cost of delivering services.
- The 2021 net budget is projected to increase by 5.7% or \$ 1,352,500 and reflects inflationary increases to the cost of delivering services.
- In addition to inflationary impacts, 2020 and 2021 budgets include additional debt charges for the LED conversion program mitigated with savings from hydro and contracted utility services for the streetlighting program.

2019 – 2021 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		
			2019	2020	2021	2019	2020	2021
51311802	Central Operations Depot Capital Replacement	Infrastructure Renewal	242,500	301,000	47,000			
51311803	Central Ops - Furniture Replacement	Infrastructure Renewal	10,000	10,000	10,000			
51312401	North Operations Depot Phase 2B - Roads and	Growth		150,000				
51312403	North Ops Capital Replacements	Infrastructure Renewal	25,000	80,000				
51321801	Hoist Replacements - Central Ops	Infrastructure Renewal	215,000					
51321802	Roads and Works Replacement Equipment	Infrastructure Renewal	1,477,600	1,396,000	2,517,000			
51321804	Roads and Works Growth Equipment	Growth	359,500	376,900	714,000	36,200	115,900	174,600
51611801	Major Traffic Signal Repairs	Infrastructure Renewal	45,000	45,000	50,000			
51611802	Traffic Signal Interconnect	Infrastructure Renewal	60,000	60,000	65,000			
51611803	Traffic Signal Hardware Replacement	Infrastructure Renewal	278,000	379,000	454,000			
51611804	Traffic Signal Controller Replacement	Infrastructure Renewal	404,000	404,000	454,000			
51611901	AODA Signal Upgrade Program	Infrastructure Renewal	50,000	50,000	50,000			
51631802	Streetlight Rehabilitation	Infrastructure Renewal	151,000	50,000	50,000			
51632101	BIA Streetlight Pole Rehabilitation	Infrastructure Renewal			35,000			
TOTAL			3,317,600	3,301,900	4,446,000	36,200	115,900	174,600

Infrastructure Maintenance

Program: Oakville Transit
Program Based Budget
2019 - 2021

Vision

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

Mission

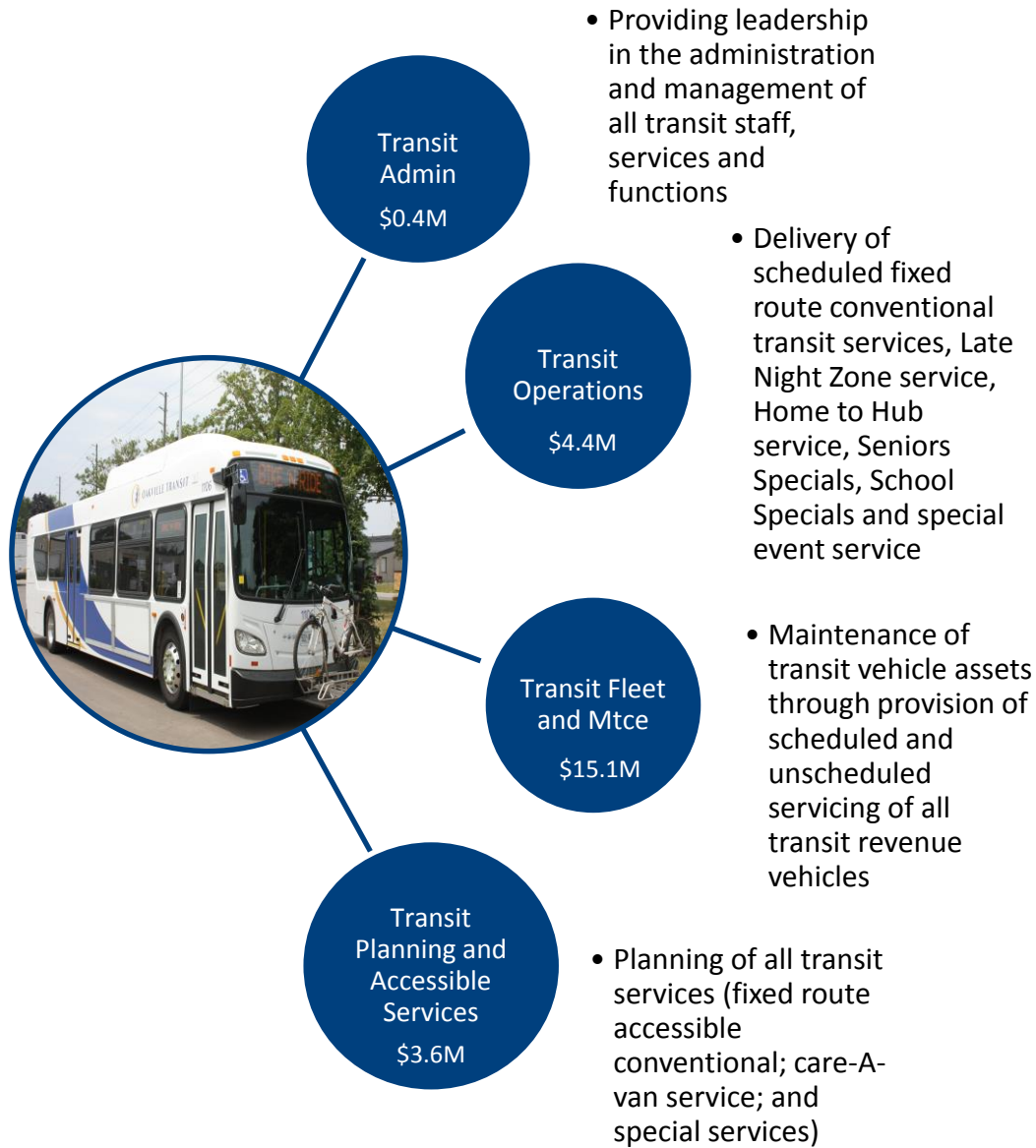
- To provide a safe, reliable, convenient and efficient public transit service.

Key Initiatives

- Expansion of Home to Hub services to new and under-served areas of town.
- Expansion of smaller capacity 25 foot bus fleet.
- Launch of new fully accessible demand response ride booking tools (Web and AVL).
- Implement Sheridan College U-Pass Program in partnership with Brampton Transit, Mississauga Transit and the Sheridan Student Union.

Program Services

The Oakville Transit program provides activities through the following services:



Key Performance Indicators

1. Percentage of gross operating budget

2014	2015	2016	2017	2018
12.1%	12.0%	12.4%	12.8%	12.7%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

2. Percentage of total FTEs

2014	2015	2016	2017	2018
13.4%	13.4%	14.4%	14.5%	14.3%
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. Ridership

2014	2015	2016	2017	2018
3,014,613	2,833,825	2,851,371	2,945,877	3,011,856 Projected 2018
Why Important: Represents the level of use of the services and allows comparison to revenue recovered and costs				
How Calculated: Total number of passenger boardings less those which are transfers from another bus; based on actuals for 2014-2017 and projected year end for 2018.				

4. Annual number of public transport trips per capita

2014	2015	2016	2017	2018
16.1	15.1	15.0	15.18	14.98 (Projected, 2018)
Why Important: To understand the degree to which transit ridership is either increasing or decreasing relative to the town's population				
How Calculated: Net ridership divided by the total town population; based on actuals for 2014-2017 and projected year end for 2018.				

5. Transit on-time performance

2014	2015	2016	2017	2018
Not Available	Not Available	72.4%	84.1%	84.5% (Sept. 30, 2018)
Why Important: This measures the reliability of transit services				
How Calculated: This KPI relies on ITS to measure deviations from schedule. "On-time" is defined as a bus being no more than 1 minute ahead of schedule and no more than 3 minutes behind schedule; based on actuals for 2016-2017 and year to date for 2018.				

6. Subsidy (tax levy per ride)

2014	2015	2016	2017	2018
4.82	5.30	5.99	5.89	6.02 (Sept. 30, 2018)
Why Important: Measures the degree to which cost of providing service is being shared between transit customers and taxpayers				
How Calculated: The total net direct operating costs of conventional service divided by the number of conventional service rides; based on actuals for 2014-2017 and year to date for 2018				

7. Preventable accidents safety rating

2014	2015	2016	2017	2018
0.46	0.55	0.68	0.38	0.56 (Sept. 30, 2018)
Why Important: Measures the effectiveness of driver training and of driver performance				
How Calculated: The number of preventable collisions per 100,000 kms driven; based on actuals for 2014-2017 and year to date for 2018				

8. Cost recovery ratio - conventional

2014	2015	2016	2017	2018
27.9%	28.4%	28.4%	29.44%	29.28% (Sept. 30, 2018)
Why Important: Measures the portion of operating costs recovered from external sources (fares, advertising, etc.)				
How Calculated: Total External Revenue / Gross Expenditures; based on actuals for 2014-2017 and year to date for 2018 (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

2014	2015	2016	2017	2018
8.5%	8.7%	8.4%	7.92%	7.21% (Sept. 30, 2018)
Why Important: Measures the portion of operating costs recovered from external sources (fares, advertising, etc.)				
How Calculated: Total External Revenue / Gross Expenditures; based on actuals for 2014-2017 and year to date for 2018 (excludes Gas Tax funding)				

Staffing Overview

Program: Oakville Transit	2018 Approved FTE	2019 Capital Impact	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Services/Activities:						
Transit Administration	4.0				4.0	0.0
Transit Operations	166.6		1.9		168.5	1.9
Transit Fleet & Maintenance	34.1				34.1	0.0
Transit Planning & Accessible Services	27.4				27.4	0.0
Total Oakville Transit	232.1	0.0	1.9	0.0	234.0	1.9

Overall, total 2019 staff complement for the Oakville Transit program is 234.0. Adjustments to part-time were required to account for increased vacation entitlement and short-term leave. As noted below, in order to mitigate the budgetary impacts, ridership data was reviewed and service adjustments were incorporated. The overall result in a net impact 1.9 FTEs.

Program Services Budget Overview

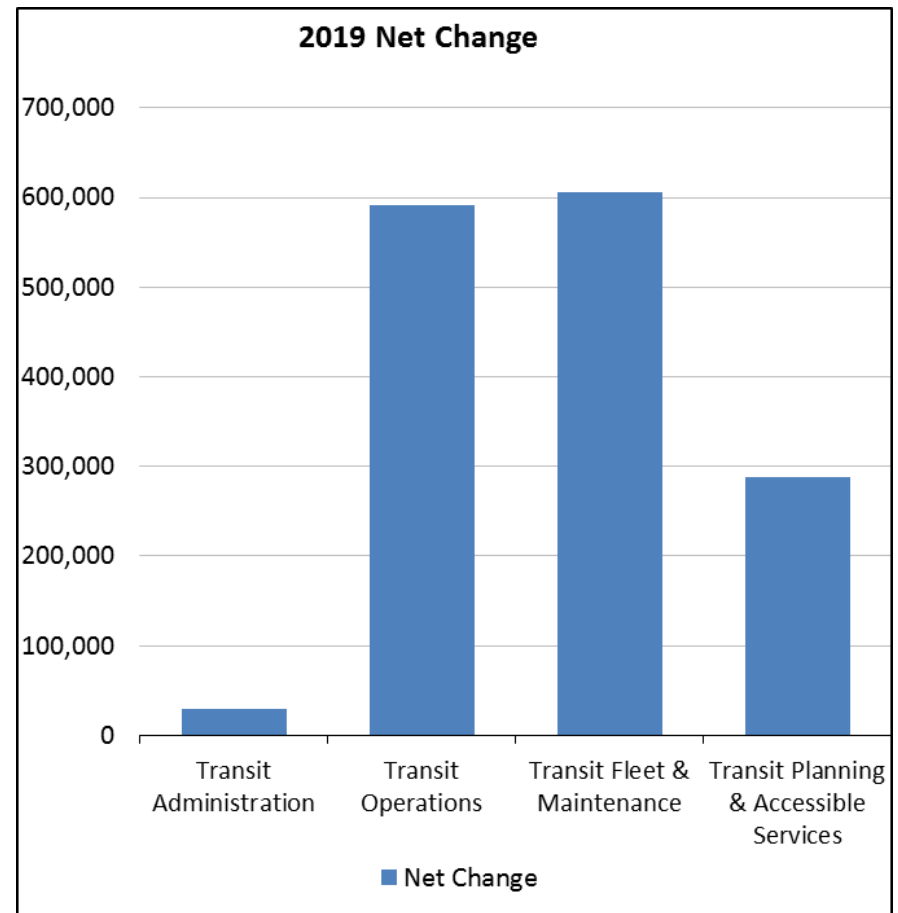
Services/Activities:	2018 Restated		2019 Requested		Net Change 2019 vs 2018	Net Change 2019 vs 2018 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Transit Administration	511,400	390,500	540,200	419,300	28,800	7.4%
Transit Operations	14,571,800	3,822,400	14,955,000	4,413,600	591,200	15.5%
Transit Fleet & Maintenance	14,907,000	14,463,800	15,512,900	15,069,700	605,900	4.2%
Transit Planning & Accessible Services	3,711,400	3,357,000	3,999,300	3,644,900	287,900	8.6%
Total	33,701,600	22,033,700	35,007,400	23,547,500	1,513,800	6.9%

Overall, the Oakville Transit program has a net budget of \$23,547,500 which is an increase of 1,513,800 or 6.9% over 2018. Oakville Transit's largest budget component is Transit Fleet & Maintenance services and makes up 64% of the 2019 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 \$4.4 million, which is comprised of costs to provide conventional and Home to Hub transit service which is offset 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 \$3.6 million. Finally, Transit Administration is comprised of costs associated with the overall management of Oakville Transit.

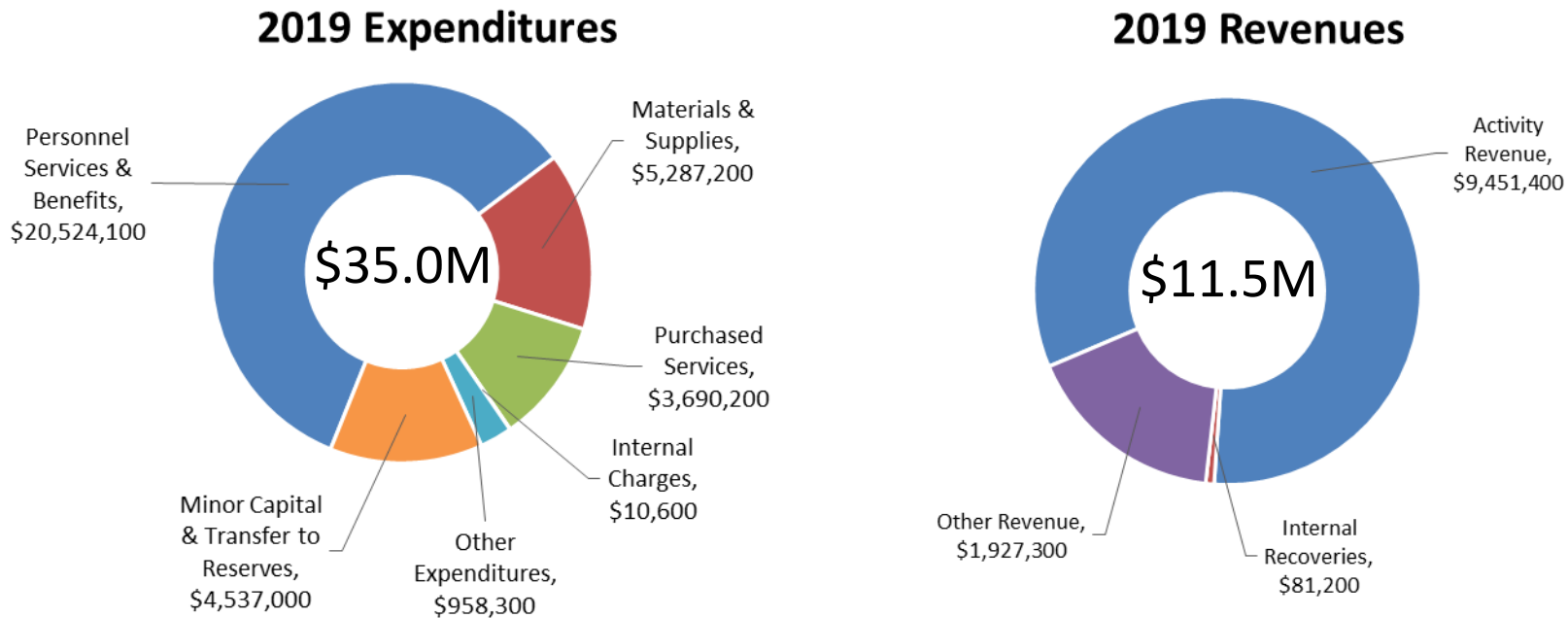
The overall increase is a result of several budgetary pressures with the major drivers being, fuel and utilities, vehicle parts, specialized transit services, vehicle and building maintenance and presto fees. Personnel costs have increased primarily due to inflationary impacts on wages as well as increased use of part-time required for vacation entitlement and short-term leave. Transit revenues have been adjusted to be in line with 2018 levels which assume that ridership remains static but the average revenue per ride has decreased. In order to mitigate these impacts, ridership data has been analyzed and adjustments to low performing routes or sections of routes were identified and alternative service delivery measures have been proposed in the 2019 budget.

Net Program Budget Change

- **Transit Administration** has increased by \$28,800 primarily due to the reallocation of professional development and skills improvement to the administration accounts.
- **Transit Operations** has increased by \$591,200. One of the primary drivers is personnel costs which are due to inflationary increases to salaries and wages and the addition of part-time hours for vacation coverage. In addition, there was an increase in fees to be paid to Presto as per the new 10 year agreement. Finally, revenues have been adjusted to be in line with 2018 levels which assume that ridership remains static but the average revenue per ride has decreased.
- **Transit Fleet & Maintenance** has increased \$605,900 mainly due to an increase in fuel for the cost per litre, increased vehicle parts/maintenance and facility maintenance to reflect actuals. Other drivers of the increase include rising hydro costs and insurance.
- **Transit Planning & Accessible Services** has increased \$287,900, due to an increase for hired taxis to better reflect recent expenditures which are used to help supplement Transit Specialized services in order to meet AODA legislation.



2019 Program by Component – Net \$23,547,500



In 2019, the Oakville Transit program's total expenditures are \$35,007,400 and total revenues are \$11,459,900 resulting in a net budget of \$23,547,500. The net change from the prior year is \$1,513,800 or 6.9% primarily due to contractual obligations and inflation and utility increases. The main drivers are the following:

- **Personnel Services & Benefits** make up 59% of the total expenditures and are the largest driver at \$20.5 million. The majority of the total FTEs are comprised of Transit drivers and mechanics to service the fleet. Personnel Services & Benefits have increased by \$260,300 primarily due to inflationary impacts on wages as well as increased use of part-time required for vacation entitlement and short-term leave.
- **Materials & Supplies** make up 15% of the total expenditures and are the second largest driver at \$5.3 million. Diesel fuel is the main component of the Materials & Supplies budget, which has increased by \$441,700 primarily due to an increase in the budgeted cost per litre for fuel to \$1.05 per litre. Additional increases include hydro costs and motor vehicle parts to reflect actuals.
- **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 2019, minor capital & transfers to reserves have increased by \$13,000 primarily due to the increased transfer to the Vehicle and Equipment reserve for future replacement of new buses and care-A-vans, and a reduction in communications equipment to reflect actuals.

- **Purchased Services** totals \$3.7 million and make up 11% of the total expenditures, which is 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 \$378,500 primarily due to a higher demand for taxi services used to assist in the delivery of specialized transit services which better reflect actuals. Additionally, software maintenance has increased due to the requirement to continue to service presto devices due to the delay in Presto software refresh; and building and vehicle maintenance have increased to reflect actuals.
- **Other Expenditures** mainly consist of Transit facility property taxes, licenses and presto fare settlement fees. Other expenditures have increased by \$212,300 primarily due to an increase in fees paid to Presto as per the new 10 year agreement.
- **Activity Revenue** makes up 82% of total revenues and is the largest revenue source, which is comprised of all revenues related to fares, service fees, memberships/passes and sales. Activity Revenue has decreased by \$208,000. Revenues have been adjusted to be in line with 2018 levels which assume that ridership remains static but the average revenue per ride has decreased.
- **Other Revenue** makes up 17% of total revenues and is comprised of transfers from the Ontario Gas tax reserve. Other Revenues have not increased for 2019.

2020 - 2021 Operating Budget Forecast

Oakville Transit	2019 Requested Budget	2020 Forecast	2019 - 2020 Change (%)	2021 Forecast	2020 - 2021 Change (%)
Gross Expenditures By Service					
	540,200	551,900	2.2%	564,000	2.2%
	14,955,000	15,210,300	1.7%	15,826,100	4.0%
Transit Fleet & Maintenance	15,512,900	15,860,500	2.2%	16,643,000	4.9%
Transit Planning & Accessible Services	3,999,300	4,213,200	5.3%	4,433,200	5.2%
Total Gross Expenditures	35,007,400	35,835,900	2.4%	37,466,300	4.5%
Tax Levy By Service					
	419,300	431,000	2.8%	443,100	2.8%
Transit Operations	4,413,600	4,481,000	1.5%	4,741,500	5.8%
Transit Fleet & Maintenance	15,069,700	15,417,200	2.3%	16,199,600	5.1%
Transit Planning & Accessible Services	3,644,900	3,858,800	5.9%	4,078,800	5.7%
Total Tax Levy	23,547,500	24,188,000	2.7%	25,463,000	5.3%
Gross Expenditures By Type					
Personnel Services & Benefits	20,524,100	20,972,300	2.2%	21,885,600	4.4%
Materials & Supplies	5,287,200	5,412,300	2.4%	5,818,200	7.5%
Purchased Services	3,690,200	3,754,800	1.8%	3,864,900	2.9%
Internal Charges	10,600	10,600	0.0%	10,600	0.0%
Other Expenditures	958,300	1,035,100	8.0%	1,113,100	7.5%
Minor Capital & Transfer To Reserves	4,537,000	4,650,800	2.5%	4,773,900	2.6%
Total Expenses	35,007,400	35,835,900	2.4%	37,466,300	4.5%
Revenues By Type					
Activity Revenue	9,451,400	9,639,400	2.0%	9,994,800	3.7%
Internal Recoveries	81,200	81,200	0.0%	81,200	0.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	1,927,300	1,927,300	0.0%	1,927,300	0.0%
Total Revenues	11,459,900	11,647,900	1.6%	12,003,300	3.1%
Tax Levy	\$23,547,500	\$24,188,000	2.7%	\$25,463,000	5.3%

2020 - 2021 Budget Forecast Highlights

- The 2020 net budget is projected to increase by 2.7% or \$ 640,500, while the 2021 net budget is projected to increase 5.3% or \$1,275,000; these increases reflect inflationary increases as well as an operating impact from capital for specialized vehicle expansions to continue to service the community; additionally in 2021 there is an operating impact for one expansion conventional bus.

2019 - 2021 Recommended Capital Budget

The 2019 to 2021 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 2019, accessibility improvements to bus stops along with three additional specialized transit vehicles are planned in order to address increasing AODA requirements.

Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2019	2020	2021	2019	2020	2021
54211901	Transit - 10 year forecast & 5 Year Plan	Growth		250,000				
54411804	Specialized Vehicle Replacement	Infrastructure Renewal		679,000	452,000			
54411805	Specialized Vehicle Expansion	Growth	799,000	266,000	266,000	58,400	338,100	221,600
54411807	Supervisory Vehicle Replacement	Infrastructure Renewal			85,000			
54411902	Presto Equipment Replacement	Infrastructure Renewal		2,514,000				
54211802	Transit Facility Capital Repairs and Replacement	Infrastructure Renewal	60,000	44,000	35,000			
54202001	Replacement Shelters	Infrastructure Renewal		84,000	54,000			
54412001	Maintenance Vehicle and Equipment Replacement	Infrastructure Renewal		60,000				
54411903	Major Vehicle Refurbishment	Infrastructure Renewal	1,237,000	1,855,000	1,237,000			
54411808	Replacement Buses	Infrastructure Renewal	3,559,000	4,153,000	4,153,000			
54211803	Transit Facility Equipment Replacement	Infrastructure Renewal	182,000	109,000	234,000			
54201801	Palermo Terminal	Growth			12,625,100			
54411904	Expansion Buses - 40 Ft	Growth		1,197,400	1,795,600			538,700
54202002	New Shelters	Growth		48,000	85,000			
54212001	Bus Stop Accessibility Improvements	Strategic Priorities	60,000	40,000	40,000			
TOTAL			5,897,000	11,299,400	21,061,700	58,400	338,100	760,300

Program: Environmental Policy

Program Based Budget

2019 - 2021

Vision

- To advance actions to sustain and enhance Oakville's environment.

Mission

- To deliver comprehensive and effective strategic climate change, sustainability, and environmental support to all town staff, agencies and the community that will protect, restore, enhance and sustain Oakville's environment.

Key Initiatives

- Update the Corporate Energy Conservation and Demand Management Plan.
- Complete Community Energy Plan, which supports energy resiliency and GHGe reduction on a community scale.
- Oakville's Strategy for Biodiversity implementation of policy, restoration planning and community partnerships.
- Oakville Climate Change Action Plan update and implementation of adaptation and mitigation strategies for climate change.
- Environmental leadership programs: sustainable purchasing, green buildings, fleet greening, Towards Zero Waste and stewardship and sustainability outreach and education.
- Health Protection Air Quality By-law implementation continues.

Program Services

Environmental Policy delivers the following services:



Environmental
Policy
\$0.93M

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

Key Performance Indicators

1. Percentage of gross operating budget

2014	2015	2016	2017	2018
0.5%	0.5%	0.4%	0.4%	0.4%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

2. Percentage of total FTEs

2014	2015	2016	2017	2018
0.4%	0.4%	0.4%	0.4%	0.4%
Why Important: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTE's.				
How Calculated: 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

2014	2015	2016	2017	2018
41.18 ekWh/ sq. ft	40.00 ekWh/sq. ft	39.55 ekWh/sq.ft	36.12 ekWh/sq.ft	Not available
Why Important: 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.				
How Calculated: 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)

2014	2015	2016	2017	2018
53.97	54.79	53.73	53.7	54.7
Why Important: Responsible for the majority of smog advisories in Oakville, known to have significant negative impacts on respiratory health.				
How Calculated: Annual average measured in ug/m3. Raw data provided by the province. Data reflects one year prior (e.g. 2018 based on data from January 1 to December 31, 2017).				

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

2014			2015			2016			2017			2018		
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		
.02	.016	.013	.016	.034	.014	.029	.039	.028	.020	.034	.014	.036	.041	.035
Why Important: Excess phosphorus is a significant contributor to water quality issues and is the main cause of excessive algal blooms.														
How Calculated: 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. 2018 based on data from January 1 to December 31, 2017).														

6. Fine particulate matter (PM_{2.5}): number of days with daily average exceeding Health Canada's Health Reference Level

2014		2015		2016		2017		2018	
33		29		46		20		17	
Why Important: Fine particulate matter is a significant contributor to poor air quality. Exposure associated with hospital admissions and serious health effects, including premature death.									
How Calculated: Health Canada's health reference level for PM _{2.5} is 15 ug/m ³ , 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 ³ are determined. Raw data provided by the province. Data reflects one year prior (e.g. 2018 based on data from January 1 to December 31, 2017).									

Staffing Overview

Program: Environmental Policy	2018 Approved FTE	2019 Capital Impact	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Environmental Policy	6.5		(0.7)		5.8	(0.7)
Total Environmental Policy	6.5	0.0	(0.7)	0.0	5.8	(0.7)

Overall, the total 2019 staff complement for Environmental Policy is 5.8FTE. As a result of combining community outreach events, there was a decrease of 0.7 FTE part-time seasonal contract staff in 2019.

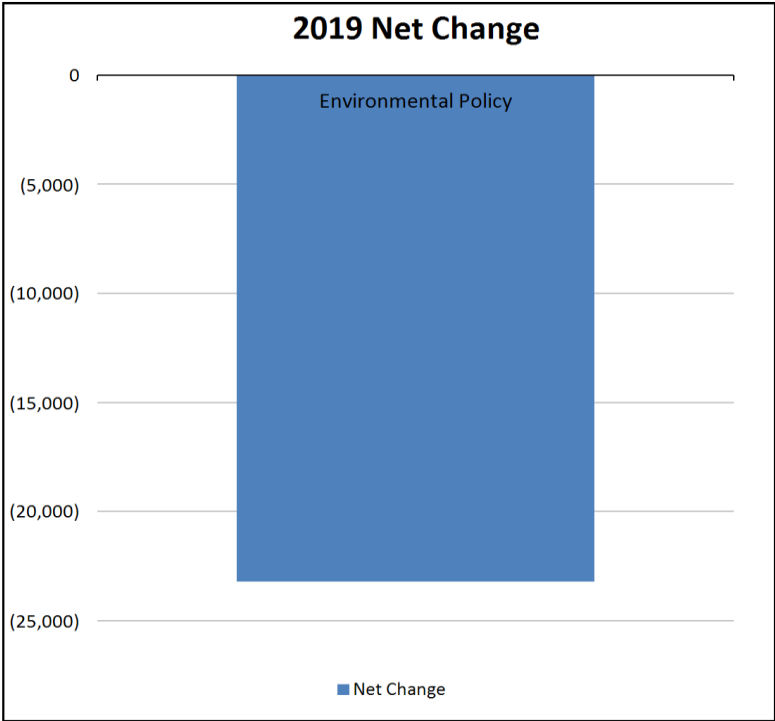
Program Services Budget Overview

Services/Activities:	2019 Restated		2019 Requested		Net Change 2019 vs 2018	Net Change 2019 vs 2018 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Environmental Policy	981,400	956,400	958,200	933,200	(23,200)	(2.4%)
Total	981,400	956,400	958,200	933,200	(23,200)	(2.4%)

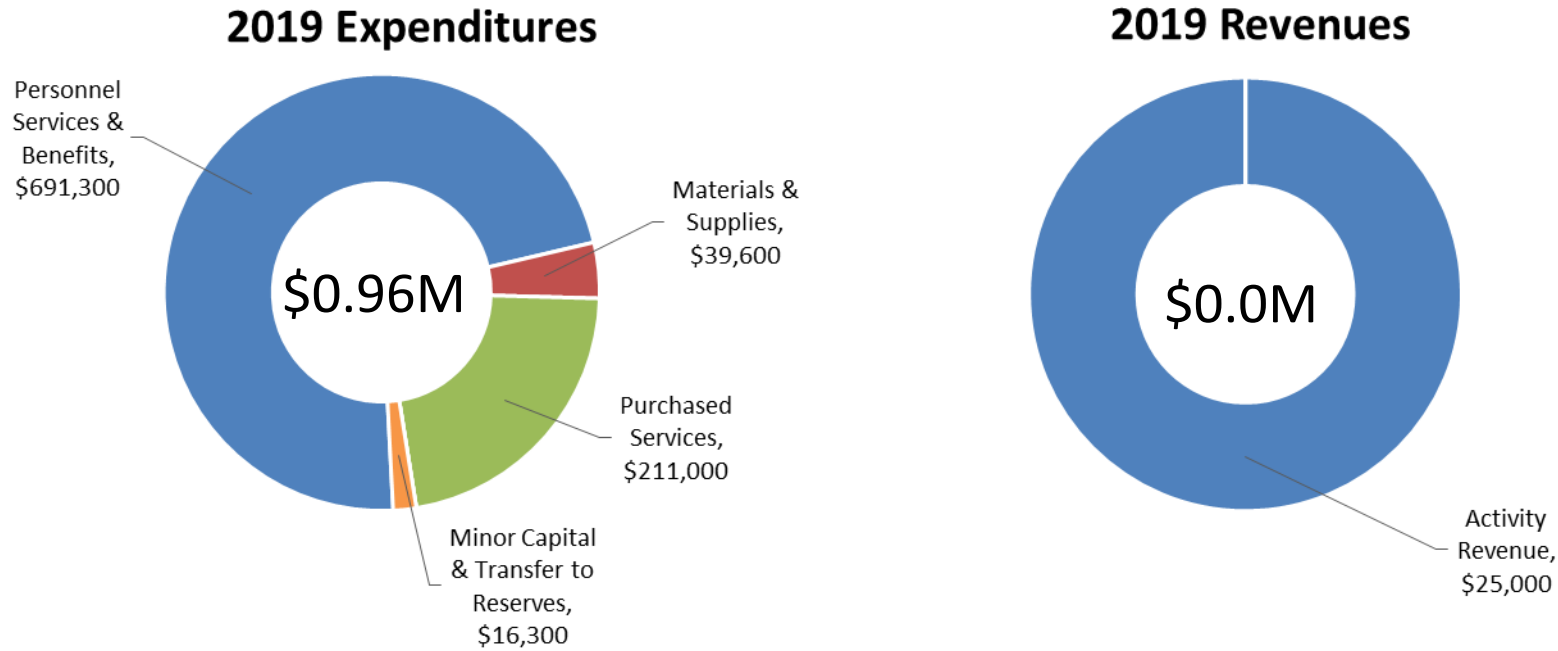
Overall the Environmental Policy program has a net budget of \$933,200 which is a decrease of \$23,200 or (2.4)%. The Environmental Policy program provides strategic corporate climate change, sustainability, environmental and energy policy development; implementation of Oakville's Environmental Sustainability Strategy (ESS) and overall guidance and support in the areas of environmental leadership and energy management. The main drivers of the 2019 Environmental Policy budget is a reduction for combining community outreach and outreach activities as related to general environmental stewardship.

Net Program Budget Change

- Environmental Policy has decrease by \$23,200 due combining community outreach and outreach activities as related to general environmental stewardship.



2019 Program Budget by Component – Net \$933,200



In 2019, the Environmental Policy program’s total expenditures are \$958,200 and total revenues are \$25,000; resulting in a net budget of \$933,200. The net change from the prior year is \$(23,200) or (2.4)%. 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 decreased by \$13,500 as a result of the service level change which included a reduction of part-time seasonal contract staff dedicated to the planning and execution of community outreach events.
- **Purchased Services** make up 22% of the total expenditures and have decreased by \$10,800 as a result of a combining The Energy Conservation Fair event and the Keep Calm & Adapt event into one event, costs were reduced.
- **Materials & Supplies** make up only 4% of the total expenditures and have increased by \$1,100 as a result of a reallocation to align budget with actual expenditures.
- **Activity Revenue** for the Environmental Policy budget consists of revenue associated with major emitter reviews. There was no increase to revenues for 2019.

2020 - 2021 Operating Budget Forecast

Environmental Policy	2019 Requested Budget	2020 Forecast	2019 - 2020 Change (%)	2021 Forecast	2020 -2021 Change (%)
Gross Expenditures by Service					
Environmental Policy	958,200	978,500	2.1%	1,000,500	2.2%
Total Gross Expenditures	958,200	978,500	2.1%	1,000,500	2.2%
Tax Levy By Service					
Environmental Policy	933,200	953,500	2.2%	975,500	2.3%
Total Tax Levy	933,200	953,500	2.2%	975,500	2.3%
Gross Expenditures By Type					
Personnel Services & Benefits	691,300	706,500	2.2%	723,300	2.4%
Materials & Supplies	39,600	40,400	2.0%	41,200	2.0%
Purchased Services	211,000	215,300	2.0%	219,700	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%
Total Expenses	958,200	978,500	2.1%	1,000,500	2.2%
Revenues By Type					
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%
Total Revenues	25,000	25,000	0.0%	25,000	0.0%
Tax Levy	\$933,200	\$953,500	2.2%	\$975,500	2.3%

2020 - 2021 Budget Forecast Highlights

- The 2020 net budget is projected to increase by 2.2% or \$20,300 while 2021 is projected to increase by 2.3% or \$22,000. Both years reflect inflationary increases to the cost of delivering services.

2019 - 2021 Recommended Capital Budget

The capital budget will provide funds to implement the new software platform along with piloting energy management technologies 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. The operating impact relates to software maintenance for this project. Also, the budget includes the development of a Community Energy Plan to be completed in 2019. Lastly, plans to update the Integrated Community Sustainability Plan are scheduled in 2020.

Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2019	2020	2021	2019	2020	2021
22101701	Energy Management System Solution	Strategic Priorities	100,000	100,000	100,000	18,000		
22101702	Community Energy Plan	Strategic Priorities	80,000					
22101801	Integrated Community Sustainability Plan	Strategic Priorities		50,000				
TOTAL			180,000	150,000	100,000	18,000		

Program: Infrastructure Planning & Improvements

Program Based Budget

2019 - 2021

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

- Lakeshore Road Reconstruction and Streetscaping - completion of engineering design and mitigation strategy.
- Midtown Infrastructure funding strategy (MTO, Halton, Metrolinx).
- Partnership with Metrolinx for the delivery of the Kerr Street and Burloak Drive grade separation projects.
- 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, PTIF).
- Planning/policy work related to the implementation of Automated Speed Enforcement (ASE) in community safety zones (photo radar).
- Pedestrian crossover and traffic signal construction programs.
- 10-year Infrastructure Planning capital forecast update.

Additional Program Initiatives:

Major Construction Projects:

- Cornwall Rd Widening and Reconstruction Project (Chartwell Rd to Morrison Rd)
- Speers Rd Widening and Reconstruction Project (Third Line to Fourth Line)
- Bronte Rd/Rebecca St Intersection Improvements
- North Service Road Multi-use Pathway (Third Line to Fourth Line)
- Wallace Road and York Street Reconstruction
- Maplehurst Dr Storm Sewer
- Amber Crescent Culvert Replacement
- Westminster Dr Storm Sewer (Lakeshore Rd to Hixon St)
- Woodhaven Park Drive Storm Sewer

Environmental Assessment Studies:

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

Engineering Design:

- Speers Road Widening and Reconstruction (Fourth Line to Dorval Drive).
- North Service Road Widening and Reconstruction (Eighth Line to east of Invicta Drive)
- Kerr St Grade Separation Project
- Bridge Road (Valley to Third Line)
- Crosstown Trail Phase 3 (Khalsa Gate to Fourth Line)

Other Projects/Programs:

- Transportation Policy Papers
- Active Transportation Capital Program
- Traffic Signal Optimization Program
- Traffic Calming Program
- Pedestrian Safety Program
- Pedestrian, Cyclist and Traffic Data Collection Program
- 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 provides:



Key Performance Indicators

1. Percentage of gross operating budget

2014	2015	2016	2017	2018
1.8%	1.6%	1.5%	1.6%	1.6%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

2. Percentage of total FTEs

2014	2015	2016	2017	2018
2.1%	1.8%	1.7%	1.8%	1.8%
Why Important: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTE's.				
How Calculated: Total program FTEs including part-time / Total town FTEs including part-time				

3. Percentage of deficient pavement with the network

2014	2015	2016	2017	2018
7.3	8.1	9.0	8.5	7.3
Why Important: 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				
How Calculated: The percentage of deficient pavement is calculated based on a satisfactory Pavement Quality Index (PQI) level. For arterial/collector roads, a satisfactory PQI rating is established as 65; for a local residential road the PQI rating is established as 50. The reported figures represent the percentage of roads that fall under the established PQI levels.				

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

2014	2015	2016	2017	2018
n/a	n/a	104.42	103.87	109.84
Why Important: Provides a consistent comparator to other municipalities of varying sizes				
How Calculated: The town's total inventory (in km) of all (bike trails, cycle lanes, multi-use trails and signed routes) divided by the current year population.				

5. Kilometres of active transportation implemented per year

2014	2015	2016	2017	2018
20.0km	28.3km	18.2km	3.0km	19.5km
Why Important: Monitors the success of implementation of the Active Transportation Master Plan				
How Calculated: Total length of new sidewalks, bike lanes, bike routes, and multiuse trails constructed per year, or total length of sidewalks, bike lanes, bike routes and multi-use trails constructed/total length of active transportation infrastructure (sidewalks, bike lanes, bike routes, multi-use trails) identified on the Active Transportation Master Plan network				

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

2014	2015	2016	2017	2018
98%	98%	98.6%	98.6%	98%
Why Important: Determines whether a signalized intersection is operating at acceptable levels of delay, on a scale of A to F. A location which is operating at LOS A, B, C or D is considered to have satisfactory operation with delays to motorists at acceptable levels (A-C) or reaching the upper limit of tolerable delays (D). . When an intersection's LOS is found to be LOS E or F, its levels of delay are not acceptable to motorists.				
How Calculated: Percentage of signalized intersections at Level of Service A – D				

Staffing Overview

Program: Infrastructure Planning & Improvements Services/Activities:	2018 Approved FTE	2019 Capital Impact	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Administration	2.4				2.4	0.0
Road Infrastructure Improvements	24.5				24.5	0.0
Road Corridor Management	2.0				2.0	0.0
Total Infrastructure Plan & Improv.	28.9	0.0	0.0	0.0	28.9	0.0

The staff complement for Infrastructure Planning and Improvements remains at 28.9 FTE for 2019.

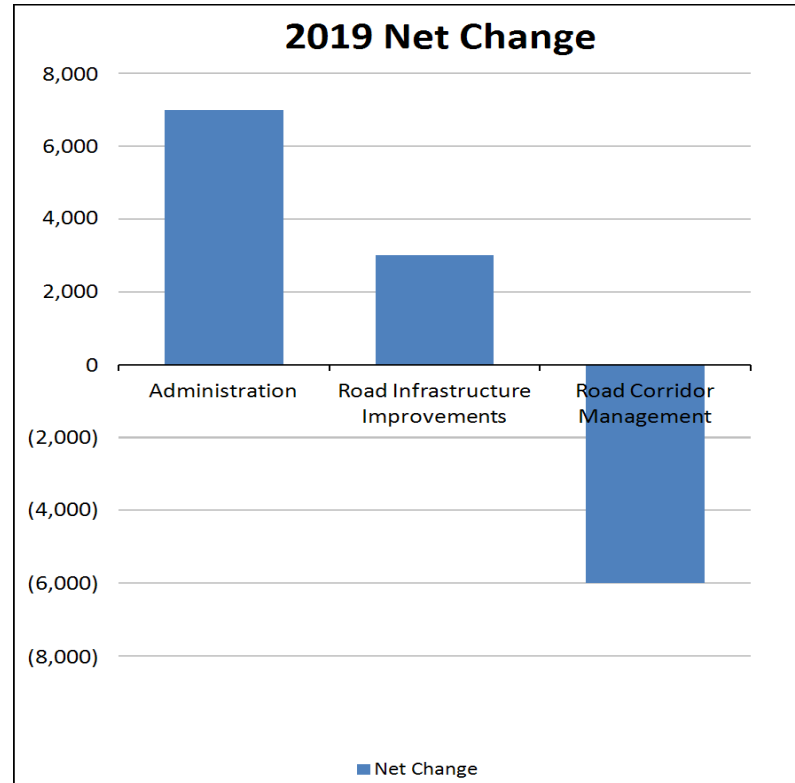
Program Services Budget Overview

Services/Activities:	2018 Restated		2019 Requested		Net Change 2019 vs 2018 (\$)	Net Change 2019 vs 2018 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Administration	462,500	461,900	469,500	468,900	7,000	1.5%
Road Infrastructure	3,011,200	1,809,600	3,041,800	1,812,600	3,000	0.2%
Road Corridor Management	275,400	43,000	268,900	37,000	(6,000)	(14.0%)
Total	3,749,100	2,314,500	3,780,200	2,318,500	4,000	0.2%

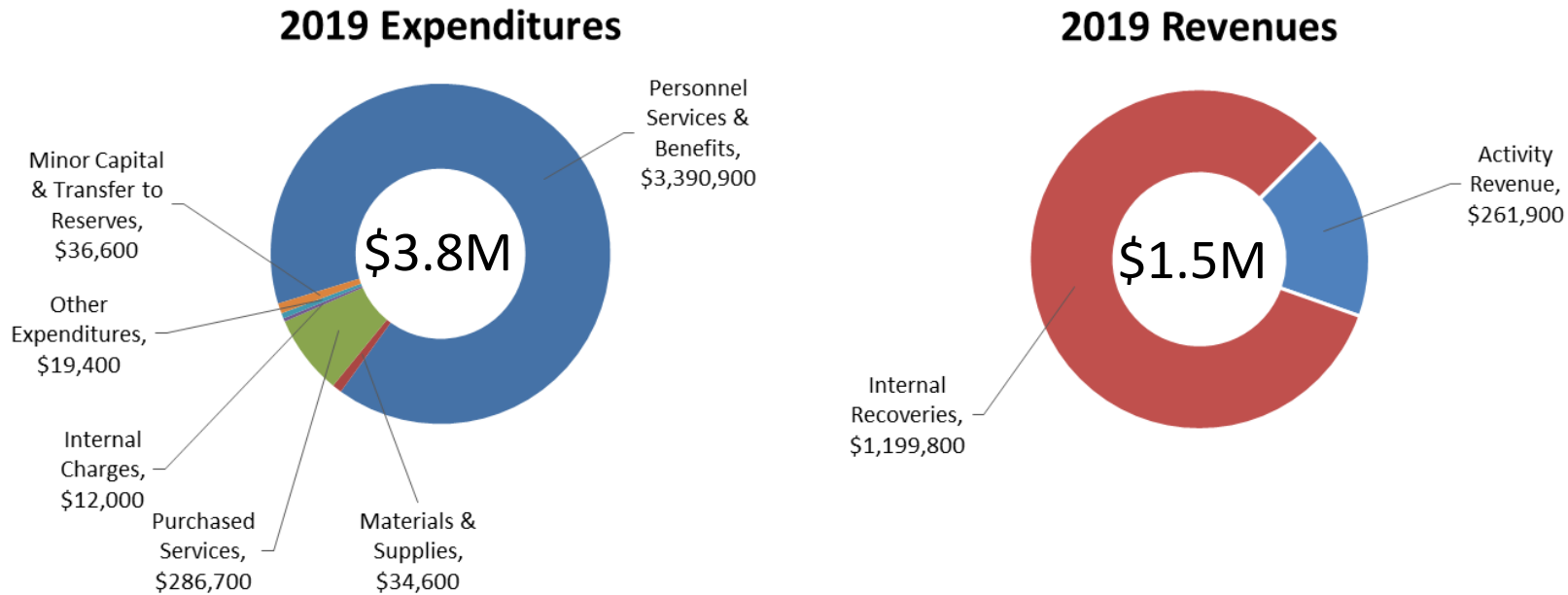
In 2019, the Infrastructure Planning & Improvements budget increased by \$4,000 or 0.2% resulting in a net total budget of \$2,318,500 which reflects the costs for the overall management, coordination and implementation of engineering planning, design and construction of Oakville's transportation infrastructure. The \$4,000 increase is primarily due to inflation and contractual increases to personnel costs, and adjustment to the Smart Commute Program to reflect the higher utilization. These increases were partly offset by reduced equipment and external agency labour costs.

Net Program Budget Change

- **Administration** has increased by \$7,000. This was driven by inflationary adjustments for personnel and adjustments in membership dues and subscriptions to realign with current trends.
- **Road Infrastructure Improvements** has increased by \$3,000 primarily due to inflationary and contractual agreements required for personnel. \$25,000 was added due to higher usage of the Smart Commute program and contracted services was increased by \$24,400 to align current trends. Budget increases were partially offset by reductions in external agency and equipment.
- **Road Corridor Management** has decreased by -\$ 6,000 as a result of inflation and contractual increases for personnel which have been offset with reductions to external agency budget.



2019 Program Budget by Component – Net \$2,318,500



The Infrastructure Planning & Improvements program’s total expenditures are \$3,780,200 and total revenues are \$1,461,700, resulting in a net budget of \$2,318,500. In 2019, the budget has increased by \$4,000 or 0.2%. The main drivers are highlighted below.

- **Personnel Services & Benefits** is the largest cost component of the budget at \$3.4 million, representing 90% of the total gross expenditures. In 2019, personnel costs have increased by \$21,300 primarily due to inflation and contractual increases of \$56,700.
- **Purchased Services** which represents 7.6% of the gross expenditures have increased by \$48,200 primarily due to an increase in contracted services as well as the Smart Commute program.
- **Minor Capital & Transfer to Reserves** have decreased by \$32,100 as budget was adjusted to reflect current trends.
- **Internal Recoveries** which represents costs recovered from capital projects has increased by \$23,600 or 2% due to inflation.

2020 - 2021 Operating Budget Forecast

Infrastructure Planning and Improvements	2019 Requested Budget	2020 Forecast	2019 - 2020 Change (%)	2021 Forecast	2020 -2021 Change (%)
Gross Expenditures By Service					
	469,500	479,900	2.2%	490,500	2.2%
Road Infrastructure Improvements	3,041,800	3,102,700	2.0%	3,166,600	2.1%
Road Corridor Management	268,900	273,900	1.9%	279,000	1.9%
Total Gross Expenditures	3,780,200	3,856,500	2.0%	3,936,100	2.1%
Tax Levy By Service					
	468,900	479,300	2.2%	489,900	2.2%
Road Infrastructure Improvements	1,812,600	1,849,000	2.0%	1,887,900	2.1%
Road Corridor Management	37,000	37,400	1.1%	37,800	1.1%
Total Tax Levy	2,318,500	2,365,700	2.0%	2,415,600	2.1%
Gross Expenditures By Type					
Personnel Services & Benefits	3,390,900	3,460,600	2.1%	3,533,600	2.1%
Materials & Supplies	34,600	35,200	1.7%	35,800	1.7%
Purchased Services	286,700	292,300	2.0%	297,900	1.9%
Internal Charges	12,000	12,000	0.0%	12,000	0.0%
Other Expenditures	19,400	19,700	1.5%	20,000	1.5%
Minor Capital & Transfer To Reserves	36,600	36,700	0.3%	36,800	0.3%
Total Expenses	3,780,200	3,856,500	2.0%	3,936,100	2.1%
Revenues By Type					
Activity Revenue	261,900	267,100	2.0%	272,400	2.0%
Internal Recoveries	1,199,800	1,223,700	2.0%	1,248,100	2.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	-	-	0.0%	-	0.0%
Total Revenues	1,461,700	1,490,800	2.0%	1,520,500	2.0%
Tax Levy	\$2,318,500	\$2,365,700	2.0%	\$2,415,600	2.1%

2020 - 2021 Budget Forecast Highlights

- The 2020 net budget is projected to increase by 2.0% or \$ 47,200 and reflects inflationary increases to the cost of delivering services.
- The 2021 net budget is projected to increase by 2.1% or \$ 49,900 and reflects inflationary increases to the cost of delivering services.

2019 - 2021 Recommended Capital Budget

The following chart details recommended capital projects for 2019 - 2021. Highlight projects being undertaken in 2019 include the reconstruction and widening of Speers Road from 3rd to 4th Line, the first phase of the reconstruction and streetscape of Lakeshore Road from Navy Street to Dunn Street, utility relocations and land for the future widening and grade separation at Kerr Street, and the construction of new traffic control signals and pedestrian crossovers. In addition, there are several major projects to keep infrastructure in a state of good repair, including the road resurfacing and preservation program, rehabilitation of the bridge at Royal Windsor Drive over the Metrolinx corridor, and new storm sewer systems at Westminster Drive, Maplehurst Drive, and Woodhaven Park Drive.

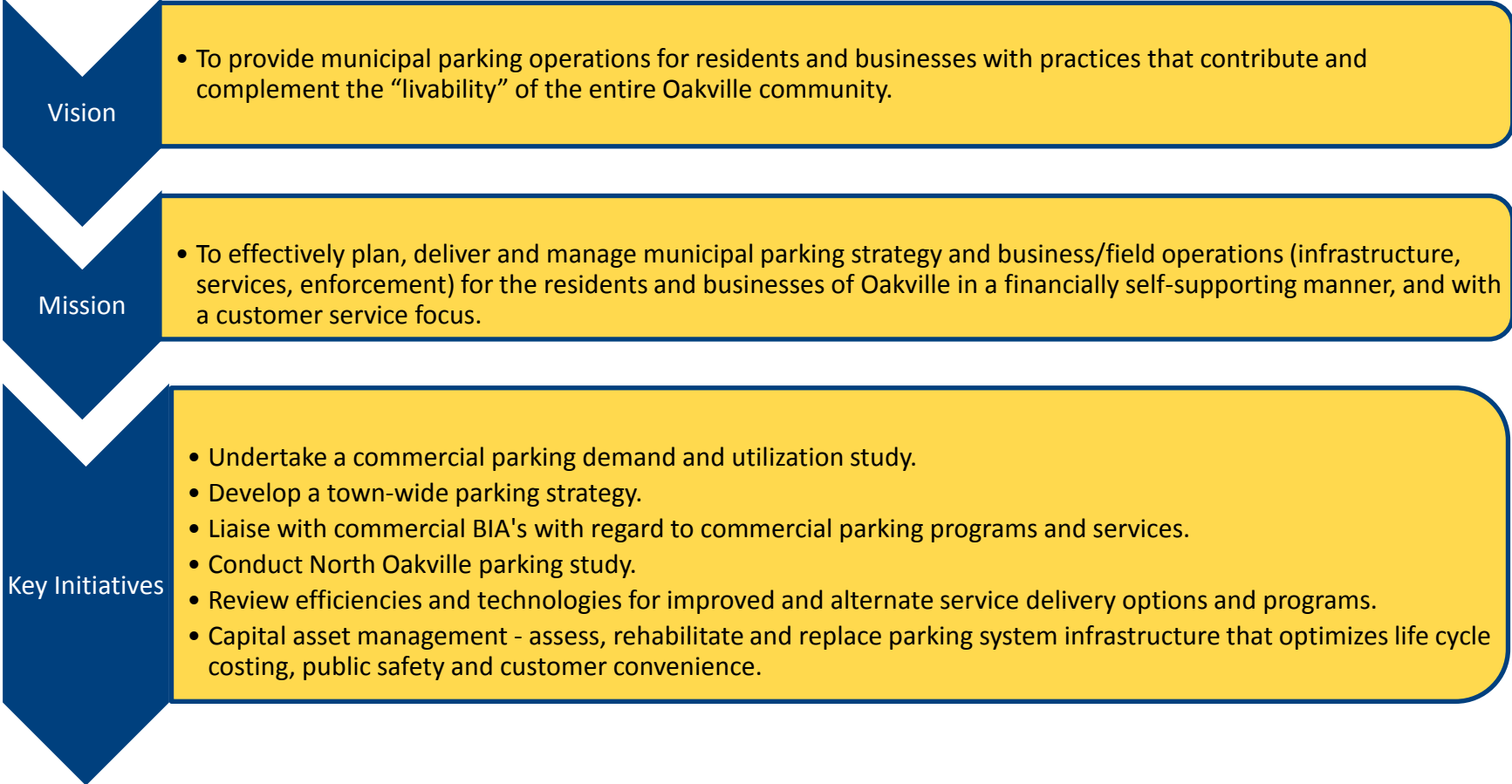
Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2019	2020	2021	2019	2020	2021
53111701	Engineering and Construction Cap. Repl.	Infrastructure Renewal		25,000	25,000			
53310703	Kerr St Widening and Grade Separation (Speers to	Growth	3,426,000	3,425,000				
53311410	Speers Rd - GO Station W of 3rd Line to 4th Line	Growth	3,032,000				75,100	
53311502	North Service Road (1km East of Invicta to 8th Line)	Growth		8,190,900				49,500
53311508	Iroquois Shore (Eighth Line to Trafalgar Road)	Growth			556,000			
53311604	Lakeshore Road West - EA Study	Growth	200,000					
53311606	Wyecroft Rd - East of Fourth Line to Weller	Growth		556,000	1,332,000			
53311701	Traffic Management - Intersections	Growth		2,242,000	2,242,000			11,100
53311705	Burloak Dr Grade Sep - Harvester to PW D	Growth		7,730,000	3,860,000			22,600
53311713	Speers Road - Fourth Line to Dorval Drive	Growth	445,000	4,750,000				50,200
53311807	Signal Optimization Program	Growth	288,000	200,000	200,000			
53312002	Lakeshore Road West - Fourth Line to Sandwell	Growth		758,000	556,000			
53312004	North Service Road - 3rd Line to 4th Line	Growth	101,000	733,000	465,000			
53312005	Khalsa Gate Streetscape - Dundas St to Pine Glen	Strategic Priorities		160,000	156,000			
53312104	South Service Road - 3rd Line to 4th Line	Growth			202,000			
53312105	Lakeshore Road West - East St to Third Line	Growth			505,000			
53312107	Chartwell Road - 1 from South Service Rd	Growth			354,000			
53321504	Downtown Lakeshore - Reconstruction/Streetscape	Strategic Priorities	10,792,000	10,792,000				
53321701	Bridge Road - Third Line to Sherin Drive	Infrastructure Renewal			1,372,000			

Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2019	2020	2021	2019	2020	2021
53321801	Transit Layby Lane - McCraney Street	Strategic Priorities	147,000				800	
53322001	Allan Street Streetscape Improvements	Strategic Priorities		576,000				
53322003	Chisholm Street - Rebecca St. to Bond St.	Infrastructure Renewal		97,000	581,000			1,100
53322004	Invicta Drive-North Service Rd to North Limit	Infrastructure Renewal		157,000	1,902,000			
53322102	Devon Road - Morrison Rd to Wedgewood Dr.	Infrastructure Renewal			482,000			
53331602	Road Safety Program	Infrastructure Renewal	51,000	51,000	51,000			
53331701	Fences and Noise Wall Maintenance &	Infrastructure Renewal	505,000	253,000	202,000			
53341703	AT Facility Rehabilitation	Infrastructure Renewal		304,000	304,000			
53351801	Infrastructure Assessment and Engineering Studies	Infrastructure Renewal		100,000				
53361103	Warminster Dr Bridge at 14 Mile Creek	Infrastructure Renewal		1,415,000				
53361801	SSR at Joshua Creek Bridge Rehabilitation	Infrastructure Renewal		260,000				
53381804	Storm Sewer Inspection	Infrastructure Renewal	130,000	114,000	53,000			
53381805	Woodhaven Park Drive Sewer	Infrastructure Renewal	1,718,000					
53411701	Traffic Studies and Monitoring	Infrastructure Renewal	108,000	55,000	55,000			
53411703	New Traffic Calming Program	Community	164,000	164,000	164,000			
53411801	Traffic Signal Construction Program	Growth	1,536,000	782,000	782,000	6,900	34,200	16,100
53112102	Travel Demand Management Studies	Growth			214,900			
53341901	Active Transportation Studies	Growth	106,000	106,000	106,000			
53311006	6th Line-Dundas to William Hal	Growth		22,074,000				157,600
53112101	Traffic Impact Assessment Guidelines Update	Growth			54,900			
53381807	Storm Sewer Maintenance & Replacement Program	Infrastructure Renewal		468,000	468,000			
53361902	RWD @ Metrolinx Bridge Rehab	Infrastructure Renewal	2,021,000					
53381703	Maplehurst Storm Sewer	Infrastructure Renewal	960,000					
53381302	Westminster Drive - Storm Sewer	Infrastructure Renewal	1,036,000					
53382002	Storm Sewer - Allocation	Infrastructure Renewal		1,000,000	1,000,000			
53361802	Bridge & Culvert Minor Rehabilitations - Various	Infrastructure Renewal		354,000	354,000			
53361901	Biannual Structure Inspection	Infrastructure Renewal	60,000	85,000				
53322101	Bond Street - Kerr to Queen Mary Drive	Infrastructure Renewal			170,000			
53331801	Road Resurfacing and Preservation Program	Infrastructure Renewal	9,600,000	9,600,000	9,600,000			
53311902	Speers Road - Procor to 3rd Line	Growth			636,000			23,400
53311808	Lakeshore Road West - Dorval Dr to Fourth Line	Growth	906,000	1,759,000	11,692,000			

Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2019	2020	2021	2019	2020	2021
53312007	Burnhamthorpe West - Trafalgar to E of Neyagawa	Growth			10,213,000			
53341802	ATMP Cycle lanes, Pathways etc.	Growth		528,000	1,129,000	1,400		6,800
53341903	Lakeshore Rd MUT-Morrison to Winston Churchill	Growth	211,000	950,000				7,000
53311706	Kerr St - N of QEW to Wycroft Rd	Growth	253,000					
53341902	Crosstown Trail Phase 3	Growth	211,000	1,267,000				8,900
53310601	Cornwall Rd-Chartwell to Morrison	Growth	303,000					
53111901	Transportation Master Plan Updates	Growth	100,000	100,000				
53341801	Active Transportation Initiatives	Growth	455,000	495,000	525,000			
53342002	Bronte Creek Pedestrian Crossing	Growth		528,000	528,000			
53112104	Transportation Implementation Plan and Monitoring	Growth			56,000			
53112103	Goods Movement Study	Growth			83,000			
53321901	Downtown Lakeshore Const Mitigation	Strategic Priorities	303,000	288,000				
53111902	Road Corridor Review	Strategic Priorities	50,000					
53312008	Khalsa Gate Streetscape - Pine Glen to Cul-de-sac	Strategic Priorities		388,000	2,600,000			16,600
53321904	Smart City - Downtown Initiatives	Strategic Priorities	884,000					
53111903	Teranet Easement Data	Strategic Priorities	100,000					
TOTAL			40,202,000	83,879,900	55,830,800	8,300	110,100	370,900

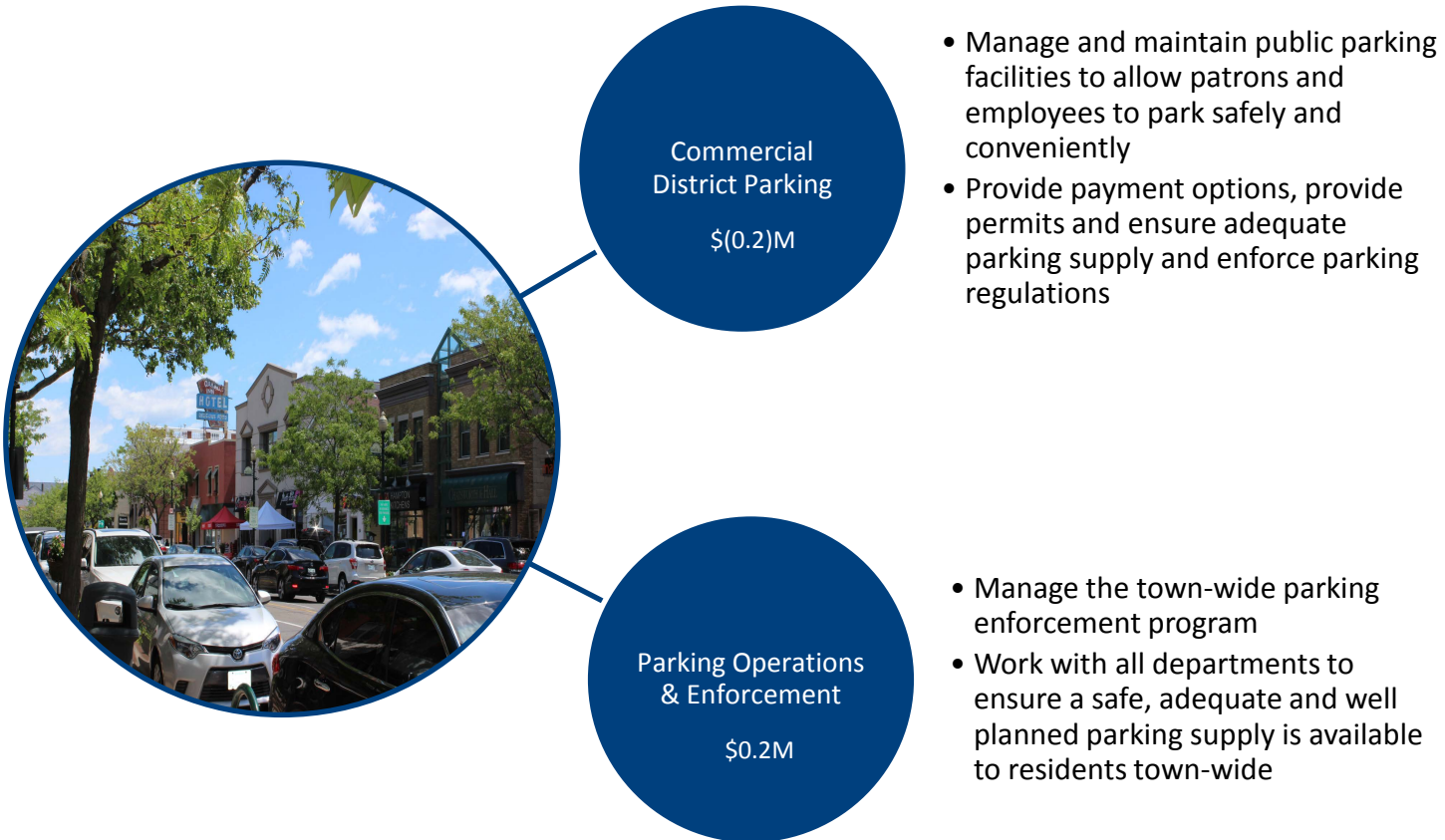
A number of projects involve the widening and urbanization of roadways in order to increase capacity to address growing travel demands, as well as accommodate active transportation modes. Operating impacts are required in 2019 - 2021 as a result of additional lane kilometres of roadways, cycling provision, 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
2019 - 2021



Program Services

The Parking program delivers the following services:



Key Performance Indicators

1. Percentage of gross operating budget

2014	2015	2016	2017	2018
1.4%	1.4%	1.4%	1.5%	1.4%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

2. Percentage of total FTEs

2014	2015	2016	2017	2018
1.3%	1.3%	1.3%	1.2%	1.2%
Why Important: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTE's.				
How Calculated: Total program FTEs including part-time / Total town FTEs including part-time				

3. Utilization rate of parking spaces by Commercial District

2014	2015	2016	2017	2018
69%/64%	62%/65%	N/A	N/A	N/A (no survey in 2018)
Why Important: Assesses the available parking in the commercial districts				
How Calculated: From parking utilization surveys Downtown Oakville /Kerr Village				

4. Percentage of tickets paid and not disputed

2014	2015	2016	2017	2018
94%	93%	92%	91%	91% (Sept. 30, 2018)
Why Important: Assesses the quality of the tickets				
How Calculated: Total tickets issued – number of tickets at early resolution and court/total tickets issued				

5. Percentage of tickets resolved during facilitation sessions

2014	2015	2016	2017	2018
99%	99%	99.7%	99.5%	99.0% (Sept. 30, 2018)
Why Important: Assesses the value and success of the program				
How Calculated: Total number of tickets resolved/Total number of tickets at early resolution				

Staffing Overview

Program: Parking	2018 Approved FTE	2018 Capital Impact	2018 Service Adjustment	2018 Reallocation of Staff	2018 Total FTE	Net Change 2019 vs 2018
Commercial District Parking	2.2			(0.3)	1.9	(0.3)
Parking Operations and Enforcement	17.7			1.3	19.0	1.3
Total Parking	19.9	0.0	0.0	1.0	20.9	1.0

For 2019, Parking has increased by 1.0 FTE to 20.9 FTE. Through an internal redeployment of resources, an existing complement was reallocated from Municipal Enforcement to create the Strategic Advisor position. Part-time hours have been reallocated between activities resulting in a 0.3 FTE decrease in Commercial District Parking and a 0.3 FTE increase in Parking Operations and Enforcement.

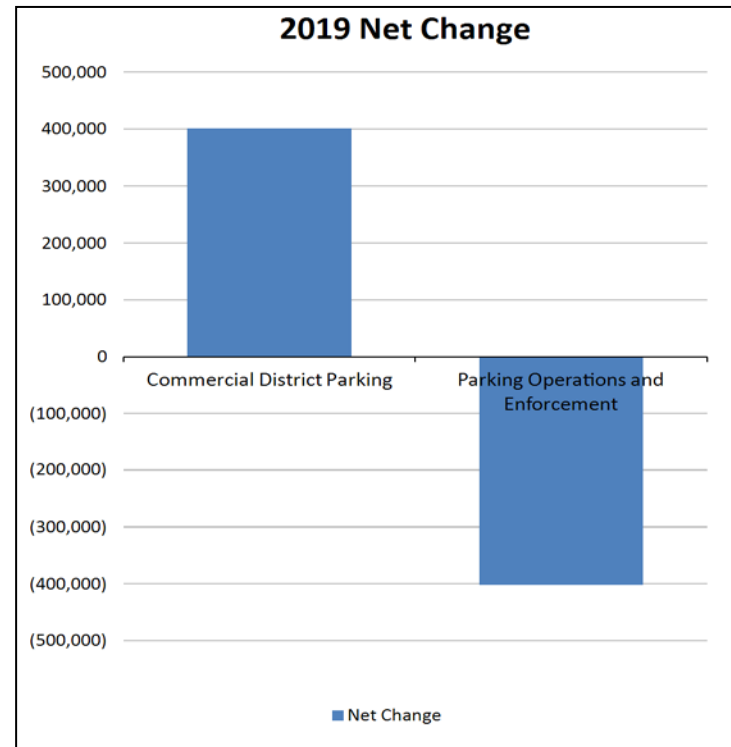
Program Services Budget Overview

Services/Activities:	2018 Restated		2019 Requested		Net Change 2019 vs 2018	Net Change 2019 vs 2018 (%)
	Gross Budget	Net Budget	Gross Budget	Net		
Commercial District Parking	1,800,800	(647,300)	1,531,200	(246,000)	401,300	62.0%
Parking Operations and Enforcement	2,829,800	647,300	3,051,400	246,000	(401,300)	(62.0%)
Total	\$4,630,600	\$0	\$4,582,600	\$0	\$0	0.0%

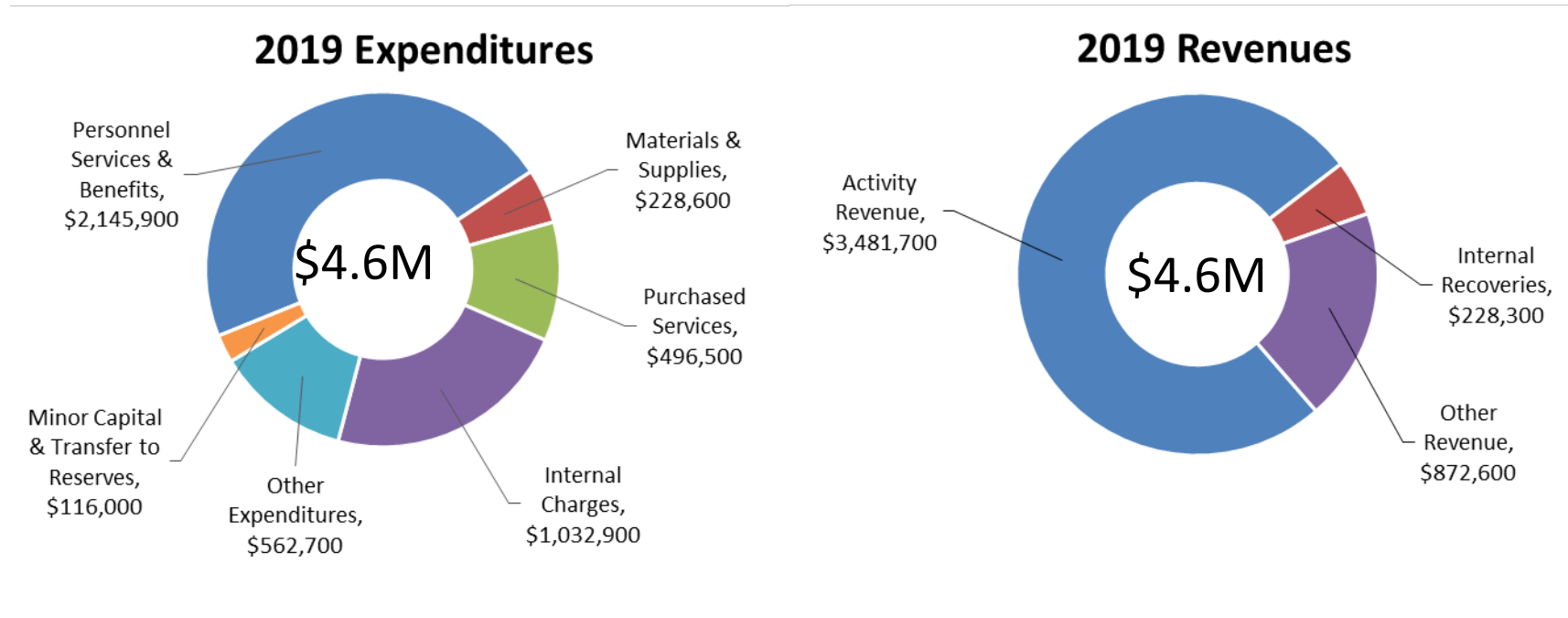
The 2019 Parking budget has a total gross budget of \$4.6 million and continues to be a self-sustaining operation with expenses fully offset by revenues resulting in a net budget of zero. The upcoming Downtown Lakeshore Reconstruction and Streetscape project will reduce available parking in the downtown core and as a result, budgeted revenue has been reduced for 9 months in 2019 and 2020. Since Parking is a self-funding program, a transfer from the Parking reserve of \$1,072,600 is necessary to fund the service during this time.

Net Program Budget Change

- **Commercial District Parking** has increased by \$401,300. Minimal adjustments for inflation have been budgeted including bank charges, internet and general equipment. In addition, parking lot and meter revenue have been reduced as a result of the Downtown Lakeshore Reconstruction and Streetscape project. Finally, the Downtown Mitigation Strategy, approved by Council, provided for free parking on Saturday and first hour of free parking to drivers, has resulted in a \$263,600 impact to revenue and is budgeted for 2019 and 2020.
- **Parking Operations and Enforcement** has decreased by \$(401,300). The personnel budget was increased, as a result of additional administrative support. Other increases include contracted services and internal charges. As a result of revenue reductions, a transfer from the Parking reserve of \$1,072,600 is budgeted.



2019 Program Budget by Component – Net \$0



The Parking program's total direct operating expenditures are \$4,582,600 and anticipated revenues are \$4,582,600. The budget includes a revenue transfer from the Parking reserve fund of \$1.1 million resulting in a net budget of \$0. Overall program changes are described below.

- **Personnel Services & Benefits** is the largest cost component at \$2.1 million representing 45% of the gross expenditures. In 2019, personnel costs have increased by \$188,200 as a result of additional administrative support, regrading of two supervisors and an inflationary adjustment for salary and benefits.
- **Internal Charges** comprises of \$1.0 million or 22% of the gross budget. The increase of \$34,900 is from inflationary adjustments made to internal services such as fleet maintenance, snow removal, and labour charges.
- **Other Expenditures** totals \$562,700 and have increased by \$8,700 due to adjustments for bank charges and property taxes.
- **Purchased Services** totals \$496,500 or 10% of the gross expenditures. For 2019, the budget has increased by \$7,000 primarily from changes to internet/cable and contracted services.
- **Materials and Supplies** has increased by \$2,000 for increases to general equipment and motor vehicle parts.
- **Minor Capital & Transfer to Reserves** totals \$116,000. This includes an annual transfer to the parking equipment reserve of \$102,300 for ongoing replacement of vehicles and equipment. Due to revenue reductions, a surplus which is annually transferred to reserves, has not been budgeted.

- **Activity Revenue** represents 75% of the budgeted revenue and has decreased by \$920,600. This is due to an anticipated decrease for parking lot revenue in 2019. With the start of the Downtown Lakeshore Reconstruction and Streetscape project, road closures will reduce parking availability and associated revenue. In addition, the recommended mitigation strategy that includes free parking on Saturday and first hour of free parking for drivers, has resulted in revenue reductions of \$263,600.
- **Other Revenue** has increased by \$1,072,600 for the transfer from reserve required to balance budget changes for Parking.
- **Internal Recoveries** which is 5% of revenues has remained unchanged for 2019.

2020 - 2021 Operating Budget Forecast

Parking	2019 Requested Budget	2020 Forecast	2019 - 2020 Change (%)	2021 Forecast	2020 - 2021 Change (%)
Gross Expenditures By Service					
Commercial District Parking	1,531,200	1,525,900	(0.3%)	1,539,600	0.9%
Parking Operations and Enforcement	3,051,400	3,127,200	2.5%	3,188,700	2.0%
Total Gross Expenditures	4,582,600	4,653,100	1.5%	4,728,300	1.6%
Tax Levy By Service					
Commercial District Parking	(246,000)	(285,700)	(16.1%)	(837,400)	(193.1%)
Parking Operations and Enforcement	246,000	285,700	16.1%	837,400	193.1%
Total Tax Levy	-	-	0.0%	-	0.0%
Gross Expenditures By Type					
Personnel Services & Benefits	2,145,900	2,192,100	2.2%	2,238,500	2.1%
Materials & Supplies	228,600	241,900	5.8%	248,300	2.6%
Purchased Services	496,500	509,900	2.7%	524,500	2.9%
Internal Charges	1,032,900	1,015,500	(1.7%)	1,019,500	0.4%
Other Expenditures	562,700	567,500	0.9%	567,500	0.0%
Minor Capital & Transfer To Reserves	116,000	126,200	8.8%	130,000	3.0%
Total Expenses	4,582,600	4,653,100	1.5%	4,728,300	1.6%
Revenues By Type					
Activity Revenue	3,481,700	3,521,400	1.1%	4,526,800	28.6%
Internal Recoveries	228,300	228,300	0.0%	228,300	0.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	872,600	903,400	3.5%	(26,800)	(103.0%)
Total Revenues	4,582,600	4,653,100	1.5%	4,728,300	1.6%
Tax Levy	\$-	\$-	0.0%	\$-	0.0%

2020 - 2021 Budget Forecast Highlights

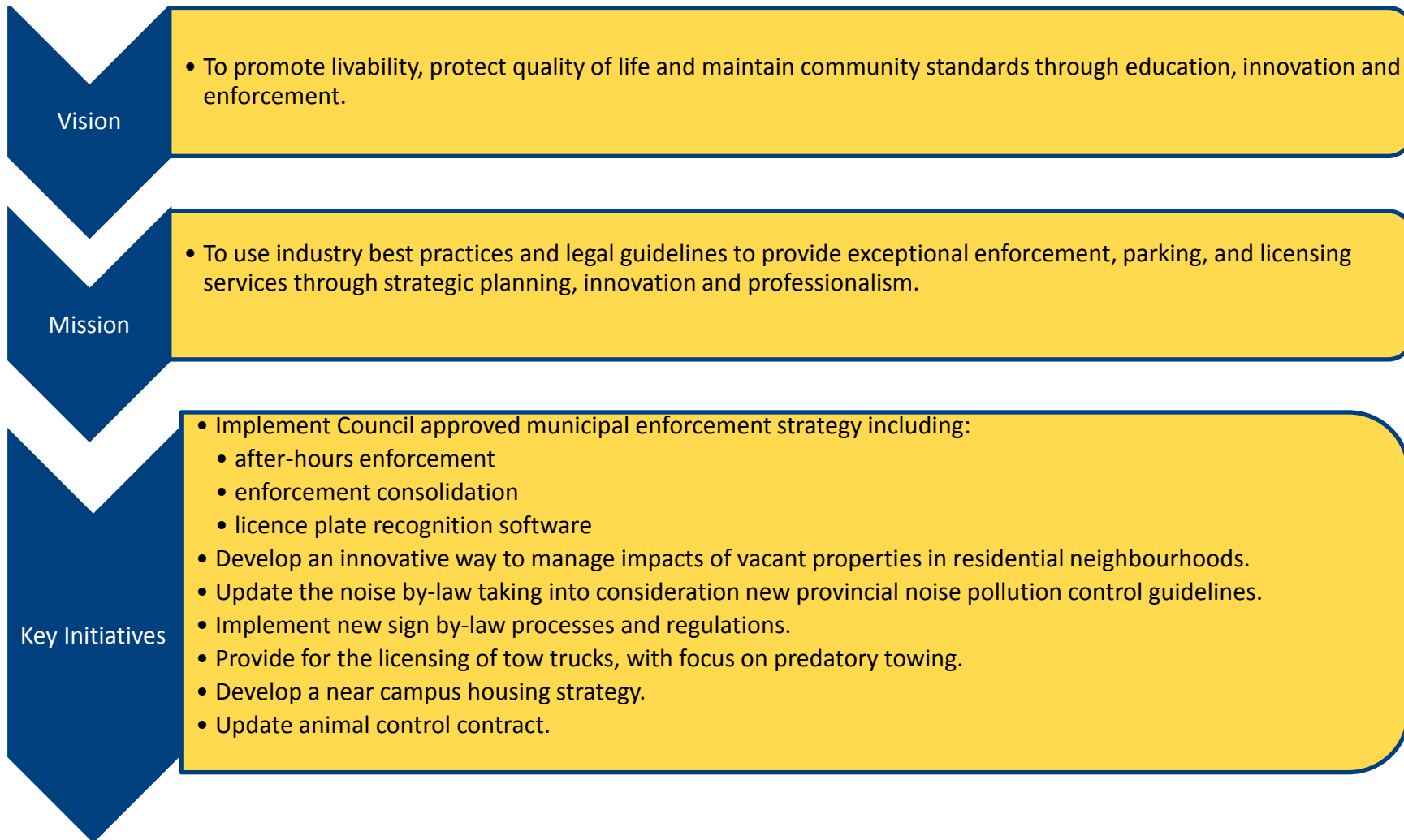
- The 2020 net budget is projected to increase by 0.0% or \$0 (zero dollar change) and reflects inflationary increases to the cost of delivering services. Year 2 of the Downtown Lakeshore Reconstruction and Streetscape project will continue to reduce parking revenue which will require a \$1,103,400 transfer from reserves.
- The 2021 net budget is projected to increase by 0.0% or \$0 (zero dollar change). Inflationary increases have been budgeted and with the construction completion of Lakeshore Road East, revenue is anticipated to start increasing to normal patterns.

2019 - 2021 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 2019, a parking demand study and town wide strategy will be completed, automated licence plate recognition software and equipment will be implemented, and an additional lot is planned for the downtown area.

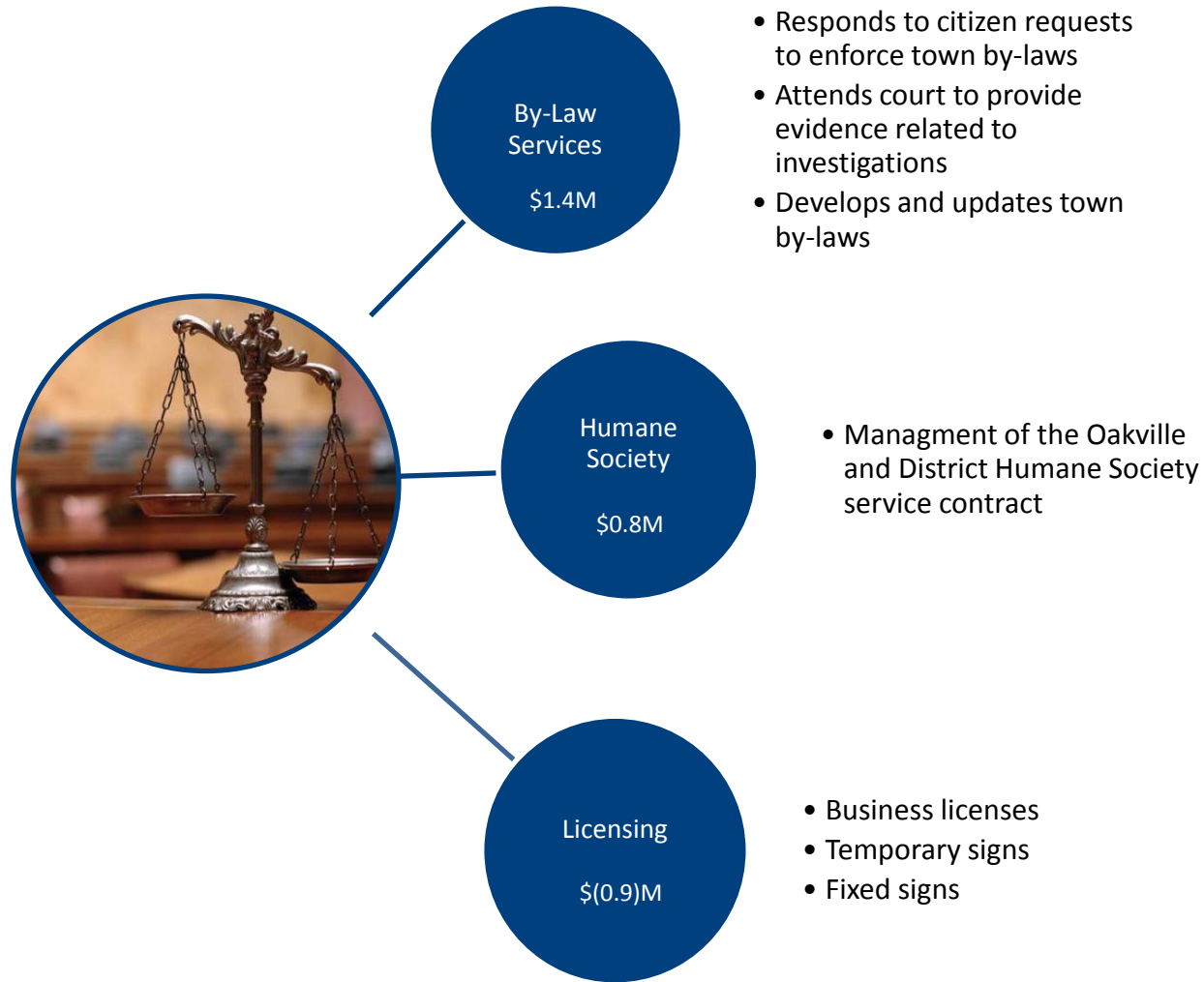
Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2019	2020	2021	2019	2020	2021
53511605	Lot Maintenance and Repair	Enterprise Initiatives	15,000	15,000	156,000			
53511704	Annual Utilization Survey	Enterprise Initiatives	30,000	30,000	15,000			
53511901	Downtown Oakville Lot	Growth	82,000			(800)	(2,300)	
53511902	Parking Demand Study-North Oakville and Uptown	Growth	201,000					
53511903	Town wide Parking Strategy	Growth	201,000					
53512101	Parking Demand Study	Growth			130,000			
53521602	Replacement of on Street Parking Equipment	Enterprise Initiatives	131,000	121,000	15,000			
53522001	Vehicle Replacement (Enforcement)	Enterprise Initiatives	64,000	97,000				
53522002	On Street Paid Parking Program-Expansion	Growth		45,000	45,000		(1,200)	(6,500)
53522003	Expansion to Parking Fleet (Enforcement)	Growth		32,000			13,100	
53521503	Parking LPR Equipment and Software	Enterprise Initiatives	275,000			(4,400)	(7,700)	
53521902	Vehicle Replacement (Operations)	Enterprise Initiatives		35,000				
53511904	Parking Garage - Rehab - FCM	Enterprise Initiatives	118,000	41,000	273,000			
53511803	Parking - Minor repairs	Enterprise Initiatives	20,000	43,500	32,400			
53521903	Replace Handhelds and Software	Enterprise Initiatives	18,000	40,000				
TOTAL			1,155,000	499,500	666,400	(5,200)	1,900	(6,500)

Program: Municipal Enforcement
Program Based Budget
2019 - 2021



Program Services

The Municipal Enforcement Program delivers the following services:



Key Performance Indicators

1. Percentage of gross operating budget

2014	2015	2016	2017	2018
N/A	N/A	N/A	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) 2017 is the first year the Program was separated on its own.				

2. Percentage of total FTEs

2014	2015	2016	2017	2018
N/A	N/A	N/A	0.6%	0.7%
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. 2017 is the first year the Program was separated on its own.				

3. Average time to conclude an investigation

2014	2015	2016	2017	2018
IB = 87 days IL = 32 days	IB = 69 days IL = 36 days	IB = 41 days IL = 29 days	IB = 25 days IL = 26 days	IB = 27 days IL = 17days (Nov. 9, 2018)
Why Important: To continuously ensure the efficiency of investigations and quickly identify opportunities for improvement				
How Calculated: AMANDA report on the average time between the creation of investigative folder to the end of an investigation. IB= regulatory by-law investigations IL= licensing by-law investigations				

4. Number of yearly investigations

2014	2015	2016	2017	2018
IB = 1774 IL = 605 Total: 2379	IB = 2074 IL = 885 Total: 2959	IB = 3031 IL = 1164 Total: 4195	IB = 3360 IL = 969 Total: 4329	IB = 3372 IL = 955 Total: 4327 (Nov. 9, 2018)
Why Important: Understanding ongoing service demand allows us to monitor trends, predict resource requirements and strategically plan future enhancements				
How Calculated: Number of IB's and IL's taken from AMANDA. 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

2014	2015	2016	2017	2018
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	BG = 168 POA = 25 Orders = 399 Total: 592 (Nov. 9, 2018)

Why Important: Issuing a penalty, in any form, means that a community standard has been ignored. Monitoring this KPI allows us to reflect on our regulations to ensure they remain current, while also helping us to understand future resource requirements

How Calculated: Estimate – AMANDA reporting under development

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.

Staffing Overview

Program: Municipal Enforcement Services Services/Activities:	2018 Approved FTE	2018 Capital Impact	2018 Service Adjustment	2018 Reallocation of Staff	2018 Total FTE	Net Change 2019 vs 2018
Humane Society	0.0				0.0	0.0
Licensing				1.3	1.3	1.3
By-law Services	12.2			(1.0)	11.2	(1.0)
Total Municipal Enforcement Services	12.2	0.0	0.0	0.3	12.5	0.3

Overall, the Municipal Enforcement complement has increased by 0.3 FTE to 12.5 FTE. A recent internal review resulting from the implementation of the Municipal Enforcement Strategy recommended that responsibility for business licensing be transferred from Regulatory Services to Municipal Enforcement resulting in the reallocation of a part-time summer student. The Licensing and Compliance Coordinator was also reallocated internally between department activities and a position was transferred to Parking. Finally, a position was transferred from Development Engineering program to reflect the transfer of enforcement duties as a result of the Municipal Enforcement Strategy and Property Centric Service Initiative.

Program Services Budget Overview

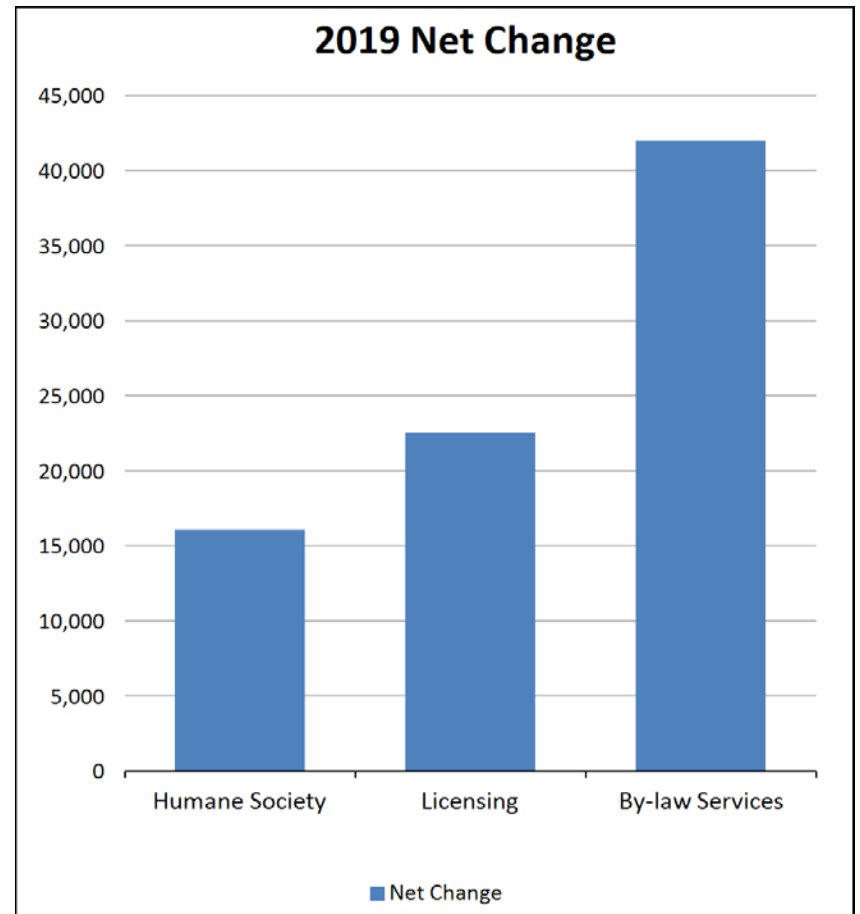
Services/Activities:	2018 Restated		2019 Requested		Net Change 2019 vs 2018	Net Change 2019 vs 2018 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Humane Society	804,500	804,500	820,600	820,600	16,100	2.0%
Licensing	5,700	(874,300)	120,100	(851,800)	22,500	(2.6%)
By-law Services	1,607,100	1,350,400	1,640,100	1,392,400	42,000	3.1%
Total	\$2,417,300	\$1,280,600	\$2,580,800	\$1,361,200	\$80,600	6.3%

The Municipal Enforcement department was created in 2016 as a separate program from Regulatory Services in order to achieve efficiencies, respond to an increasing demand for municipal enforcement and implement the Municipal Enforcement Strategy. A review was completed in 2018, to determine the proper distribution of enforcement activities related to business licensing and signs. Based on review results, a transfer of tasks was completed between Regulatory Services and Municipal Enforcement resulting in a restatement of budgets to ensure expenses and revenues are allocated correctly.

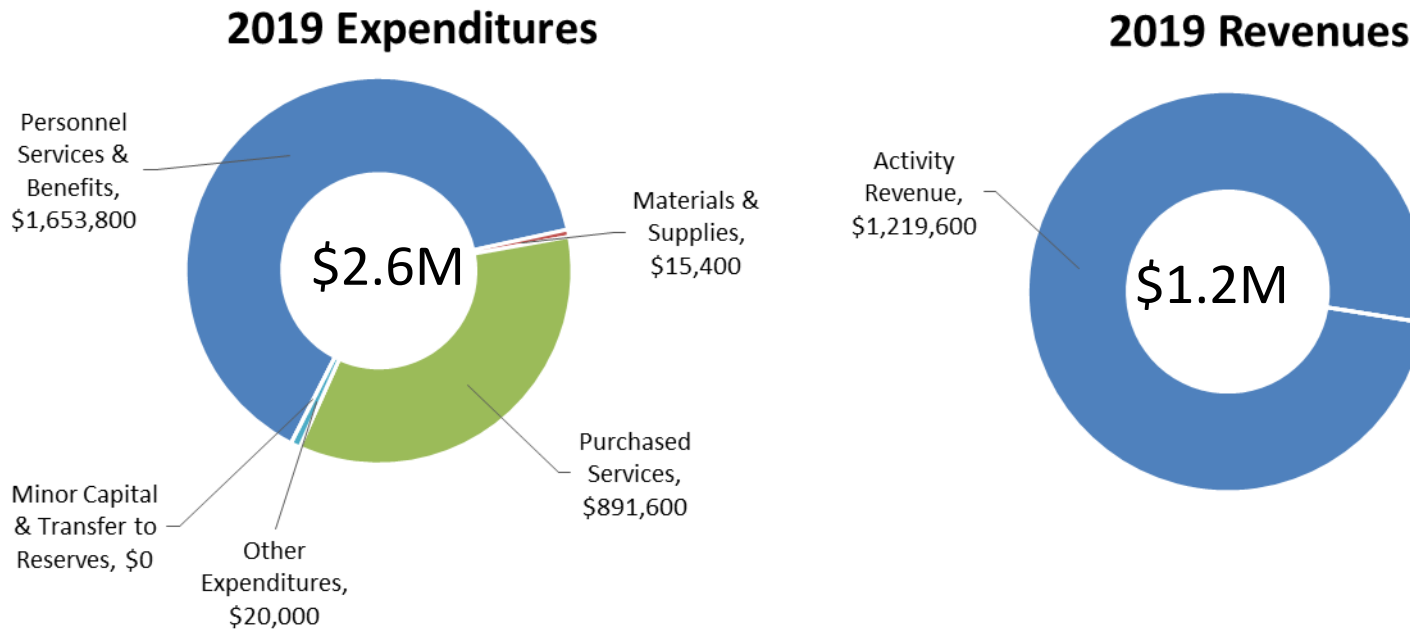
The 2019 budget has increased by \$80,600 or 6.3% resulting in a net total budget of \$ 1,361,200. By-law Services enforces most of the town’s regulatory by-laws with a budget of \$1.4 million. Licensing, which through the recent internal re-organization is now maintained by Municipal Enforcement, provides the enforcement of business licenses. For 2019 the activity has a net budget of \$(851,800) which is increased by \$22,500. Also included is the Humane Society budget of \$0.8 million that represents the contract with the Oakville Milton Humane Society for animal control services.

Net Program Budget Change

- **By-law Services** have increased by \$42,000. As part of the Municipal Enforcement Strategy approved in 2016, the Parking Control Officers will take additional prescribed duties presently completed by By-Law Enforcement Officers. This will result in an increased level of responsibility, and regraded positions. Budgeting for the position regrade has been included, which is partially offset with the reallocation of position to Licensing. Also included are inflationary impacts for salaries and benefits and minor adjustments.
- **Licensing** which was previously administered by Regulatory Services, has been restated as a result of the reorganization. In addition to reallocation of existing personnel, operating expenses and revenue, the budget has been adjusted for increases to revenue resulting from the introduction of new licenses.
- **Humane Society** contract for animal control services increased by \$16,100 in line with inflation.



2019 Program Budget by Component – Net \$ 1,361,200



The Municipal Enforcement program's total direct operating expenditures are \$2,580,800 and anticipated revenues are \$1,219,600, which results in a net overall budget of \$ 1,361,200. Program changes are described below:

- **Personnel Services & Benefits** is the largest component of the budget and represents 64% of gross expenditures. In 2019, personnel costs have increased by \$163,800. In addition to inflation and contractual increases for salary and benefits, the budget includes the incremental adjustment resulting from the re-evaluation of the Parking Control Officer positions. Because the officers will take on additional responsibilities required of By-Law Enforcement Officers, the re-evaluation is necessary to compensate for the increased level of accountability.
- **Purchased Services** is the second largest expense budget and represents 35% of gross expenditures. In 2019, the budget has increased by \$6,300 with the most significant driver being an inflation increase to the Oakville Milton Humane Society's grant. Additional budget increases have been included for contracted services and advertising.
- **Activity Revenue** partially offsets department expenses and includes various fees for sign permits, by-law fines and administrative penalties. For 2018, all enforcement revenue and business licenses are included in the Municipal Enforcement budget. In 2019, the budget has increased by \$82,900. Revenue adjustments were made, based on volume and fee increases, and budgets for newly added licenses have been included.

2020 - 2021 Operating Budget Forecast

Municipal Enforcement	2019 Requested Budget	2020 Forecast	2019 - 2020 Change (%)	2021 Forecast	2020 -2021 Change (%)
Gross Expenditures By Service					
Humane Society	820,600	837,000	2.0%	870,400	4.0%
Licensing	120,100	122,400	1.9%	124,900	2.0%
By-law Services	1,640,100	1,749,200	6.7%	1,785,400	2.1%
Total Gross Expenditures	2,580,800	2,708,600	5.0%	2,780,700	2.7%
Tax Levy By Service					
Humane Society	820,600	837,000	2.0%	870,400	4.0%
Licensing	(851,800)	(868,300)	1.9%	(885,100)	1.9%
By-law Services	1,392,400	1,496,600	7.5%	1,527,800	2.1%
Total Tax Levy	1,361,200	1,465,300	7.6%	1,513,100	3.3%
Gross Expenditures By Type					
Personnel Services & Benefits	1,653,800	1,774,600	7.3%	1,811,500	2.1%
Materials & Supplies	15,400	16,700	8.4%	17,000	1.8%
Purchased Services	891,600	896,900	0.6%	931,400	3.8%
Internal Charges	-	-	0.0%	-	0.0%
Other Expenditures	20,000	20,400	2.0%	20,800	2.0%
Minor Capital & Transfer To Reserves	-	-	0.0%	-	0.0%
Total Expenses	2,580,800	2,708,600	5.0%	2,780,700	2.7%
Revenues By Type					
Activity Revenue	1,219,600	1,243,300	1.9%	1,267,600	2.0%
Internal Recoveries	-	-	0.0%	-	0.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	-	-	0.0%	-	0.0%
Total Revenues	1,219,600	1,243,300	(1.9%)	1,267,600	2.0%
Tax Levy	\$1,361,200	\$1,465,300	7.6%	\$1,513,100	3.3%

2020 - 2021 Budget Forecast Highlights

- The 2020 net budget is projected to increase by 7.6% or \$ 104,100. In addition to inflationary increases to the cost of delivering services, the budget includes the phased in adjustment for the 2019 regrading of the Officer positions.
- The 2021 net budget is projected to increase by 3.3% or \$ 47,800 and reflects inflationary increases to the cost of delivering services.

2019 - 2021 Recommended Capital Budget

The 2019 Capital budget for Municipal Enforcement includes the addition and update of noise meters to conduct noise investigations, and a review of the noise by-law to ensure that it is enforceable and service is continued to residents.

Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2019	2020	2021	2019	2020	2021
53611901	Noise Meter Update	Strategic Priorities	16,000			2,000		
53611902	Noise By-law Review	Strategic Priorities	121,000					
TOTAL			137,000			2,000		

Program: Economic Development
Program Based Budget
2019 - 2021

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

- Develop and implement a 5-year Economic Development Strategy.
- Implement Brownfield Redevelopment Program.
- Develop Innovation Hub at the former Post Office site downtown.
- Implement Mitigation Strategy for Lakeshore Road Reconstruction Project.
- Create one window approach for filming in Oakville.
- Provide lead servicing, corporate calling program and marketing initiatives.
- Undertake international business development.

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

2014	2015	2016	2017	2018
0.3%	0.3%	0.3%	0.4%	0.3%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

2. Percentage of total FTEs

2014	2015	2016	2017	2018
0.3%	0.3%	0.3%	0.3%	0.3%
Why Important: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTE's.				
How Calculated: Total program FTEs including part-time / Total town FTEs including part-time				

3. Industrial occupancy rate

2014	2015	2016	2017	2018
97.6% Q4	98.0% Q4	97.2% Q4	97.4% Q4	98.4% (Sept. 30, 2018)
Why Important: Provides information about industrial activity and the availability of existing space for new investment.				
How Calculated: Source: CBRE Limited Industrial Market reports which provide vacancy rates.				

4. Office occupancy rate

2014	2015	2016	2017	2018
85.7% Q4	79.0% Q4	74.4% Q4	77.8% Q4	81.1% (Sept. 30, 2018)
Why Important: Provides information about commercial activity and the availability of existing space for new investment.				
How Calculated: Source: CBRE Limited Oakville Office Market reports which provide office vacancy rates (direct and sublet).				

5. Square feet of industrial development

2014	2015	2016	2017	2018
182,557	134,189	66,002	263,322	57,542 (Sept. 30, 2018)
Why Important: Measure of the industrial development activity in Oakville for economic development analysis and review of initiatives.				
How Calculated: Town of Oakville Building Permit data – new construction and additions (excludes alterations).				

6. Square feet of commercial development

2014	2015	2016	2017	2018
889,414	358,104	676,366	303,961	355,288 (Sept. 30, 2018)
Why Important: Measure of the commercial development activity in Oakville for economic development analysis and review of initiatives.				
How Calculated: Town of Oakville Building Permit data – new construction and additions (excludes alterations)				

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

2014	2015	2016	2017	2018
N/A	4,226	4,349	4,332	4,255 (Sept. 30, 2018)
Why Important: (ISO 37120 supporting indicator of economic health) – licensed businesses				
How Calculated: Source: Canadian Business Patterns, Statistics Canada, Data on statistical establishments as at December 2017 and June 2018 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 2014 is therefore not included.				

Staffing Overview

Program: Economic Development	2018 Approved FTE	2019 Capital Impact	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Services/Activities:						
Economic Development	4.0				4.0	0.0
Tourism	0.0				0.0	0.0
Total Economic Development	4.0	0.0	0.0	0.0	4.0	0.0

The total staff complement for Economic Development is 4.0 FTE's. There are no changes for 2019 and no FTE's associated with Tourism.

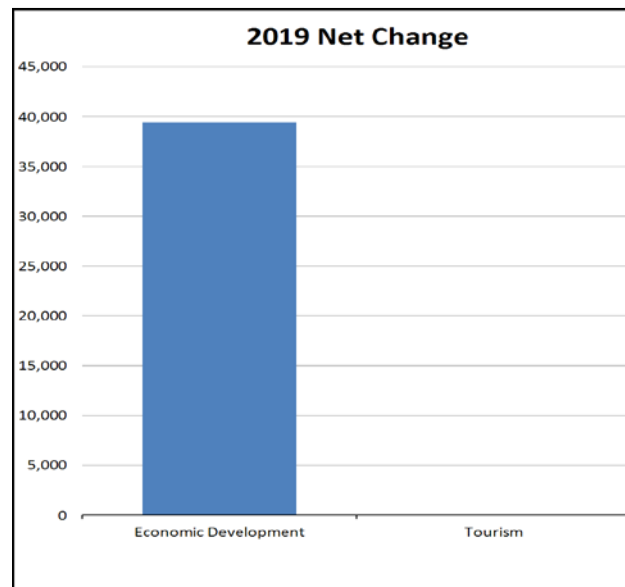
Program Services Budget Overview

Services/Activities:	2018 Restated		2019 Requested		Net Change 2019 vs 2018	Net Change 2019 vs 2018 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Economic Development	692,700	692,700	732,100	732,100	39,400	5.7%
Tourism	101,300	101,300	1,101,300	101,300	0	0.0%
Total	794,000	794,000	1,833,400	833,400	39,400	5.0%

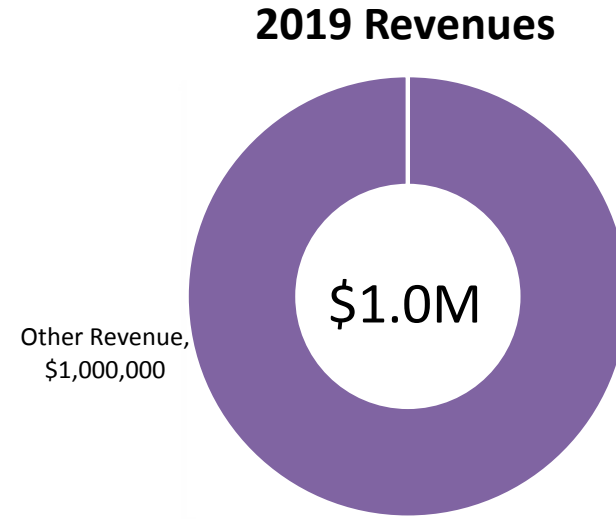
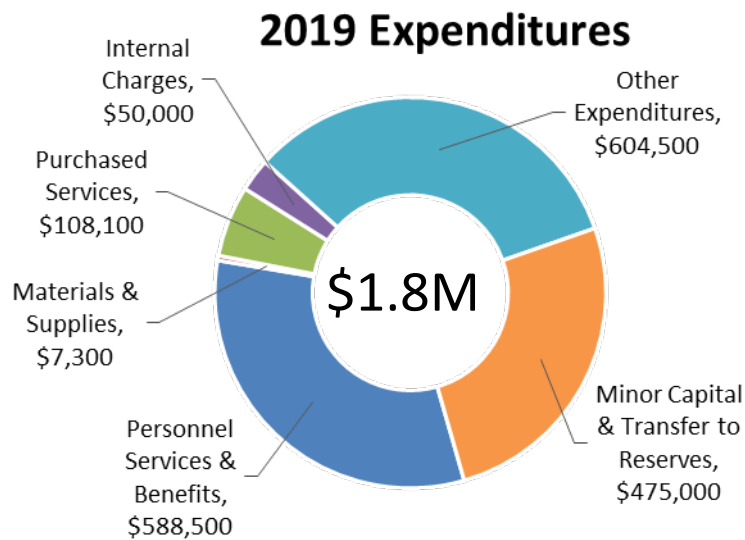
Overall, the Economic Development program has a net budget of \$833,400 which is an increase of \$39,400 or 5.0%. The program includes initiatives for investment attraction as well as business retention and expansion, primarily related to commercial and industrial development. This includes marketing, lead servicing, research, business development in targeted industry sectors, and customer service. Salary and wages are the main driver of the Economic Development budget. Tourism services are delivered by an arms-length organization with funding from the Town of Oakville.

Net Program Budget Change

- **Economic Development** has increased by \$39,400 over 2018. Purchased services has increased \$30,000 for the brownfield incentive program, which is the main contributor of the year over year increase. Inflationary costs for salaries and benefits have also been included.
- **Tourism** overall has no net change for 2019. For 2019, a new Municipal Accommodation Tax (MAT) has been proposed for hotel stays. It is estimated to generate \$1M in revenue which will be split evenly with Visit Oakville. The town's 50% portion will be held in a reserve to be used for tourism initiatives and infrastructure.



2019 Program Budget by Component – Net \$833,400



In 2019, the Economic Development program's total expenditures are \$1,833,400, with \$1 million in revenues for Tourism; resulting in a net budget of \$833,400. The net change from the prior year is \$39,400 or 5.0%. The main drivers are the following:

- **Personnel Services and Benefits** make up 32% of the total expenditures and is the main driver of the budget. Personnel costs have increased by \$11,700 due to anticipated contractual increases and inflationary increases for other groups and benefits.
- **Purchased Services** make up 6% of total expenditures and mainly consist of consultant fees and promotion expenses to provide economic development services to the town. Purchased Services have decreased by \$(2,300) due to a reduction cell phone costs from a newly negotiated contract with the town provider.
- **Other Expenditures** make up 33% of total expenditures and consist of a \$100,000 grant and a \$500,000 Municipal Accommodation Tax flow through for tourism. In addition, \$30,000 has been added in 2019 for grants related to the brownfields incentive program.
- **Revenues** have increased \$1,000,000 due to the new 4% Municipal Accommodation Tax which will be distributed 50% to Visit Oakville and 50% to a town tourism reserve.

2020 - 2021 Operating Budget Forecast

	2019 Requested Budget	2020 Forecast	2019 - 2020 Change (%)	2021 Forecast	2020 - 2021 Change (%)
Economic Development					
Gross Expenditures By service					
Economic Development	732,100	747,400	2.1%	762,900	2.1%
Tourism	1,101,300	1,001,800	(9.0%)	1,001,800	0.0%
Total Gross Expenditures	1,833,400	1,749,200	(4.6%)	1,764,700	0.9%
Tax Levy By Service					
Economic Development	732,100	747,400	2.1%	762,900	2.1%
Tourism	101,300	1,800	(98.2%)	1,800	0.0%
Total Tax Levy	833,400	749,200	(10.1%)	764,700	2.1%
Gross Expenditures By Type					
Personnel Services & Benefits	588,500	601,100	2.1%	613,900	2.1%
Materials & Supplies	7,300	7,400	1.4%	7,500	1.4%
Purchased Services	108,100	110,100	1.9%	112,100	1.8%
Internal Charges	50,000	50,000	0.0%	50,000	0.0%
Other Expenditures	604,500	505,600	(16.4%)	506,200	0.1%
Minor Capital & Transfer To Reserves	475,000	475,000	0.0%	475,000	0.0%
Total Expenses	1,833,400	1,749,200	(4.6%)	1,764,700	0.9%
Revenues By Type					
Activity Revenue	-	-	0.0%	-	0.0%
Internal Recoveries	-	-	0.0%	-	0.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	1,000,000	1,000,000	0.0%	1,000,000	0.0%
Total Revenues	1,000,000	1,000,000	0.0%	1,000,000	0.0%
Tax Levy	\$833,400	\$749,200	(10.1%)	\$764,700	2.1%

2020 - 2021 Budget Forecast Highlights

- The 2020 net budget is projected to decrease by (10.1%) or \$(84,200) as the tourism grant to Visit Oakville has ended, the program will be 100% funded through the Municipal Accommodation Tax.
- The 2021 net budget is projected to increase by 2.1% or \$15,500 and reflects inflationary increases to the cost of delivering services.

Program: Building Services
Program Based Budget
2019 - 2021

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

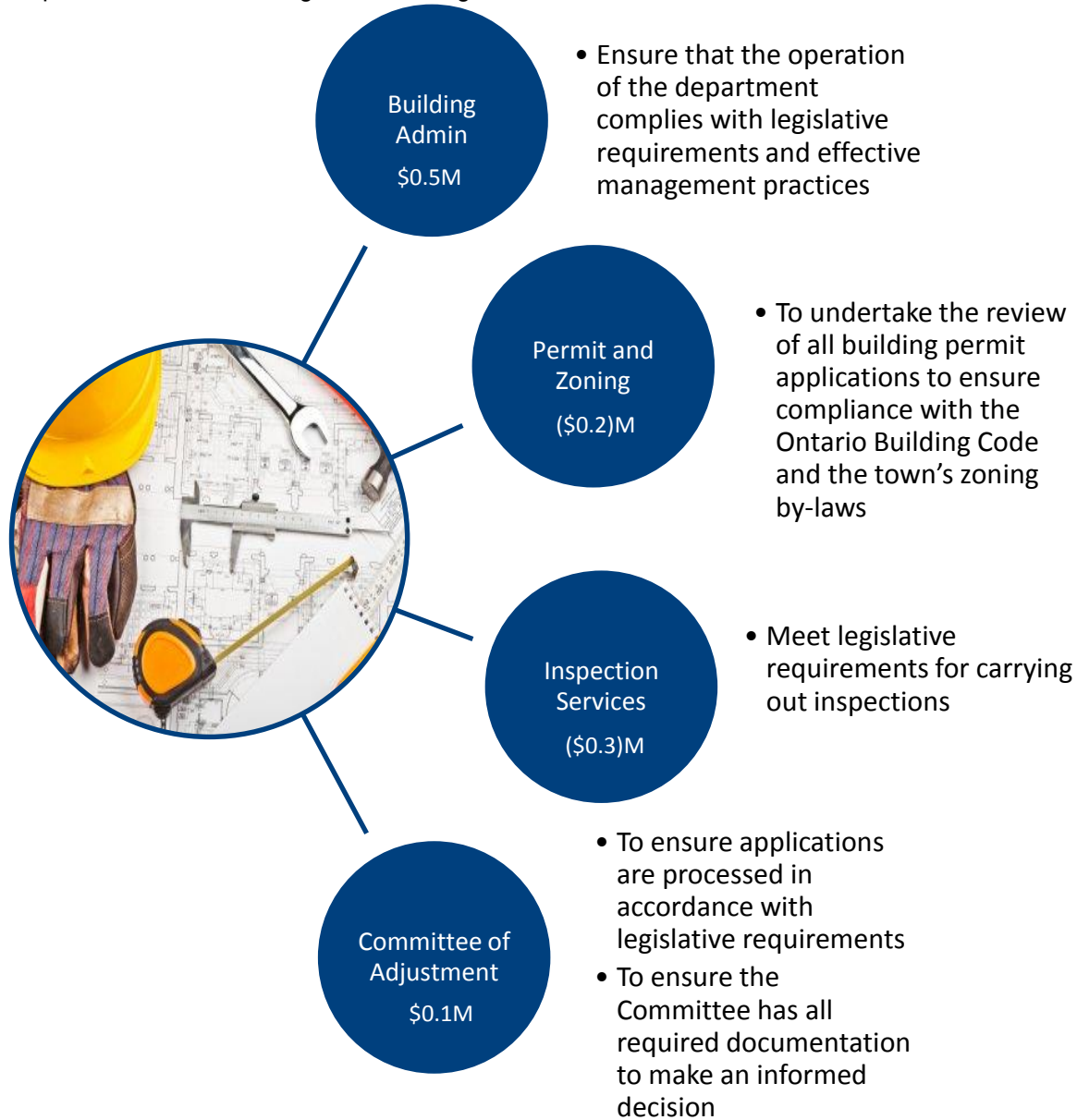
- To inform and assist our customers to ensure safe and orderly development and provide efficient delivery of building and zoning review approvals, inspections, minor variance and consent applications and other related services.

Key Initiatives

- Develop an implementation plan based on the Business Process Review recommendations.
- Provide staff training on the new 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 and implement an AMANDA zoning certificate occupancy folder.

Program Services

The Building Services Department provides activities through the following services:



Key Performance Indicators

1. Percentage of gross operating budget

2014	2015	2016	2017	2018
2.5%	2.3%	2.3%	2.3%	2.4%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

2. Percentage of total FTEs

2014	2015	2016	2017	2018
3.1%	3.1%	3.0%	3.0%	2.9%
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. Cost recovery ratio

2014	2015	2016	2017	2018
100%	100%	100%	100%	100%
Why Important: Building Code Act allows for 100% cost recovery and council has directed full cost recovery for Committee of Adjustment.				
How Calculated: (Total Revenue + Transfer from Reserves) / (Gross Revenues – Committee of Adjustments Tax Supported)				

4. Percentage of inspections completed within mandated timeframes

2014	2015	2016	2017	2018
99%	99%	99%	99%	99% (Oct 31, 2018)
Why Important: Provincially mandated timeframes regulate time taken to complete inspections.				
How Calculated: Results gathered from the Amanda system.				

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

# Days	2014	2015	2016	2017	2018
10 days	13	10	11	18	13 (Oct. 31, 2018)
15 days	14	15	19	30	11 (Oct. 31, 2018)
20 days	21	15	21	29	32 (Oct. 31, 2018)
30 days	18	16.5	19.5	46	15 (Oct. 31, 2018)
Why Important: Provincially mandated timeframes regulate time taken to process building permit applications.					
How Calculated: Results gathered from the Amanda system.					

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

2014	2015	2016	2017	2018
12 days	13 days	14 days	14 days	14 days (Oct. 31, 2018)
Why Important: The Planning Act stipulates providing notice of applications a minimum of 10 days prior to a Committee of Adjustment meeting.				
How Calculated: Results gathered from the Amanda system.				

Staffing Overview

Program: Building Services	2018 Approved FTE	2019 Capital Impact	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Services/Activities:						
Building Administration	1.8				1.8	0.0
Inspection Services	21.0				21.0	0.0
Permit & Zoning	22.2				22.2	0.0
Committee of Adjustment	2.3				2.3	0.0
Total Building Services	47.3	0.0	0.0	0.0	47.3	0.0

Overall, the total staff complement for Building Services is 47.3 FTE's, unchanged from 2018.

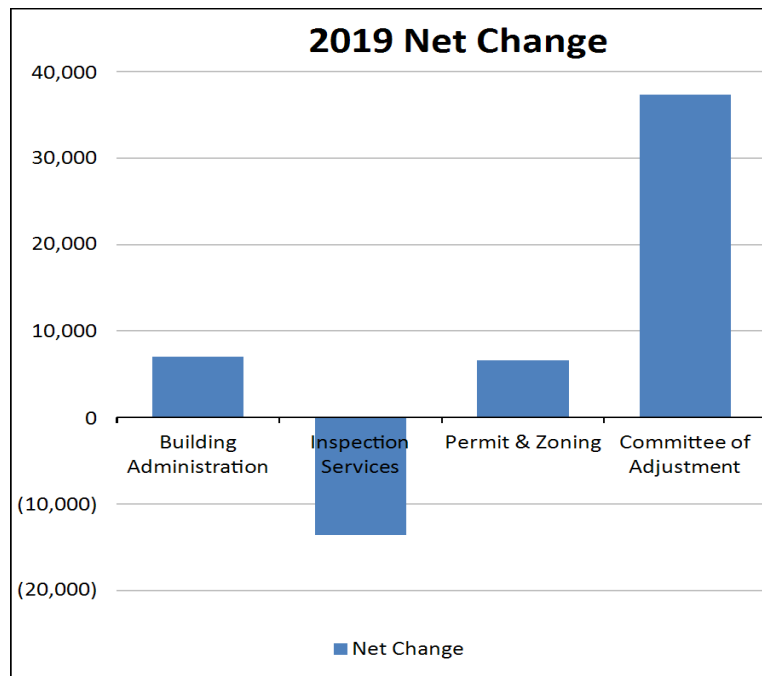
Program Services Budget Overview

Services/Activities:	2018 Restated		2019 Requested		Net Change 2019 vs 2018	Net Change 2019 vs 2018 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Building Administration	493,600	478,400	500,900	485,400	7,000	1.5%
Inspection Services	3,964,500	(241,000)	4,603,200	(254,600)	(13,600)	(5.6%)
Permit & Zoning	4,211,900	(237,400)	4,654,100	(230,800)	6,600	2.8%
Sub-total	8,670,000	0	9,758,200	0	0	-
Committee of Adjustment	885,200	78,200	904,900	115,500	37,300	47.7%
Total	9,555,200	78,200	10,663,100	115,500	37,300	47.7%

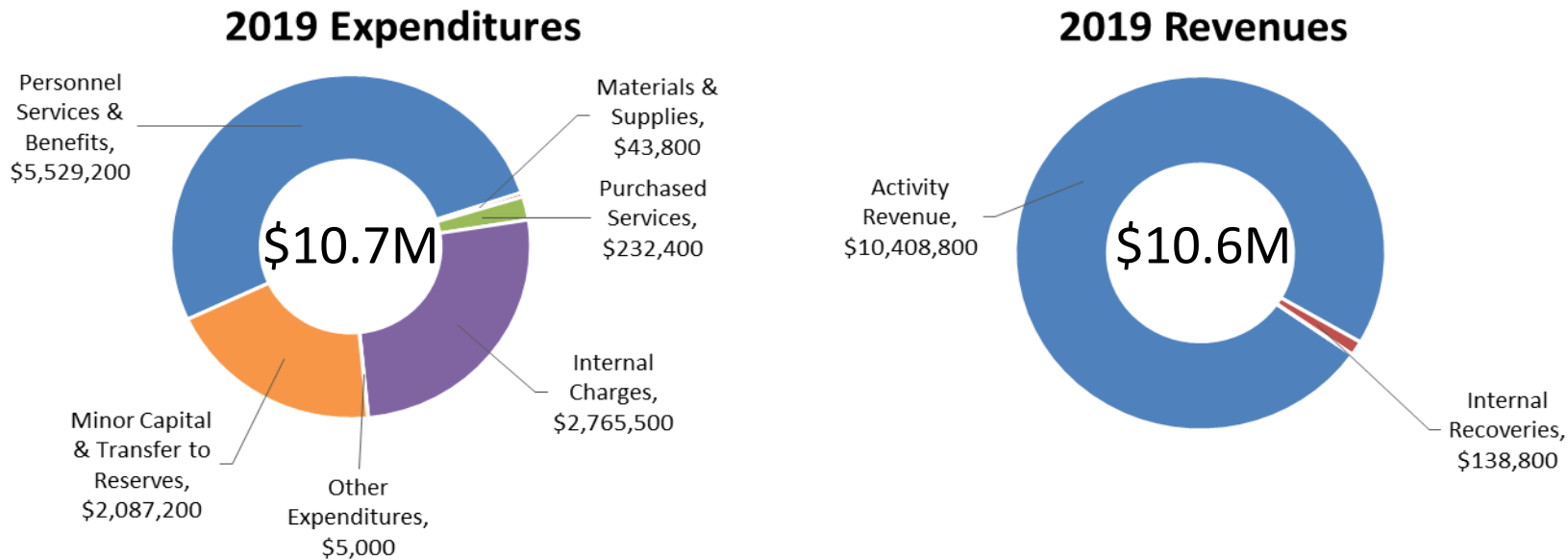
The Building Services program is a 100% cost recovered program, meaning total gross expenditures of \$9.8 million have been fully offset by revenues resulting in a net budget of zero, after a projected surplus revenue transfer to reserve of \$2.1 million for 2019. Building Services ensures that all construction within the municipality meet Ontario Building Code minimum standards to ensure life safety for all residents, businesses and workers. In 2019, Building permit rates have been increased by 3.8% and revenue has been based on historical average permit volumes resulting in an increase in revenue of \$1.0 million. 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 2019, the total net budget for Committee of Adjustment is \$115,500, which has increased by \$37,300 or 47.7% mainly driven by lower expected revenue.

Net Program Budget Change

- **Administration** has increased by \$7,000 primarily due to inflationary adjustments for wages and benefits.
- **Inspection Services** has decreased by (\$13,600). Increased personnel costs is due to inflationary increases and contractual step increases for Building Inspectors. In addition, employee costs were adjusted to reflect current spending trends, mainly in mileage. These higher costs are offset by increased expected revenue. Overall, Inspection Services shows a net surplus with the 2019 transfer to the Building Enterprise reserve budgeted at \$1.1 million, a \$513,600 increase compared to 2018.
- **Permit & Zoning** has increased by \$6,600. Increased personnel costs were due to inflationary and contractual increases. Also, overtime was increased to reflect current trends. Increase expenditures were offset by increased permit revenue of \$435,600. Overall, Permit & Zoning shows a net surplus with the 2019 transfer to the Building Enterprise reserve budgeted at \$1.0 million, a \$317,300 increase compared to 2018.
- **Committee of Adjustment** has increased by \$37,300 mainly as a result of decreased revenue (\$17,600). Staff expects a reduction in activity, as already observed in the past 4 to 5 years. The balance of the increase is mainly driven by an increase in internal charges and personnel costs.



2019 Program Budget by Component – Net \$115,500



In 2019, total direct operating expenditures for Building Services and Committee of adjustment is \$10,663,100 and total revenues is \$10,547,600 which results in a net revenue transfer to the Building Enterprise reserve of \$2,087,200 for an overall net budget of \$115,500. 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 \$115,500 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 \$5.5 million. In 2019, personnel costs have increased by \$178,000, which includes inflationary and contractual wage and benefit increases and overtime. Overtime costs were increased to align the budget with current trends.
- **Internal Charges** is the second largest component with \$2.8 million, which have increased by \$58,100 or 2.1% to reflect other departments direct and indirect costs attributed to the delivery of Building Services.
- **Minor Capital and Transfer to Reserves**, the third largest portion, has increased by \$834,200 which is primarily a reflection of the increased transfer to the Building Enterprise Reserve.
- **Purchased Services** has increased by \$42,200 driven by increased mileage to reflect increased inspections related travels by additional staff added in the 2018 budget.
- **Activity Revenue** represents 99% of the total revenue for the Building Services program. In 2019, activity revenue is projected to increase by \$1,067,700 mainly due to inflationary rate increases and to reflect past year's average unit volumes.

Building Services

2020 - 2021 Operating Budget Forecast

Building Services	2019 Requested Budget	2020 Forecast	2019 - 2020 Change (%)	2021 Forecast	2020 -2021 Change (%)
Gross Expenditures By Service					
Building Administration	500,900	511,700	2.2%	522,800	2.2%
Inspection Services	4,603,200	4,535,300	(1.5%)	4,627,700	2.0%
Permit & Zoning	4,654,100	4,781,300	2.7%	4,874,000	1.9%
Committee of Adjustment	904,900	922,700	2.0%	940,900	2.0%
Total Gross Expenditures	10,663,100	10,751,000	0.8%	10,965,400	2.0%
Tax Levy By Service					
Building Administration	485,400	495,900	2.2%	506,700	2.2%
Inspection Services	(254,600)	(259,400)	(1.9%)	(262,500)	(1.2%)
Permit & Zoning	(230,800)	(236,500)	(2.5%)	(244,200)	(3.3%)
Committee of Adjustment	115,500	101,100	(12.5%)	102,900	1.8%
Total Tax Levy	115,500	101,100	(12.5%)	102,900	1.8%
Gross Expenditures By Type					
Personnel Services & Benefits	5,529,200	5,642,100	2.0%	5,758,300	2.1%
Materials & Supplies	43,800	44,500	1.6%	45,200	1.6%
Purchased Services	232,400	237,000	2.0%	241,700	2.0%
Internal Charges	2,765,500	2,820,800	2.0%	2,877,300	2.0%
Other Expenditures	5,000	5,100	2.0%	5,200	2.0%
Minor Capital & Transfer To Reserves	2,087,200	2,001,500	(4.1%)	2,037,700	1.8%
Total Expenses	10,663,100	10,751,000	0.8%	10,965,400	2.0%
Revenues By Type					
Activity Revenue	10,408,800	10,508,300	1.0%	10,718,100	2.0%
Internal Recoveries	138,800	141,600	2.0%	144,400	2.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	-	-	0.0%	-	0.0%
Total Revenues	10,547,600	10,649,900	1.0%	10,862,500	2.0%
Tax Levy	\$115,500	\$101,100	(12.5%)	\$102,900	1.8%

2020 - 2021 Budget Forecast Highlights

- The 2020 net budget is projected to decrease by 12.5% or \$14,400 driven by higher revenue. Inflationary increases to the cost of delivering services are offset by inflationary fee increases as well as average volume increases.
- The 2021 net budget is projected to increase by 1.8% or \$1,800 and reflects inflationary increases to the cost of delivering services partly offset by increases in revenues.

2019 - 2021 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. Funding in 2019 is for improvements to our inspection process that was identified in the consultant review as an improvement opportunity.

Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2019	2020	2021	2019	2020	2021
62101701	Building Services Business Process Review	Enterprise Initiatives	200,000					
TOTAL			200,000					

Program: Planning Services

Program Based Budget

2019 - 2021

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 review and commencing the Residential Area review and Provincial and Regional Plan conformity reviews.
- Continue to co-lead the Midtown Strategy to implement the Midtown Environmental Assessment, 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.
- 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 Environmental Assessment, Wayfinding, Sign By-law.
- Continue to develop policy frameworks and implementation tools for high priority properties (Glen Abbey, Public Works, Life Sciences).

Program Services

Planning delivers the following services:



Key Performance Indicators

1. Percentage of gross operating budget

2014	2015	2016	2017	2018
2.0%	1.9%	1.8%	1.7%	1.7%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

2. Percentage of total FTEs

2014	2015	2016	2017	2018
2.1%	2.0%	2.0%	1.9%	1.9%
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. Cost recovery ratio

2014	2015	2016	2017	2018
54%	55%	54%	49%	37% (Sept. 30, 2018)
Why Important: To ensure fee supported related activities are being recovered 100% in accordance with the town's Rate's and Fee policy to the limit permissible under the Planning Act. The revised Fee Model indicates the target is 59.1% as this is the level of Planning activities that can be recovered through fees based on 5 year average volumes. Achievement can be rationalized against budgeted and actual activity volumes.				
How Calculated: Total Fee Revenue/Total Gross Costs. Actual cost recovery varies from year to year based on volumes.				

4. Percentage of development applications (subdivisions, official plans, zoning) meeting statutory timeframes

2014	2015	2016	2017	2018
75%	80%	54%	6%	38% (Sept, 30 2018)
Why Important: Ensure that Planning Services is meeting legislated timing for processing development applications.				
How Calculated: Tracked from AMANDA system to measure the time taken to process applications from "Open" to "Council decision" status.				

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

2014	2015	2016	2017	2018
75%	74%	70%	5%	61% (June 30, 2018)
Why Important: Ensure that Planning Services is meeting legislated timing for processing Site Plan applications.				
How Calculated: 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

2014	2015	2016	2017	2018
40%	19%	8%	8%	0% (Sept. 30, 2018)
Why Important: The percentage of Council decisions related to development applications that are appealed, measures the effectiveness of the Official Plan.				
How Calculated: 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 2018 until September 30, 2018.				

Staffing Overview

Program: Planning Services	Prior Year Approved FTE	Current Year Capital Impact	Current Year Service Adjustment	Current Year Reallocation of Staff	Current Year Total FTE	Net Change Current Year vs Prior Year
Administration	1.5				1.5	0.0
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
Total Planning Services	29.5	0.0	0.0	0.0	29.5	0.0

Overall, the total staff complement for Planning is 29.5 FTE's. In 2019, there were no staffing changes.

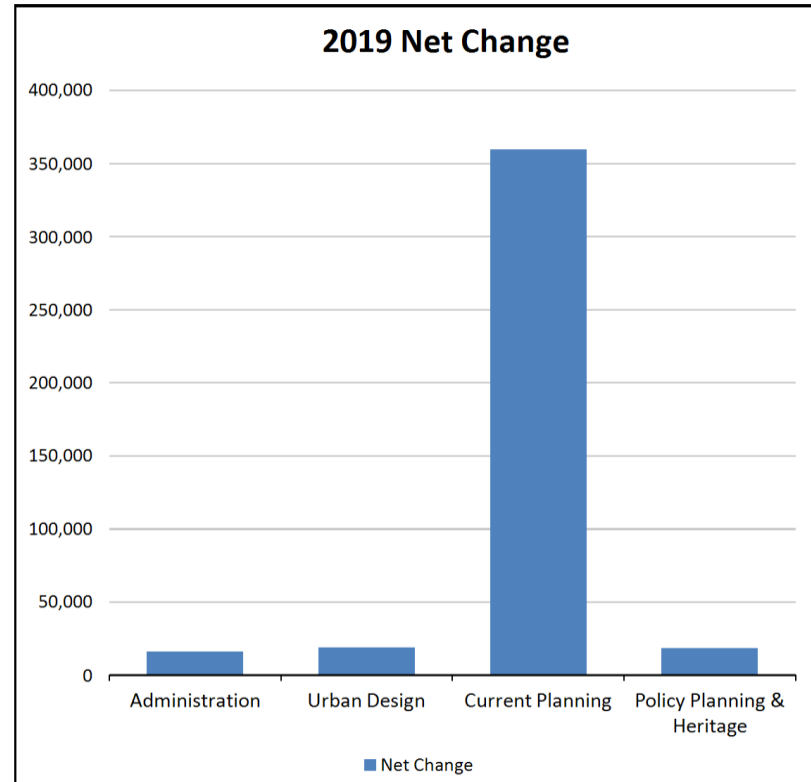
Program Services Budget Overview

Services/Activities:	2018 Restated		2019 Requested		Net Change 2019 vs 2018 \$	Net Change 2018 vs 2017 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Administration	480,700	451,100	497,500	467,300	16,200	3.6%
Urban Design	1,124,000	1,062,400	1,144,500	1,081,600	19,200	1.8%
Current Planning	3,915,200	(394,200)	4,015,600	(34,400)	359,800	91.3%
Policy Planning & Heritage	1,424,600	1,219,400	1,294,500	1,238,100	18,700	1.5%
Total	6,944,500	2,338,700	6,952,100	2,752,600	413,900	17.7%

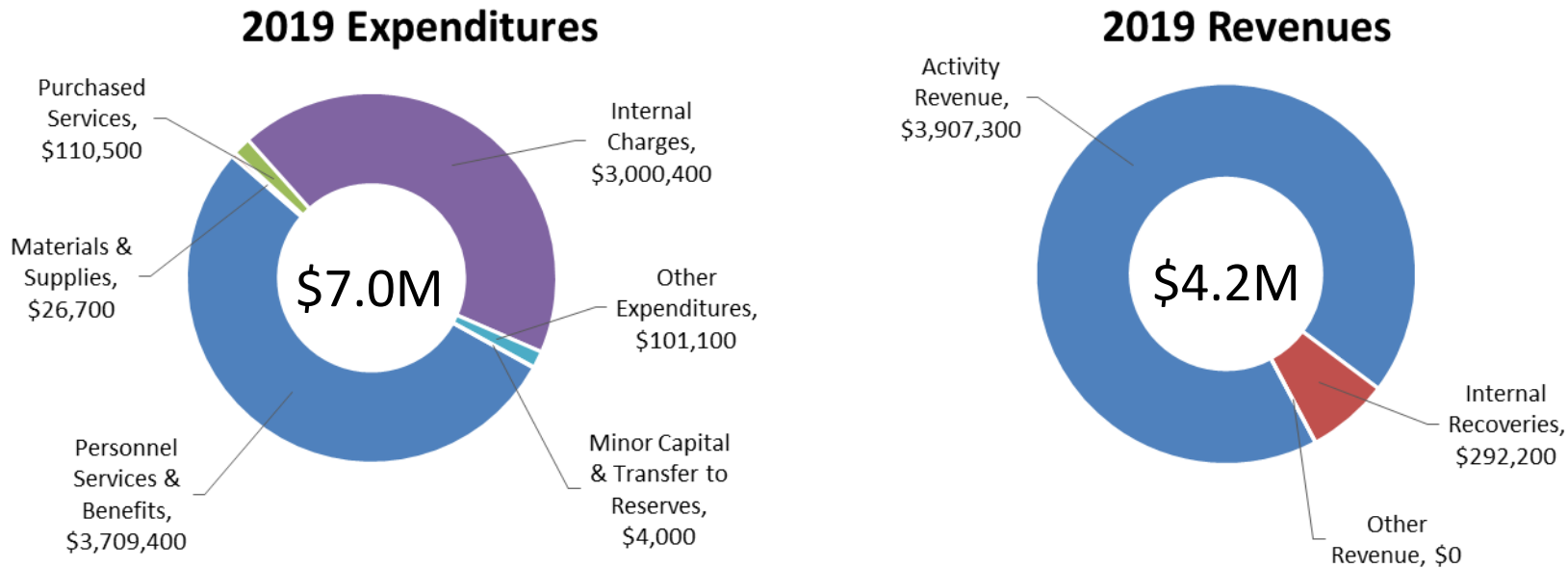
In 2019, the Planning Services program budget has increased by \$413,900 or 17.7% resulting in a net total budget of \$ 2,752,600. The largest portion of the total net budget is Policy Planning & Heritage at \$1.2 million which represent costs to help manage growth while balancing community needs, economic prosperity and environmental sustainability. Urban Design is the second 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 surplus budget of \$(34,400). In 2019, the strategy of budgeting revenue based on historical average volumes has continued as a means of stabilizing revenues and to mitigate fluctuations in development activity. Due to the recent decline in activity the past couple years, the budget for planning revenue has decreased by \$0.3 million particularly in subdivision applications and zoning by-law amendments, to a total amount of \$3.9 million.

Net Program Budget Change

- **Administration** has increased \$16,200 primarily due to inflationary and contractual increases for wages and benefits. In addition, courier fees have increased to reflect current business requirements.
- **Urban Design** has increased \$19,200 primarily due to contractual and inflationary increases for wages and benefits. In addition, internal charges have increased which represents the time spent by other departments to assist the Urban Design program.
- **Current Planning** has increased \$359,800 primarily due to a reduction in service fee revenue. Rate increases to fees have been included however, overall activity revenue is expected to decrease due to revised average activity volumes, particularly in subdivision applications and zoning by-law amendments. Internal charges have increased for staff time spent from other departments for Planning service delivery. In addition inflationary and contractual increases for wages and benefits have been included. Finally, advertising expenses have been increased to reflect current requirements of meeting notices.
- **Policy Planning & Heritage** has increased \$18,700 primarily due contractual and inflationary increases for wages and benefits. The Kerr Street Façade program has ended with a net effect of zero on the department budget.



2019 Program Budget by Component– Net \$ 2,752,600



In 2019, the Planning Services program has total expenditures of \$6,952,100 and total revenues of \$ 4,199,500 resulting in a net budget of \$ 2,752,600. The main drivers for the change are the following:

- **Personnel Services & Benefits** represents 53% of the total gross expenditures for Planning Services with \$3.7 million. In 2019, personnel costs have increased by \$74,800, primarily due inflationary and contractual increases for salaries and benefits.
- **Internal Charges** is the second largest cost component at 43% with \$3.0 million and represent direct and indirect costs from other departments involved in the Planning application process. In 2019, internal charges have increased by \$63,100 to reflect inflationary increases from other departments involved in the planning process that can be recovered through Planning fees.
- **Other Expenditures** have decreased by \$149,300 due to the ending of the Kerr St Façade program. Grants will no longer be issued.
- **Purchased Services** have increased by \$13,700, due to an increase in advertising costs to reflect 5 year trends.
- **Activity Revenue** represents 93% of the total revenue for Planning Services with \$3.9 million. Activity revenue has decreased by \$262,400. While inflationary increases to rates are included, average volumes particularly in subdivision applications and zoning by-law amendments have decreased.
- **Other Revenue** primarily consists of the transfer from the Bonus Reserve which was previously used to fund the Kerr St Façade program. The transfer from reserve has decreased by \$150,000, as the program has concluded. The net effect on the Planning budget is zero as the program grants will no longer be issued.

2020 - 2021 Operating Budget Forecast

Planning Services	2019 Requested Budget	2020 Forecast	2019 - 2020 Change (%)	2021 Forecast	2020 -2021 Change (%)
Gross Expenditures By Service					
Administration	497,500	508,500	2.2%	519,800	2.2%
Urban Design	1,144,500	1,168,000	2.1%	1,191,900	2.0%
Current Planning	4,015,600	4,097,600	2.0%	4,181,400	2.0%
Policy Planning & Heritage	1,294,500	1,323,200	2.2%	1,352,400	2.2%
Total Gross Expenditures	6,952,100	7,097,300	2.1%	7,245,500	2.1%
Tax Levy By Service					
Administration	467,300	477,700	2.2%	488,400	2.2%
Urban Design	1,081,600	1,103,800	2.1%	1,126,400	2.0%
Current Planning	(34,400)	(33,400)	2.9%	(32,200)	3.6%
Policy Planning & Heritage	1,238,100	1,265,700	2.2%	1,293,700	2.2%
Total Tax Levy	2,752,600	2,813,800	2.2%	2,876,300	2.2%
Gross Expenditures By Type					
Personnel Services & Benefits	3,709,400	3,789,800	2.2%	3,871,900	2.2%
Materials & Supplies	26,700	27,300	2.2%	27,900	2.2%
Purchased Services	110,500	112,600	1.9%	114,700	1.9%
Internal Charges	3,000,400	3,060,400	2.0%	3,121,700	2.0%
Other Expenditures	101,100	103,100	2.0%	105,100	1.9%
Minor Capital & Transfer To Reserves	4,000	4,100	2.5%	4,200	2.4%
Total Expenses	6,952,100	7,097,300	2.1%	7,245,500	2.1%
Revenues By Type					
Activity Revenue	3,907,300	3,985,500	2.0%	4,065,200	2.0%
Internal Recoveries	292,200	298,000	2.0%	304,000	2.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	-	-	0.0%	-	0.0%
Total Revenues	4,199,500	4,283,500	2.0%	4,369,200	2.0%
Tax Levy	\$2,752,600	\$2,813,800	2.2%	\$2,876,300	2.2%

2020 - 2021 Budget Forecast Highlights

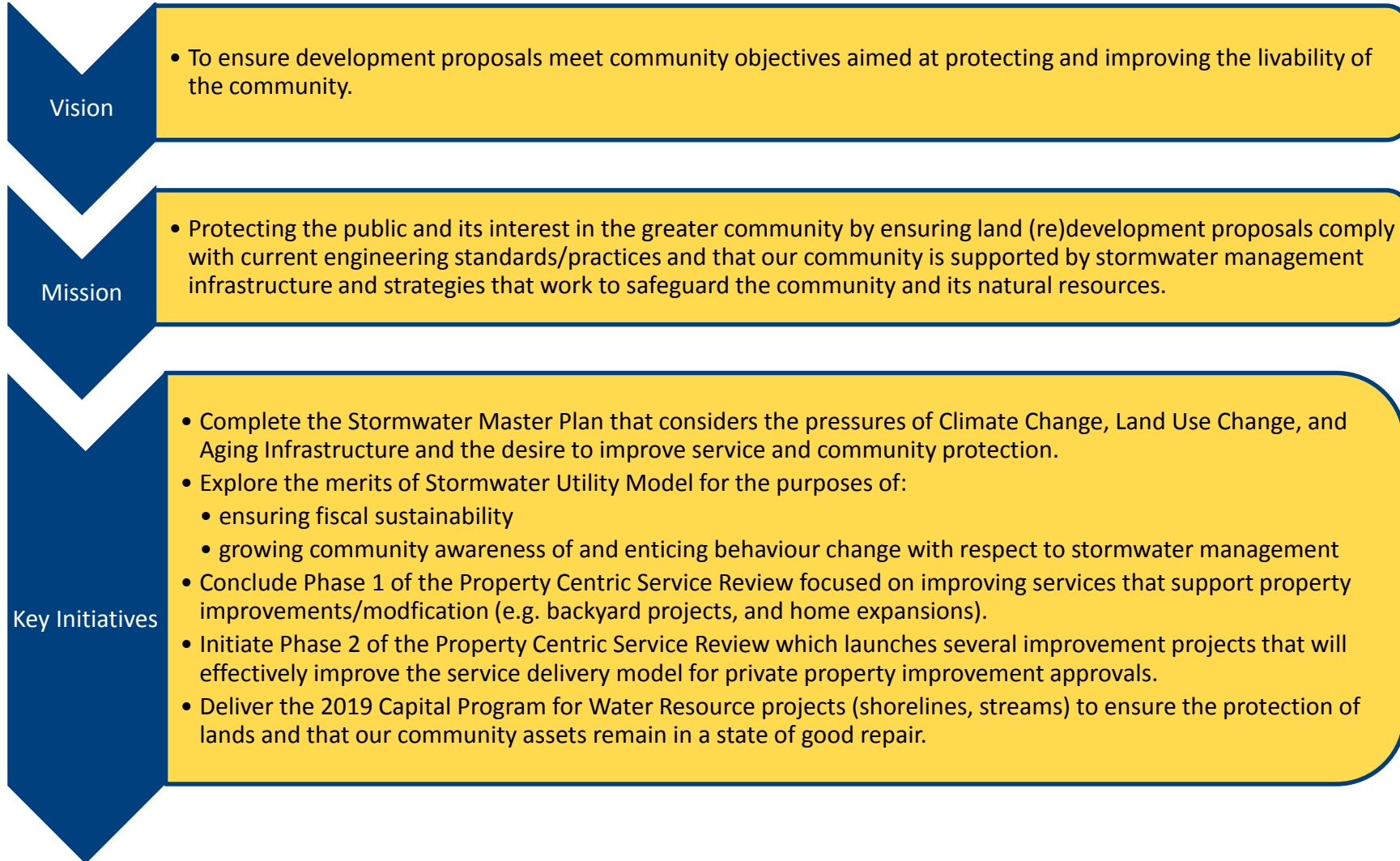
- The 2020 net budget is projected to increase by 2.2% or \$ 61,200 and reflects inflationary increases to the cost of delivering services.
- The 2021 net budget is projected to increase by 2.2% or \$ 62,500 and reflects inflationary increases to the cost of delivering services.

2019 - 2021 Recommended Capital Budget

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

Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2019	2020	2021	2019	2020	2021
63101501	Official Plan/ Prov. Conformity Review	Growth	150,000	100,000	200,000			
63101604	Urban Design Initiatives (Design Direction and Studies)	Growth		50,000	50,000			
63101701	Zoning Review	Growth	50,000	100,000				
63101703	Special Planning Projects/Studies	Growth	50,000	50,000	50,000			
63101801	Heritage Planning Studies	Infrastructure Renewal	25,000	25,000	25,000			
TOTAL			275,000	325,000	325,000			

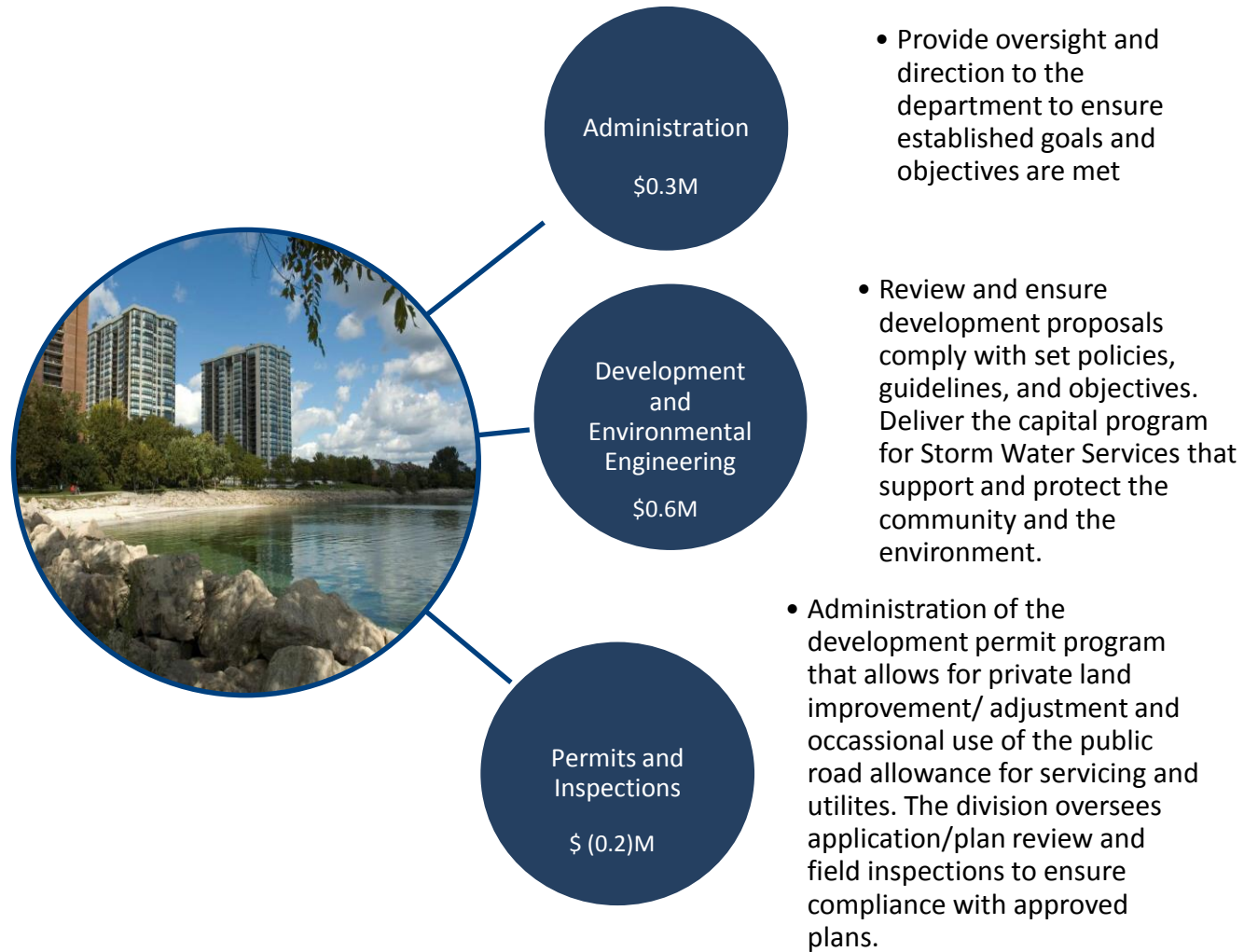
Program: Development Engineering
Program Based Budget
2019 - 2021



Program Services

Development Engineering

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



Key Performance Indicators

1. Percentage of gross operating budget

2014	2015	2016	2017	2018
1.3%	1.6%	1.6%	1.6%	1.5%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

2. Percentage of total FTEs

2014	2015	2016	2017	2018
1.5%	1.8%	1.8%	1.8%	1.7%
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. Cost recovery ratio

2014	2015	2016	2017	2018
81%	82%	81%	95%	91% (Oct 31, 2018)
Why Important: Monitors the programs alignment with the Town's User Fee Policy and is measure that can be rationalized against expected and actual activity levels.				
How Calculated: Total Revenues generated from applications/Total expenses attributed to application processing				

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

2014	2015	2016	2017	2018
N/A	N/A	N/A	N/A	71% (Oct 31, 2018)
Why Important: To ensure service delivery remains in line with service level expectations. This is a new service launched in 2018 with an established level of service of 4 weeks (28 days) for application review. The measure is important to ensure we are delivering upon our commitments to customers.				
How Calculated: No. of applications reviewed within the 28 day commitment over the total number of applications reviewed.				

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

2014	2015	2016	2017	2018
N/A	N/A	N/A	43%	67% (Oct 31, 2018)
Why Important: To ensure service delivery remains in line with service level expectations. This statistic has been refined in 2019 to focus on our Site Alteration permitting service.				
How Calculated: At present our service level is set at 4 to 6 weeks (28 to 42 days) to complete all reviews and issue a permit. This processing time however includes time where the application resides with the applicant. For 2019 we will be making changes to the data input component of this service to track processing review time only and resetting the service level to focus on staff processing time only. Indications are that this measure will change to a 3 week or 15 business day cycle for review times in 2019.				

Staffing Overview

Program: Development Engineering	2018 Approved FTE	2019 Capital Impact	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Services/Activities:						
Administration	1.5				1.5	0.0
Development & Environmental Engineering	12.2				12.2	0.0
Permits & Inspection	13.5			(1.0)	12.5	(1.0)
Total Development Engineering	27.2	0.0	0.0	(1.0)	26.2	(1.0)

In 2019, the Development Engineering program has a total of 26.2 FTE's, which is a 1.0 FTE reduction from 2018. This is a result of a position being transferred from the Permits & Inspection service area to the Municipal Enforcement Program. This transfer was undertaken in support of the Municipal Enforcement Strategy and Property Centric Service Initiative.

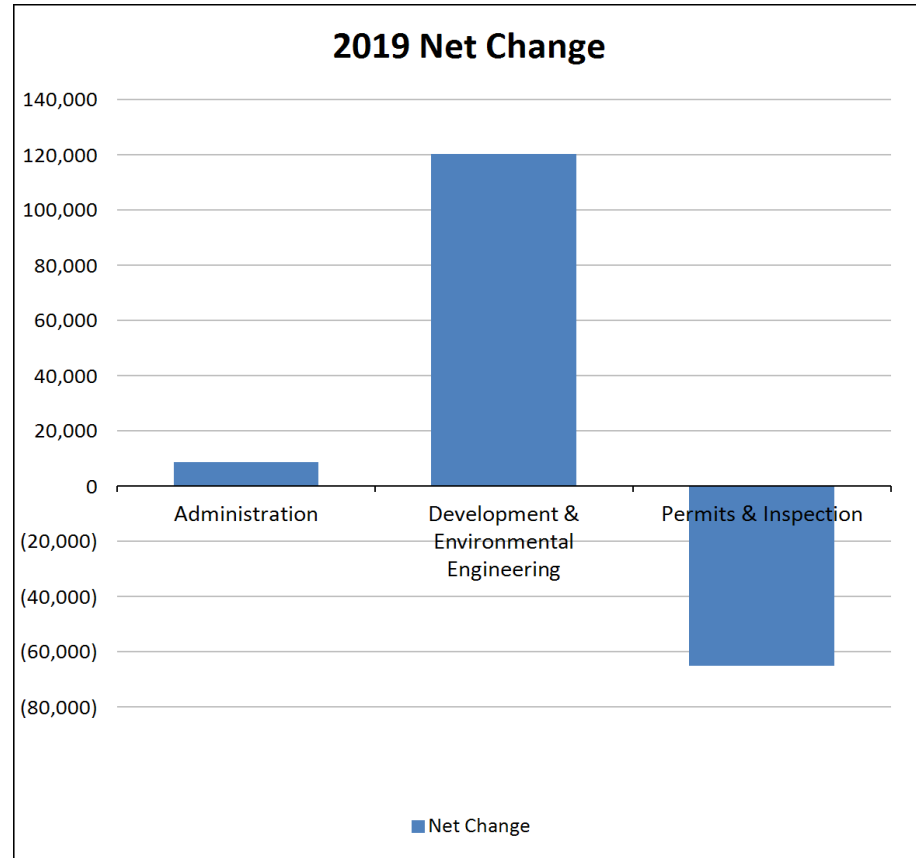
Program Services Budget Overview

Services/Activities:	2018 Restated		2019 Requested		Net Change 2019 vs 2018(\$)	Net Change 2019 vs 2018 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Administration	321,200	287,000	330,600	295,700	8,700	3.0%
Development & Environmental Engineering	2,128,400	440,600	2,228,400	560,700	120,100	27.3%
Permits & Inspection	2,203,000	(145,800)	2,130,400	(210,800)	(65,000)	(44.6%)
Total	4,652,600	581,800	4,689,400	645,600	63,800	11.0%

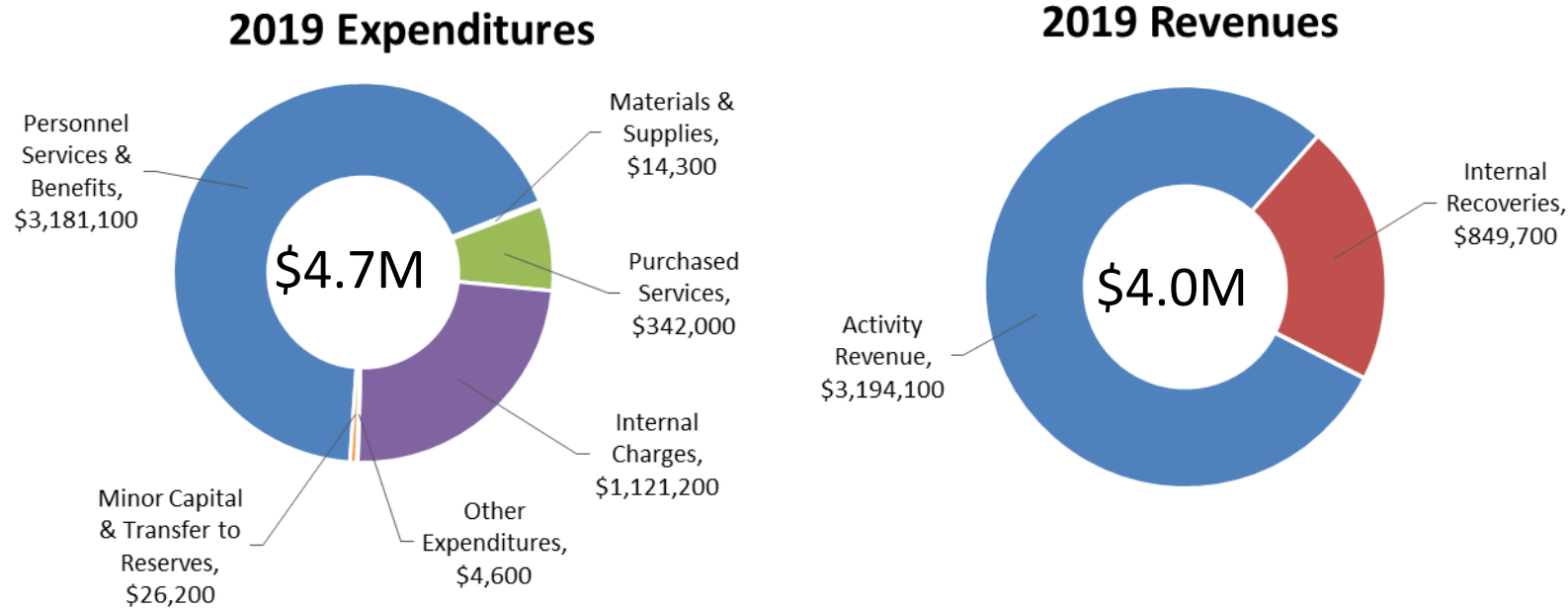
Overall the Development Engineering program has increase by \$63,800 or 11.0% resulting in a net total budget of \$645,600. The service area with the largest gross budget is Development and Environmental Engineering at \$2.2 million, which includes costs to establish and apply the engineering standards for development proposals. These costs are offset by revenue for a net budget of \$560,700. Permits and Inspections has a gross budget of \$2.1 million and net surplus budget of (\$210,800) after revenues. This service area administers site alterations, road by-laws and permitting processes from applications and plan reviews/approvals. The strategy of budgeting revenue based on historical average volumes in order to mitigate large fluctuations has been implemented in the 2019 budget. As a result, overall revenue has been decreased slightly by \$32,600 which reflects recent activity trends.

Net Program Budget Change

- **Administration** has increased by \$8,700 primarily due to inflationary adjustments for wages and benefits.
- **Development Engineering** has increased by \$120,100 due to inflationary increases in personnel, increased water resources monitoring and lower revenues. Revenue has decreased slightly to reflect average projected volumes.
- **Permits & Inspections** has decreased by \$65,000 primarily due to reallocation of one position to Municipal Enforcement. This was partially offset by inflationary and contractual increases and increase to external agency costs to adjust the budget comparatively to current trends.



2019 Program Budget by Component – Net \$645,600



In 2019, the Development Engineering program's total expenditures are \$4,689,400 and total revenues are \$4,043,800 resulting in a net budget of \$645,600. The net change from prior year is \$63,800 or 11.0%. 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 68% of the total gross expenditures. In 2019 personnel costs have decreased by \$48,000. This is due to one FTE that has been reallocated to Municipal Enforcement, lowering the overall impact to personnel services. This was partially offset by inflationary increases and contractual obligations for wages.
- **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 2019, internal charges have increased by \$25,100 due to inflationary increases in the other departments.
- **Purchases Services** have increased by \$63,400, driven by the addition of the Water Resources Monitoring costs which is partially offset by reduction of Professional Fees to right-size the budget compared to past years trends.
- **Activity Revenue** is 79% of the total revenue for the Development Engineering program and represents fees recovered for various services provided. In 2019, activity revenue has decreased by \$32,600 as a result of observed declining activities in recent years primarily in permit revenues.
- **Internal Recoveries** have increased by \$5,600 to reflect inflationary increases to Development Engineering time spent on Planning Services activities.

2020 - 2021 Operating Budget Forecast

	2019 Requested Budget	2020 Forecast	2019 - 2020 Change (%)	2021 Forecast	2020 - 2021 Change (%)
Development Engineering					
Gross Expenditures By Service					
Administration	330,600	338,000	2.2%	345,700	2.3%
Development & Environmental Engineering	2,228,400	2,271,500	1.9%	2,315,500	1.9%
Permits & Inspection	2,130,400	2,172,600	2.0%	2,216,700	2.0%
Total Gross Expenditures	4,689,400	4,782,100	2.0%	4,877,900	2.0%
Tax Levy By Service					
Administration	295,700	302,400	2.3%	309,400	2.3%
Development & Environmental Engineering	560,700	563,500	0.5%	573,500	1.8%
Permits & Inspection	(210,800)	(215,500)	(2.2%)	(219,300)	(1.76%)
Total Tax Levy	645,600	650,400	0.7%	663,600	2.0%
Gross Expenditures By Type					
Personnel Services & Benefits	3,181,100	3,246,300	2.0%	3,313,900	2.1%
Materials & Supplies	14,300	14,500	1.4%	14,700	1.4%
Purchased Services	342,000	347,000	1.5%	352,100	1.5%
Internal Charges	1,121,200	1,143,400	2.0%	1,166,200	2.0%
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%
Total Expenses	4,689,400	4,782,100	2.0%	4,877,900	2.0%
Revenues By Type					
Activity Revenue	3,194,100	3,265,000	2.2%	3,330,400	2.0%
Internal Recoveries	849,700	866,700	2.0%	883,900	2.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	-	-	0.0%	-	0.0%
Total Revenues	4,043,800	4,131,700	2.2%	4,214,300	2.0%
Tax Levy	\$645,600	\$650,400	0.7%	\$663,600	2.0%

2020 - 2021 Budget Forecast Highlights

- The 2020 net budget is projected to increase by 0.7% or \$4,800 and is driven by overall expenditures inflationary increases of \$92,700 or 2% which is partially offset by Activity Revenue increase of \$70,900 or 2.2%.
- The 2021 net budget is projected to increase by 2.0% or \$13,200 and reflects inflationary increases to the cost of delivering services. Activity revenue increased by \$65,400 over 2020 or 2% to reflect average volumes and inflationary increases to fees – same inflation increase as Expenditures.

2019 - 2021 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. In 2019 some of the major projects include work at Gairloch Gardens as a result of flood damage, erosion works at Morrison Creek Reach 37, and shoreline protection at Vista and Holyrood Promenades.

Project	Project Title	Classification	Capital Budget and Forecast			Operating Impacts		
			2019	2020	2021	2019	2020	2021
53371102	Morrison Creek West Reach 37	Infrastructure Renewal	422,000					
53371505	Vista Promenade - Shoreline Protection	Infrastructure Renewal	1,689,000					
53371601	Holyrood Promenade	Infrastructure Renewal	450,000					
53371606	Morrison Creek East- Reaches 39 to 45 - Creek Erosion	Infrastructure Renewal			1,583,000			
53371701	Flooding Protection Program	Infrastructure Renewal		500,000	500,000			
53371707	Outfall Major Maintenance	Infrastructure Renewal	74,000	37,000	37,000			
53371801	Glen Oak Creek, Reach 32a - Creek Erosion	Infrastructure Renewal		755,000				
53371803	Environmental Studies and Monitoring	Growth	70,000	70,000	70,000			
53371902	Creek & Channel Inspections	Infrastructure Renewal		158,000				
53372001	Arkendo Park - Shoreline Protection	Infrastructure Renewal		158,000	1,829,000			
53372002	Shoreline Assessment	Infrastructure Renewal		106,000				
53371804	Major Slope Inspection/Monitoring/Design	Infrastructure Renewal	106,000					
52211824	FD-Gairloch Gardens Seawall	Infrastructure Renewal	804,000					
53371903	Water Resources Equipment Evergreening	Infrastructure Renewal	37,000		26,000			
53371904	Erosion Mitigation-West Bank Lions Valley	Infrastructure Renewal	79,000					
53371810	Munn's Creek, Reaches 33-35 - Creek Erosion	Infrastructure Renewal		1,689,000				
53371704	Flood Study Update	Infrastructure Renewal	158,000					
53371807	Storm Pond - Capital Maintenance	Infrastructure Renewal	422,000	422,000	264,000			
TOTAL			4,311,000	3,895,000	4,309,000			

Program: Strategic Business Services

Program Based Budget

2019 - 2021

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 and the Building Services Process Review.
- Develop, implement, and support Amanda based solutions for the Community Development Commission (CDC).
- Develop, implement, and support GIS based solutions for the CDC and the corporation.
- Support continuous improvements and innovation efforts across CDC.
- Develop Data Analytics Strategy in order to monitor and improve performance.

Program Services

Strategic Business Services provides services through the following staff group:



Strategic Business
Services
\$0.3M

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

Key Performance Indicators

1. Percentage of gross operating budget

2014	2015	2016	2017	2018
0.4%	0.5%	0.5%	0.5%	0.5%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

2. Percentage of total FTEs

2014	2015	2016	2017	2018
0.6%	0.6%	0.6%	0.6%	0.6%
Why Important: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTE's.				
How Calculated: Total program FTEs including part-time / Total town FTEs including part-time				

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

2014	2015	2016	2017	2018
90%	97%	90%	90%	90% (Sept. 30, 2018)
Why Important: Projects and service requests completed increase the effectiveness and efficiency of the program areas that SBS supports.				
How Calculated: As per Strategic Business Services (SBS) Service Request & Project Tracking Systems.				

Staffing Overview

Program: Strategic Business Services	2018 Approved FTE	2019 Capital Impact	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Services/Activities:						
Strategic Business Services	10.0				10.0	0.0
Total Strategic Business Services	10.0	0.0	0.0	0.0	10.0	0.0

The staff complement for Strategic Business Services remains unchanged from 2018 with 10.0 FTE's.

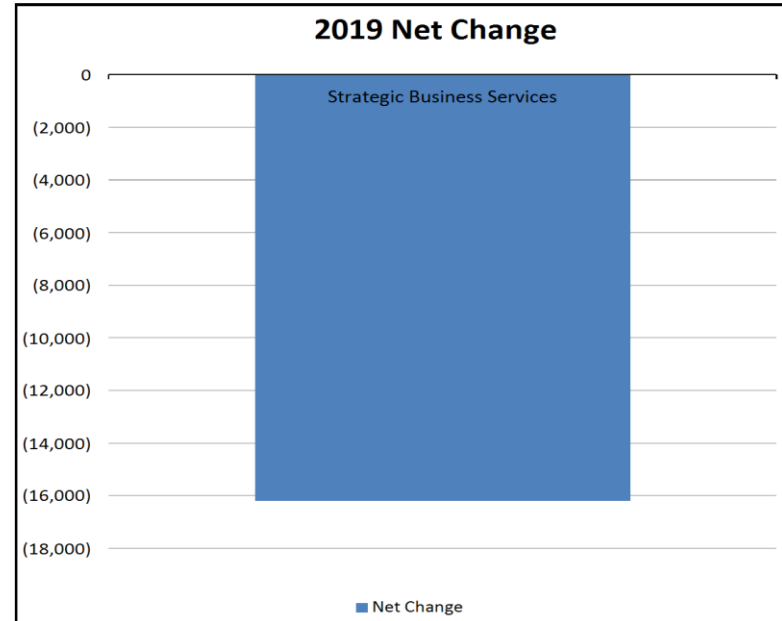
Program Services Budget Overview

Services/Activities:	2018 Restated		2019 Requested		Net Change 2019 vs 2018	Net Change 2019 vs 2018 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Strategic Business Services	1,206,500	349,700	1,207,300	333,500	(16,200)	(4.6%)
Total	1,206,500	349,700	1,207,300	333,500	(16,200)	(4.6%)

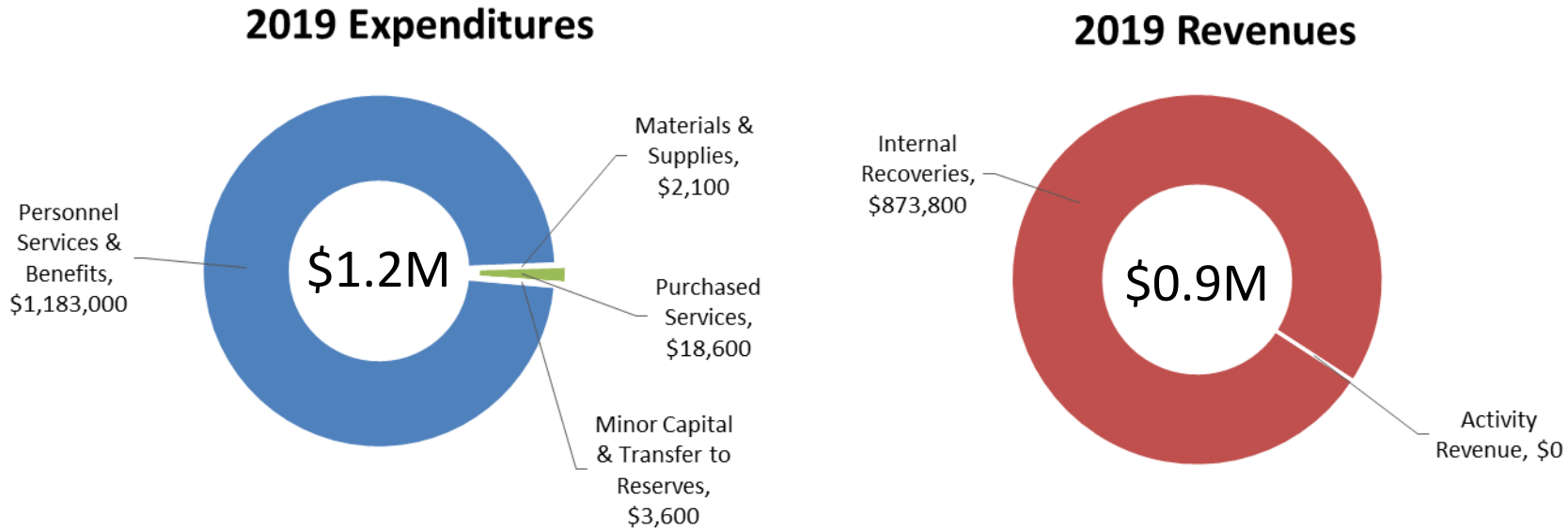
In 2019, the Strategic Business Services program gross budget has decreased by \$(16,200) or (4.6)%. The program provides support to the Community Development Commission, and over the last year has increased the services being provided to the Environmental Policy, Infrastructure Planning and Improvements and Municipal Enforcement departments. In addition, the town's use of GIS continues to expand with the adoption of the GIS Strategic Plan.

Net Program Budget Change

Strategic Business Services has decreased by \$(16,200), primarily due to increased internal recoveries to reflect the average time spent by staff on activities that are fee recoverable. Minor capital and activity revenues have each been reduced \$800 to reflect current trends. In addition inflationary increases have been incorporated for wages and benefits.



2019 Program Budget by Component – Net \$333,500



In 2019, the Strategic Business Services program’s total expenditures are \$1,207,300 and total revenues are \$873,800 resulting in a net budget of \$333,500. The net change from prior year has decreased by \$(16,200) or (4.6)%. The main drivers for the change are the following:

- **Personnel Services & Benefits** have increased by \$1,600, due to inflationary increases for salaries and benefits.
- **Internal Recoveries** have increased by \$17,800 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. Budget was reduced to reflect current needs.
- **Activity Revenue** have decreased by \$800 to reflect the elimination of GIS map sales.

2020 - 2021 Operating Budget Forecast

Strategic Business Support	2019 Requested Budget	2020 Forecast	2019 - 2020 Change (%)	2021 Forecast	2020 - 2021 Change (%)
Gross Expenditures By Service					
Strategic Business Services	1,207,300	1,233,500	(2.2%)	1,260,200	(2.2%)
Total Gross Expenditures	1,207,300	1,233,500	2.2%	1,260,200	2.2%
Tax Levy By Service					
Strategic Business Services	333,500	342,200	(2.6%)	351,100	(2.6%)
Total Tax Levy	333,500	342,200	2.6%	351,100	2.6%
Gross Expenditures By Type					
Personnel Services & Benefits	1,183,000	1,208,800	2.2%	1,235,100	2.2%
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	3,600	3,700	(2.8%)	3,800	(2.7%)
Total Expenses	1,207,300	1,233,500	2.2%	1,260,200	2.2%
Revenues By Type					
Activity Revenue	-	-	0.0%	-	0.0%
Internal Recoveries	873,800	891,300	2.0%	909,100	2.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	-	-	0.0%	-	0.0%
Total Revenues	873,800	891,300	2.0%	909,100	2.0%
Tax Levy	\$333,500	\$342,200	2.6%	\$351,100	2.6%

2020 - 2021 Budget Forecast Highlights

- The 2020 net budget is projected to increase by 2.6% or \$8,700 and reflects inflationary increases to the cost of delivering services.
- The 2021 net budget is projected to increase by 2.6% or \$8,900 and reflects inflationary increases to the cost of delivering services.

Strategic Business Services



Program: Corporate Revenue and Expenses

Program Based Budget

2019 - 2021

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

	2018 Budget	2019 Base Budget	Base Budget Change (%)	Requested 2019 Adjustments	2019 Requested Budget	% Change 2018-2019	Forecast 2020 Budget	Forecast 2021 Budget
SOURCES OF REVENUE								
Corporate Revenue								
Taxation	189,688,000	199,737,900	5.3%	0	199,737,900	5.3%	207,378,200	215,285,000
Supplementary Taxes	1,250,000	1,250,000	0.0%	0	1,250,000	0.0%	1,250,000	1,250,000
Local Improvement Collections	0	0	0.0%	0	0	0.0%	0	0
Payments in Lieu of Taxes	4,383,000	4,474,700	2.1%	0	4,474,700	2.1%	4,474,700	4,474,700
Income from Investments	11,390,000	11,634,200	2.1%	0	11,634,200	2.1%	11,634,200	11,634,200
POA Halton Court Fines	812,000	976,000	20.2%	0	976,000	20.2%	995,500	1,015,400
Tax Penalty & Interest	3,000,000	3,000,000	0.0%	0	3,000,000	0.0%	3,060,000	3,121,200
Oakville Hydro Revenue	11,055,900	11,616,800	5.1%	0	11,616,800	5.1%	11,634,700	5,553,000
Subdivision Agreement Fees	0	0	0.0%	0	0	0.0%	0	0
Other Service Fees	0	0	0.0%	0	0	0.0%	0	0
Fund Balance and Transfer	9,591,100	9,128,900	-4.8%	0	9,128,900	-4.8%	9,106,400	9,076,800
Total Corporate Revenue	231,170,000	241,818,500	4.6%	0	241,818,500	4.6%	249,533,700	251,410,300
Departmental Revenue	70,903,900	71,916,200	1.4%	1,000,000	72,916,200	2.8%	74,772,300	83,484,700
Internal Recoveries	21,657,800	22,576,300	4.2%	0	22,576,300	4.2%	23,083,500	23,633,000
TOTAL REVENUE	323,731,700	336,311,000	3.9%	1,000,000	337,311,000	4.2%	347,389,500	358,528,000

Corporate Revenue has increased by 4.2% in total. This reflects the increase in the tax levy resulting from the 2019 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

	2018 Restated Budget	2019 Base Budget	2019 Capital Impact	2019 Requested Budget	\$ Change from 2018	% Change from 2018	2020 Forecast Budget	2021 Forecast Budget
EXPENSES:								
Personnel Services & Benefits	205,100	(118,500)	0	(118,500)	(323,600)	-157.78%	(99,300)	(79,600)
Materials & Supplies	3,000	5,000	0	5,000	2,000	66.67%	5,100	5,200
Purchased Services	2,351,600	2,385,200	0	2,385,200	33,600	1.43%	2,433,000	2,481,600
Other Expenditures	12,499,300	11,521,400	0	11,521,400	(977,900)	-7.82%	11,430,700	11,426,900
Minor Capital & Transfer to Reserves	49,403,000	53,914,800	0	53,914,800	4,511,800	9.13%	53,501,600	53,433,600
Total EXPENSES	64,462,000	67,707,900	0	67,707,900	3,245,900	5.0%	67,271,100	67,267,700
REVENUES:								
Activity Revenue	803,600	823,200	0	823,200	19,600	2.44%	823,300	823,400
Internal Recoveries	5,197,800	5,303,600	0	5,303,600	105,800	2.04%	5,404,200	5,507,200
Other Revenue	11,234,000	12,733,300	0	12,733,300	1,499,300	13.35%	12,689,400	12,637,500
Total REVENUES	17,235,400	18,860,100	0	18,860,100	1,624,700	9.4%	18,916,900	18,968,100
TAX LEVY	47,226,600	48,847,800	0	48,847,800	1,621,200	3.4%	48,354,200	48,299,600
Tax Levy By Activity								
Corporate Expenses					-			
Debt	1,458,000	1,067,900	0	1,067,900	(390,100)	-26.76%	1,018,600	1,064,100
Capital Funding	31,291,900	33,578,900	0	33,578,900	2,287,000	7.31%	35,606,600	37,638,600
Corporate Expenses	14,461,100	14,185,400	0	14,185,400	(275,700)	-1.91%	11,707,900	9,570,200
WSIB Self Insurance			0	0	0	0.00%	5,300	10,700
Town Grants	15,600	15,600	0	15,600	0	0.00%	15,800	16,000
Tax Levy	47,226,600	48,847,800	0	48,847,800	1,621,200	3.4%	48,354,200	48,299,600

In 2019, Corporate Expenses has increased by \$1,621,200 or 7.9%. The main drivers for this change are the following:

- Personnel Services & Benefits have decreased by \$323,600 due to increased vacancy adjustments to reflect the time positions are vacant due to employee turnover.
- Purchased Services has increased \$33,600 due to an increase in software maintenance, as well as a small increase to insurance premiums.
- Other Expenditures have decreased by \$977,900, reflecting the retirement of roads debt, Pine Glen and Harbour debt.
- Minor Capital & Transfers to Reserves has increased \$4.5 million to reflect the increase in capital levy funding which is transferred to directly to capital. Additionally, growth related impacts represent 1.2% of the budget, therefore 1% of the assessment growth has been budgeted to be transferred to reserve.



Appendix I

Schedule of Full Time Equivalent Complement

Summary of Total 2019 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	8.0	2.8	-	-	-	10.8
Strategy, Policy and Communications	9.0	0.8	-	-	-	9.8
Human Resources	16.0	0.1	-	-	-	16.1
Regulatory Services	5.5	0.7	-	-	(0.3)	5.8
Municipal Enforcement Services	11.5	0.7	-	-	0.3	12.5
Financial Services	57.0	1.1	-	-	-	58.1
Environmental Policy	5.1	1.4	-	(0.7)	-	5.8
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	145.0	203.3	3.0	(0.2)	-	351.2
Parks & Open Spaces	81.1	71.9	1.5	-	-	154.5
Cemeteries	3.7	1.7	-	-	-	5.4
Harbours	5.0	3.2	-	-	-	8.2
Infrastructure Maintenance	99.3	39.3	-	-	-	138.6
Infrastructure Planning & Improvements	25.5	3.5	-	-	-	28.9
Parking	19.4	0.5	-	-	1.0	20.9
Oakville Transit	213.0	19.1	-	1.9	-	234.0
Economic Development	4.0	-	-	-	-	4.0
Strategic Business Support	10.0	-	-	-	-	10.0
Building Services	41.8	1.5	-	-	-	43.3
Planning Services	29.5	-	-	-	-	29.5
Development Engineering	25.7	1.5	-	-	(1.0)	26.2
Other	6.0	-	-	-	-	6.0
Total - Town	1,150.0	359.6	4.5	1.0	0.0	1,515.1
Galleries	7.0	4.2	-	-	-	11.2
Library Services	48.0	56.4	5.6	-	-	110.0
Forestry Temporary Arborists	2.0	-	-	-	-	2.0
Building Temporary Positions	4.0	-	-	-	-	4.0
Consolidated Total	1,211.0	420.2	10.1	1.0	0.0	1,642.3

Schedule of Continuous Full-time Positions

Program	2017	2018	2019	Capital Impact	Service Level Change	Reallocation of Staff	2019
	Restated	Restated					Preliminary FTE
Political Governance	11.5	11.5	11.5	-	-	-	11.5
Administrative Executive Management	10.0	10.0	10.0	-	-	-	10.0
ServiceOakville	7.0	8.0	8.0	-	-	-	8.0
Strategy, Policy and Communications	9.0	9.0	9.0	-	-	-	9.0
Human Resources	16.0	16.0	16.0	-	-	-	16.0
Regulatory Services	6.5	5.5	5.5	-	-	-	5.5
Municipal Enforcement Services	9.5	11.5	11.5	-	-	-	11.5
Financial Services	57.0	57.0	57.0	-	-	-	57.0
Environmental Policy	5.0	5.1	5.1	-	-	-	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	20.0	20.0	20.0	-	-	-	20.0
Emergency Services	226.0	226.0	226.0	-	-	-	226.0
Recreation and Culture Services	142.0	145.0	145.0	-	-	-	145.0
Parks & Open Spaces	77.9	81.1	81.1	-	-	-	81.1
Cemeteries	3.9	3.7	3.7	-	-	-	3.7
Harbours	5.0	5.0	5.0	-	-	-	5.0
Infrastructure Maintenance	99.3	99.3	99.3	-	-	-	99.3
Infrastructure Planning & Improvements	25.6	25.5	25.5	-	-	-	25.5
Parking	19.4	19.4	19.4	-	-	1.0	20.4
Oakville Transit	213.0	213.0	213.0	-	-	-	213.0
Economic Development	4.0	4.0	4.0	-	-	-	4.0
Strategic Business Support	9.0	10.0	10.0	-	-	-	10.0
Building Services	41.8	41.8	41.8	-	-	-	41.8
Planning Services	30.5	29.5	29.5	-	-	-	29.5
Development Engineering	26.7	25.7	25.7	-	-	(1.0)	24.7
Other	6.0	6.0	6.0	-	-	-	6.0
Total - Town	1,143.0	1,150.0	1,150.0	-	-	0.0	1,150.0
Galleries	7.0	7.0	7.0	-	-	-	7.0
Library Services	46.0	48.0	48.0	3.0	1.0	-	52.0
Forestry Temporary Arborists	2.0	2.0	2.0	-	-	-	2.0
Building Temporary Positions	-	4.0	4.0	-	-	-	4.0
Consolidated Total	1,198.0	1,211.0	1,211.0	3.0	1.0	0.0	1,215.0

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

Program	2016	2017	2018	Capital Impact	Service Level Change	Reallocation of Staff	2019
	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			(0.3)	0.3
Municipal Enforcement Services	0.7	0.7	0.7			0.3	1.0
Financial Services	1.1	1.1	1.1				1.1
Environmental Policy	1.4	1.4	1.4		(0.7)		0.7
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	203.3	203.3	3.0	(0.2)		206.2
Parks & Open Spaces	68.6	71.9	71.9	1.5			73.4
Cemeteries	1.7	1.7	1.7				1.7
Harbours	3.2	3.2	3.2				3.2
Infrastructure Maintenance	35.8	39.3	39.3				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		1.9		21.0
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	-	-	-				-
Total - Town	333.1	359.5	359.5	4.5	1.0	0.0	365.0
Galleries	4.2	4.2	4.2		-		4.2
Library Services	65.3	56.4	56.4	2.6	(1.0)		58.0
Consolidated Total	402.6	420.1	420.1	7.1	0.0		427.3

Program: Appendix II Reserve and Debt Schedules

Program Based Budget

2019 - 2021

Town of Oakville

2019 Projected Reserve, Reserve Fund Balances (\$ Millions)

Reserve/Reserve Fund	Projected 2018 Ending Balance	2019 Activity				Interest	Projected 2019 Ending Balance
		Transfers to/(from) Reserve from Operating	Capital Commitments ¹	Development Charges/ Revenues	Total		
Obligatory Reserve Funds:							
Development Charges	73.3	(4.0)	(91.8)	43.8	21.4	2.9	24.3
Parkland	17.8	-	(8.0)	3.6	13.4	0.5	13.8
Gas Tax	14.9	(1.9)	(9.5)	8.5	11.9	0.4	12.3
Ont. Municipal Commuter Cycling	0.7	-	(0.7)	-	-	-	-
sub-total	106.6	(5.9)	(110.0)	55.9	46.6	3.8	50.4
Discretionary Reserve Funds:							
Town Building Replacement	13.6	3.1	(7.6)	-	9.1	0.3	9.4
Parking	4.3	(0.9)	(1.3)	-	2.1	0.1	2.2
Harbours	(4.3)	0.0	(0.7)	-	(5.0)	-	(5.0)
Street Trees	0.3	(0.0)	(0.3)	-	-	-	-
Employment Liability	18.9	0.7	-	-	19.6	0.6	20.1
Bonus Zoning	2.2	-	-	-	2.2	0.1	2.3
Other	0.2	0.0	(0.0)	-	0.2	0.0	0.2
sub-total	35.2	2.9	(9.9)	-	28.2	1.1	29.3
Total Reserve Funds	141.8	(3.0)	(119.9)	55.9	74.8	4.9	79.7
Town Reserves:							
Operational Reserves ²	24.5	2.4	(0.2)	-	26.7	-	26.7
Equipment Reserves	19.1	8.2	(8.2)	-	19.1	0.6	19.7
Capital Reserves	30.3	16.3	(27.4)	-	19.2	0.7	19.9
Stabilization Reserves ²	53.4	2.5	0.0	-	55.9	-	55.9
Total Reserves	127.3	29.3	(35.7)	-	120.9	1.3	122.2
Total Reserves, Reserve Funds	269.2	26.3	(155.6)	55.9	195.7	6.2	201.9

* Note: Schedule may not add due to rounding

1) The Capital Commitments for Development Charges, Parkland and Gas Tax include all commitments from prior year approved budgets.

2) The balance for Stabilization and Operational reserves includes preliminary estimated 2018 surplus based on Q3 projections.

Town of Oakville

2019 Projected Outstanding Debt Principal (\$ '000s)

	2018 Outstanding Debt	Prior Year Debt Approved Not Issued Yet	2019 Proposed Debt	2019 Debt Principal Payment	2019 Projected Outstanding Debt
Tax Levy Supported Debt:					
Municipal Buildings	172	-	-	84	88
Roads	362	-	2,600	171	2,791
LED Streetlight Conversion	10,502	1,150	-	1,008	10,644
Transit	1,677	-	-	553	1,124
Fire Protection	-	-	-	-	-
Recreation Facilities	-	-	-	-	-
Parks and Pier Rehab	706	-	-	175	532
sub-total	\$ 13,419	\$ 1,150	\$ 2,600	\$ 1,991	\$ 15,178
Self Supported Debt:					
Harbours	2,131	-	-	397	1,734
Development (16 Mile Facility)	11,135	-	-	3,583	7,552
Pine Glen Soccer Club	6,553	-	-	439	6,114
sub-total	\$ 19,819	\$ -	\$ -	\$ 4,419	\$ 15,400
Hospital Debt:					
New Oakville Hospital ¹	84,372	-	-	1,999	82,373
sub-total	\$ 84,372	\$ -	\$ -	\$ 1,999	\$ 82,373
TOTAL	\$ 117,609	\$ 1,150	\$ 2,600	\$ 8,409	\$ 112,950

