

EXECUTIVE SUMMARY

The 2013 Budget Discussion Document presents the proposed 2013 operating budget, 2014-2015 forecasts and the 2013 Capital Budget for the Town of Oakville. The document represents the outcome of the 2013 staff budget process, presenting the base budget recommended by staff, for public comment and the review and approval of the Budget Committee and Council.

Council's direction to staff for the preparation of the 2013 budget reconfirms the direction given in 2011 to prepare the 2012 to 2014 budgets with overall property tax increases in line with inflation. The 2013 budget has been prepared in accordance with this direction.

The 2013 budget continues to focus on ensuring the town's strong financial position is maintained and our residents continue to receive the programs and services they value. Over the past few years additional services have been added in many areas. The 2013 budget maintains service levels, provides funding to maintain and renew town assets such as roads, bridges, facilities and equipment while ensuring the overall property tax increase is in line with inflation.

The proposed 2013 budget before staff recommended efficiencies results in a 3.67% property tax increase on the town's share of the property tax bill, after assessment growth, and a total tax increase of 2.44% including the forecasted

increase in the Region of Halton's tax budget and no increase in education rates. To further reduce the town's tax levy increase, staff are recommending efficiencies within Oakville Transit which, if approved by Council will result in a town tax levy increase of 3.44% and an overall property tax increase including the Region of Halton and Education of 2.35%. Options for further reductions to bring the overall tax increase in line with inflation will be presented to the Budget Committee in November. The net increase in the town's proposed base budget of 3.67% is 2.3% less than the forecasted increase presented to the Budget Committee in June 2012.

The 2013 budget process began in June 2012. The 2013 Budget Committee approved the following recommendation:

- *That staff prepare the 2013 Budget and recommended options keeping the overall tax increase in line with inflation.*

The forecast as presented to the Budget Committee estimated a tax increase of 5.75% after assessment growth of 1%. At that time to reduce the tax levy increase, the CAO committed to undertake an efficiency review of all town programs and services to ensure the activities within those services are delivered in the most efficient and cost effective manner and set a target of \$3 million to \$3.25 million in permanent savings to be achieved through the review. This process is expected to take two years to complete. The staff recommended budget includes \$1.2 million in efficiencies identified to date.

In addition to the permanent reductions identified by staff, the Executive Management Team has reduced the economic provision for salaries and benefits by \$830,200 to reflect labour market trends.

The remaining efficiencies required to reach the CAO's goal will be achieved over 2013 and 2014. In anticipation of the reductions to the budget identified through the review, \$1.5 million has been included in the base as temporary tax stabilization funding. As the savings are achieved the reserve funding will be removed from the base budget.

While the efficiency review is expected to produce permanent savings to the tax levy, the CAO's target will not achieve an overall increase in line with inflation; further reductions will be required. Options to achieve the required reductions will be presented to Council during the Budget Committee meetings.

The 2013 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. Consistent with the focus on outcomes, the efficiency reviews undertaken by staff will review activities to determine if results are being achieved in the most cost effective manner.

When the budget forecast was prepared assessment growth was estimated at 1%. Based on information from the provincial Municipal Property Assessment Corporation (MPAC), assessment growth resulting from new properties added to the tax roll is now projected to be 0.75%. This reflects the slowdown in development that has occurred over the past few years as well as MPAC's focus on finalizing outstanding property assessment appeals and valuing properties for the upcoming market value assessment update. Assessment growth resulting from additional properties added to the roll or expansions/additions to existing properties reduces the overall tax increase. The reduction in the growth estimate caused a net base budget increase over that presented to the Committee in June, bringing the increase to 6%.

Through efficiencies found to date and stabilization funding used to smooth the impact on town operations over 2013 and 2014, the forecasted increase has been reduced to 3.67%, a reduction of \$3.4 million. The chart below shows the changes by expenditure type from the base budget forecast presented in June to the staff recommended budget being presented now.

TOWN OF OAKVILLE PRELIMINARY 2013 BUDGET FORECAST				
	\$ Impact	% Increase on Tax Levy Forecast	\$ Impact	% Increase on Tax Levy Budget
PERSONNEL EXPENSES				
Total Economic/Step Increase on Salaries and Benefits	5,532,500	3.80%	4,516,200	3.10%
Total Increase in Salaries and Benefits	5,532,500	3.80%	4,516,200	3.10%
Total Inflationary Increase/Usage Adjustment on Fuel and Utilities	371,600	0.25%	498,100	0.34%
Total Adjustments on Materials & Supplies	145,300	0.10%	159,100	0.11%
Total Inflationary Increase on Purchased Services	(121,800)	-0.08%	(4,800)	0.00%
Grants/Financial Expenses	2,100	0.00%	3,867,500	2.65%
Activity Revenue	(839,600)	-0.58%	(2,905,000)	-1.99%
Net Operating Impact of 2012 and Prior Capital Projects	1,311,000	0.90%	825,500	0.57%
Net Change in Transfers to/from Reserves	(819,400)	-0.56%	(3,792,500)	-2.60%
Net Base Budget Increase	5,581,700	3.83%	3,164,100	2.17%
Net Operating Impact of New Capital:				
20 Firefighters for North Station	708,700	0.49%	-	0.00%
Facility Operator/Utilities for North Operations Depot	126,000	0.09%	-	0.00%
Transit Care-a-Van - Drivers/Supervisor	303,400	0.21%	158,800	0.11%
EAB Operating Impacts	150,300	0.10%	150,300	0.10%
Assessment Growth		-1.00%		-0.75%
Total Increase Before Capital and Infrastructure Levies	6,870,100	3.71%	3,473,200	1.63%
1% Levy Increase for Capital	1,457,700	1.00%	1,457,700	1.00%
Increased Funding for Road Resurfacing	250,000	0.17%	250,000	0.17%
Total Projected Budget Increase Before Infrastructure Levy	8,577,800	4.88%	5,180,900	2.80%
Local Infrastructure Levy*	1,255,400	0.86%	1,255,400	0.86%
Total Projected Budget Increase	9,833,200	5.75%	6,436,300	3.67%
<i>*No impact on Taxpayer as there will be corresponding reduction in the Region's Budget</i>				

A total of 13.5 positions have been gapped in the base budget to help keep the tax levy increase down.

Most of these positions are in the Planning and Development Commission and reflect the level of development activity anticipated in 2013. These positions will remain gapped until revenue returns to normal levels.

Table 1 identifies the drivers of the base budget reduction.

Table 1				
	Base Budget	Change in Tax Levy	% Tax Levy Increase	Overall Tax Impact
Base Budget Forecast	9,833,200		5.75%	3.35%
Adjustments:				
Salary/Benefit Adjustments: Reduced Provision \$830,200; Staffing Efficiencies \$186,100	(1,016,300)			
Materials, Supplies, Fuel, Utilities Inflationary Adjustment	140,300			
Purchased Services: Miscellaneous Adjustments	117,000			
Grants/Financial Expense: Debt Charges offset by Transfer from DC Reserve Funds	3,865,400			
Activity Revenue: User fee increases/Regional Recoveries	(2,065,400)			
Capital Impacts: Timing of North Depot/Reduction in New Staff/Equipment	(1,464,800)			
Reserve Transfers: DC Funding for Debt Charges; Tax Stabilization Funding; Offset by Increased Transfers to Reserves	(2,973,100)			
Total Adjustments	(3,396,900)	-2.33%	3.42%	
Decrease in Assessment Growth		0.25%		
Base Budget	6,436,300		3.67%	2.44%

The program business plans include a detailed budget for 2013 and a forecast by program and service for 2014 and 2015. Business plans for each program provide information on the purpose of each program, define existing service levels and identify strategic initiatives linked to the town's strategic plan. PB2 performance measures and 2012 projected results along with 2013 targets for achievement are also provided in a separate document for all town programs.

PROPOSED BASE BUDGET

The base budget provides for existing levels of service and does not include increased service levels or new initiatives. It does however include the operating impact of completed capital projects. Included in the 2013 base is the annualized impact of the Queen Elizabeth Park Community and Cultural Centre, operating costs related to new Care-a-Van service, support for the ongoing implementation of the asset management and Emerald Ash Borer programs as well as the impact of new parks and roads resulting from growth in the municipality. In total the operating

impacts from completed capital projects and growth related infrastructure add 0.78% to the base.

The 2013 budget was developed in accordance with the Council directive to keep the overall tax increase for the town, region and education portions of the tax bill in line with inflation. This posed a challenge to the town budget as in addition to the operating impacts from completed capital projects identified above, the town’s base budget also includes the impact of the tax shift from the region resulting from the GTA Pooling uploaded by the province, a 1% increase for the capital levy and an additional \$250,000 in funding to accelerate the road resurfacing program. These add 2% to the base, bringing the increase before taking into consideration inflationary pressures related to personnel, materials and supplies and contracted services to 2.81% on the town’s portion of the tax bill.

Table 2 presents a summary of the total tax impact of the proposed budget, including the anticipated increases in the Region’s tax budget and Education rates. The cost associated with each item is outlined below.

Table 2 - 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	38.9%			
Inflationary Impacts/Revenue Adjustment		2.43%	0.95%	\$8.87
Capital Driven Operating Costs for New Infrastructure		0.78%	0.30%	\$2.85
Staff Identified Efficiencies		-0.82%	-0.32%	(\$2.99)
Assessment Growth		-0.75%	-0.29%	(\$2.74)
Total Base Operating Budget		1.64%	0.64%	\$5.99
Capital Levy		1.00%	0.39%	\$3.65
Additional Funding for Road Resurfacing		0.17%	0.07%	\$0.62
Tax Shift from Region to Town	38.9%	0.86%	0.33%	\$3.14
Total Town of Oakville*	38.9%	3.67%	1.43%	\$13.40
Region of Halton*	37.6%	2.7%	1.02%	\$9.53
Education**	23.5%	0.00%	0.00%	\$0.00
Total			2.44%	\$22.92

*Region of Halton increase before tax shift would be 3.6% or \$12.82 per \$100,000 of assessment. While shown separately the tax shift has no impact on the taxpayer.
 **Prior to any tax shift impacts
 Table may not add due to rounding

Inflationary Impacts

When the budget forecast was presented to the Budget Committee in June core inflation was expected to remain around 2 per cent into 2013. Since that time, core inflation has been softer than expected with headline or total inflation in the 1.2 percent range and core consumer price index (CPI) (which excludes the more volatile components of CPI) at 1.3 percent. The Bank of Canada is expecting core inflation to increase gradually over the coming quarters, reaching 2% by the middle of 2013.

The cost of providing services to residents of municipalities does not always compare with traditional CPI. Many of the goods and services included in the basket of goods on which CPI is

calculated do not reflect the cost of material, supplies, contracted services and wages applicable to municipalities.

Inflationary pressures on the town's base budget total 4.42%. This has been partially offset by an increase to program rates and fees and revenue adjustments bringing the net increase to 2.43%, resulting in an increase of 0.95% on the overall tax bill or an increase of \$9 on each \$100,000 of assessment.

The inflationary impacts provide for the town's personnel costs which are driven by collective agreements with the town's four unions. These contracts provide for annual cost of living increases, as well as movement through salary grids and negotiated benefit coverage. The town typically negotiates longer term contracts to ensure stability. In 2013 two union contracts come up for renewal.

In light of current labour market trends the economic provision for salary and benefit increases has been reduced by \$830,200.

The personnel budget also includes the impact of the increase to Ontario Municipal Employees Retirement System (OMERS) rates. OMERS announced a significant increase in their rates over three years for both employers and employees beginning in 2011. Rates increased by 1% in 2011 and 2012 and will increase by 0.9% in 2013.

Many of the materials and supplies that the town provides are construction related. The construction price index has increased by 4.7% over the last year. There is also increased pressure on the budget due to inflation on fuel, utilities, materials, supplies and purchased services.

Revenue

The 2013 base budget incorporates proposed rates and fee increases. Rates and fees will be reviewed by the Budget Committee at its meeting on November 12, 2012 and its recommendations forwarded to Council for approval on November 19, 2012. Many of these fee increases are effective January 1, 2013 and are required to maintain or improve the cost recovery of town programs. The fee increases result in an additional \$1.6 million in revenue. In addition to the fee increase volume adjustments were made to program revenue budgets where applicable. This added additional revenue of \$1.2 million in 2013.

The amount of development activity impacts the budgets of Planning Services, Building Services and Development Engineering.

During 2012 these programs undertook a process mapping exercise which enabled a determination of the full cost of providing the services based on average volumes. Cost recovery targets for each program have been set based on the corporate rates and fee policy.

Based on the policy, Building Services, including the Committee of Adjustment services, is a fully self-supporting program with 100% of expenses covered through permit fees. Given the volume of applications anticipated over the next three years, the program does not rely on tax levy funding.

The Development Engineering program is intended to be 85-90% cost recovered through development and permit fees with an average volume of applications. In 2013 anticipated service volumes are below the level required to achieve the expected cost recovery. Based on budgeted revenues and expenses a 71% recovery is forecasted. As a result the Development Engineering program includes \$798,500 in additional tax levy funding.

A large portion of Planning Services expenses, typically in the 50-60% range, for the processing of planning applications is also intended to be self-supporting. Based on the process mapping exercise undertaken by the department 59% of Planning Services expenses are to be recovered through revenues. Projected application volumes for 2013 are not expected to achieve the desired cost recovery; therefore \$2.2 million in tax levy funding has been used to fund the shortfall.

Since 2009 development related revenues have been at lower than historical levels. Mitigation strategies have been in place since that time to help offset the impact reduced revenues has on the tax levy.

The budgets for Planning, Building and Development Engineering continue to include a number of gapped positions which will not be filled until permit and application volumes increase further. In total there are 12.5 positions gapped within these programs.

Transit ridership continues to increase year over year and is expected to grow by an additional 2.7% in 2013. The revenue budget for this program has increased by approximately \$314,200 to reflect both the increase in ridership and the proposed increase to fares.

Infrastructure Maintenance revenue has increased to reflect increased recoveries from other municipalities for work done on their behalf such as snow clearing on regional roads and signal and streetlight maintenance, reflecting the new Regional Maintenance Agreement and the Hydro Agreement renewal.

The balance of the increased revenue is primarily within Recreation and Parks and Open Space programs and represents both fee and volume increases.

Capital Driven Operating Costs for New Infrastructure

The 2013 base budget includes the impact of new facilities, parks and roads completed in 2012 or anticipated to be completed in 2013. The annualized impact of the Queen Elizabeth Park Community and Cultural Centre (QEPCCC) opened in 2012 also impacts the base budget as the annual cost for staff, utilities and maintenance is included. In addition it is

town policy to budget a transfer to the Building Maintenance and Replacement Reserve for future repairs and replacement of new facilities. To help smooth the impact of new facilities on the operating budget the transfer to the Building Maintenance and Replacement Reserve is phased in over five years. The 2013 budget includes an increased contribution to the reserve for the Transit facility and QEPCCC. The cost of maintaining new roads and parks added to the town in 2012 are also included in the base as is increased funding to continue the implementation of the asset management program and the Emerald Ash Borer strategy. The 2013 base budget also includes the cost of providing increased transit care-a-van service. In total the capital impacts included in the 2013 operating budget of \$1.1 million add 0.78% to the town's base budget, or an increase of 0.3% on the overall tax bill or an increase of \$2.85 per \$100,000 of assessment.

Staff Identified Efficiencies

As part of the staff budget preparation departments were asked to review their operations carefully and identify areas where savings could be achieved through more efficient use of resources. This exercise resulted in \$1.2 million in permanent reductions to the base budget, reducing the tax levy increase by 0.82%. The chart below identifies the areas where savings were achieved.

Efficiency Identified	Permanent Budget Savings
Insurance Premium Renewal Savings	107,000
Regional Road Maintenance Agreement	287,800
Hydro Agreement - Increased Recovery	46,000
Software Maintenance Agreement/Toner Savings	195,800
Transit Staffing Realignment	56,800
Clerk's Department Staffing Efficiencies	107,400
Corporate Internet/Blackberry Savings	28,800
New Recreation Programs	25,000
Engineering & Construction Staffing Efficiencies	24,600
Pavement Maintenance Efficiency Savings	115,000
Reduction in Materials & Supplies Usage	205,400
Total Permanent Reductions	1,199,600

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. In June staff had estimated assessment growth would total 1%. Based on the most current information received from MPAC growth is now estimated to be 0.75% for 2013. The reduction in the estimated growth will increase the town's tax levy increase by 0.25%. This is reflective of the decline in development activity seen over the past few years due to the delay in North Oakville development and MPAC's focus in 2012 on finalizing outstanding appeals and the current value assessment update currently underway.

CAPITAL LEVY

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

The town has completed an inventory of its assets in compliance with Public Sector Accounting Board (PSAB) 3150. The asset registry includes the historical value of all town assets, the estimated replacement value and the year in which the asset is expected to need replacement. This information has been used to develop the infrastructure renewal portion of the capital budget and provides the town with information regarding the actual size of its infrastructure gap.

The capital levy provides an increasing source of funding to address this gap, although it is likely not sufficient to eliminate it. The capital levy has a 1% impact on the town's tax rate, or 0.39% impact on the total tax rate or \$3.65 per \$100,000 of assessment. In addition to the 1% capital levy, the base budget also includes an additional transfer to capital to fund increased road resurfacing as recommended by the Budget Committee and Council in 2010.

TAX SHIFT FOR LOCAL INFRASTRUCTURE FUNDING

In its 2007 Provincial Budget, the Province of Ontario approved the phase out of the GTA Pooling for Social Services. The phase out will take place over a seven year period and by 2013 the total reduction in taxes within the Region of Halton will be \$41.2 million. The tax room created by the phase out is being shared between the region and local municipalities to address infrastructure renewals needs. The region is retaining 50% of the tax room and the local municipalities are sharing the remaining 50% based on their weighted assessment. This will generate \$69.7 million in new capital infrastructure funding for Oakville by 2018. However, this results in a tax shift from the Region to the local municipalities, which has no impact on the property taxpayer. Table 2 on page E-4 shows the tax shift. As a result of the tax shift this amount will now be included in the town's tax rate.

SUMMARY

In total, the proposed 2013 budget being presented to Budget Committee will result in an overall increase in property taxes of 2.44%, including the town, region and education taxes as shown in Table 2. Table 3 summarizes this impact per \$100,000 of assessment before and after the tax shift and illustrates that the tax shift has no impact on the taxpayer. The total combined increase for town, region and education purposes is \$23 per year per \$100,000 of assessment value. A home assessed at \$400,000 will pay an additional \$92 per year or \$1.77 per week.

Table 3

Taxes Billed Per \$100,000 of Assessment				
	2013 Taxes Before Tax Shift	\$ Change Over 2012	2013 Taxes Restated for Tax Shift	\$ Change Over 2012
Oakville	\$374	\$10	\$377	\$13
Region	\$361	\$13	\$358	\$10
Education	\$226	\$0	\$226	\$0
Total	\$961	\$23	\$961	\$23
Per \$400,000 of Assessment	\$3,845	\$92	\$3,845	\$92

2014 AND 2015 FORECAST

The Budget Document also includes a forecast of the 2014 and 2015 operating budgets, incorporating inflation related expenditure increases and the increased operating costs resulting from capital projects undertaken in 2013 and 2014. As Council has directed staff to prepare the 2014 budget with total increases in line with inflation, no new requests have been recommended.

Table 4 presents the forecast increase in the total tax increase for the town’s base budget and projected education and regional tax requirements. The forecast increase in 2014 is 4.53% and the overall tax increase is forecast at 2.78% or \$27 per \$100,000 of assessment. For 2015, the town’s increase is forecast at 3.38% and the overall tax increase at 2.37% or \$23 per \$100,000 of assessment. It should be noted that the tax shift from the Region of Halton ends in 2013.

Table 4 - Overall Tax Impact

	Forecast		
	2013 Requested Budget	2014 Forecast Budget	2015 Forecast Budget
Inflationary Impacts/Revenue Adjustment	2.43%	1.91%	1.25%
Capital Driven Operating Costs for New Infrastructure	0.78%	1.96%	1.47%
Staff Identified Efficiencies	-0.82%	0.00%	0.00%
Assessment Growth	-0.75%	-0.50%	-0.50%
Total Base Operating Budget	1.64%	3.37%	2.22%
Capital Levy/Additional Road Resurfacing Funding	1.17%	1.16%	1.16%
Total Base Budget	2.81%	4.53%	3.38%
Total Town Budget	2.81%	4.53%	3.38%
Province of Ontario	0.00%	0.00%	0.00%
Region of Halton (1)	2.70%	2.70%	2.80%
Tax Shift from Region to Town	0.86%	0.00%	0.00%
Overall Tax Bill Impact (%) (2)	2.44%	2.78%	2.37%
Overall Tax Bill Impact (\$'s per \$100,000 of assessment) (3)	\$22.92	\$26.70	\$23.39

(1) Based on Region’s forecast increase for 2014 and 2015
 (2) Total Tax Bill is 37.6% Region, 38.9% Town, 23.5% Education
 (3) Exclusive of reassessment impacts
 Table may not add due to rounding

2013 BUDGET COMMITTEE PROCESS

The recommendations included in this book reflect the direction to date provided by Council through its Budget Committee. The budget process over the next two months 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 2013 Budget:

- November 12, 2012
 - Distribution of Budget Document and Overview Presentation
 - Rates and Fees
- November 15 and 20, 2012
 - Staff Presentations

- November 21 and December 6, 2012
 - Public Delegations
- December 13, 2012
 - Deliberations and Recommendations
- Council Approval – December 17, 2012

Three public open houses have also been scheduled to give residents the opportunity to provide feedback on the budget. The meetings are scheduled to take place as follows:

- November 22, 2012 – Town Hall
- November 26, 2012 – Sixteen Mile Sports Complex
- December 1, 2012 – Queen Elizabeth Park Community and Cultural Centre

In addition, residents can contribute online through the town's recently launched Idea Forum or by email to budget@oakville.ca.

HIGHLIGHTS OF THE PROPOSED 2013 BUDGET

Program Based Performance Based Budget

The 2013 budget was prepared using the performance based program based Budgeting (PB2) methodology. The 2013 budget and the forecasts for 2014 and 2015 focus on programs, and the services within each program, rather than departments and line item expenditures. In preparing the 2013 budget and 2014 and 2015 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 the program is meeting its objectives. During 2012 the Corporate Services Commission undertook a review of its performance measures. The purpose of the exercise was to come up with program indicators that demonstrate to the community that they are delivering better value for money by addressing not only efficiency but also effectiveness. The indicators developed through this review provide the ability to analyze data at a high level and establish trends which assist in corporate program management and overall direction. The 2013 Program Performance Measures document includes the new measures developed for corporate services. For all programs the document includes the 2012 projected results and 2013 target outcomes for each performance

measure. The program business plans and resulting program budgets are based on achieving the priorities in the town's strategic plan and each new initiative identified in the budget is tied to a strategic objective. Business plans for each program provide information on the purpose of each program and service within the program, define existing service levels, and new requests identify the resulting impact on service levels.

Total 2013 Operating Expenditures by Program

The gross expenditures proposed in the 2013 operating budget total \$254.1 million for the town's 27 programs. This is an increase of \$15.4 million over 2012 expenditures.

Corporate Revenue and Expenses gross expenditures total \$49.2 million. Included in these expenses are the funding envelop for the capital program, debt charges, transfers to corporate reserves, and financial expenses not related to a particular program such as audit fees, banking fees and post-employment expenses. The section also includes a provision for an economic adjustment to salaries and benefits for all employees with the exception of Transit and Fire unionized employees where existing contracts are in place.

The largest operating program is Emergency Services at \$30.6 million or 12% of the town budget. Emergency Services includes the town's Fire Service. The next major program area is Infrastructure Maintenance at \$28.5 million or 11.2% of total expenditures. This program provides for the

maintenance of town roads, storm sewers and traffic infrastructure. Recreation Services totals \$27 million or 10.6% of expenditures and provides for the operation of the town's indoor recreation facilities, delivery of indoor and outdoor recreation programs and facility rentals. It also includes the 2013 annualized impact of the Queen Elizabeth Park Community and Cultural Centre which opened in 2012. Oakville Transit totals \$26.3 million or 10.4% of total expenditures. Corporate Support Programs total \$21.2 million or 8.4% and is the combined total of the Human Resources, Finance, Information Systems + Solutions, Internal Audit, Strategy, Policy and Communications, Legal, ServiceOakville and Administrative Executive Management Programs, which are key to the ongoing operation of the town's front line programs and service delivery. The charts below detail the town's total expenditures by program area.

Table 5

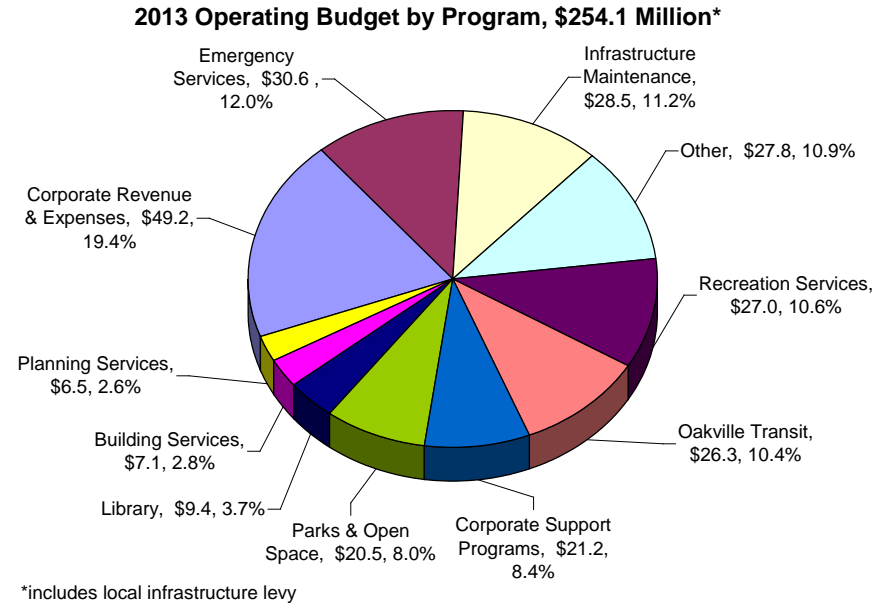


Table 6

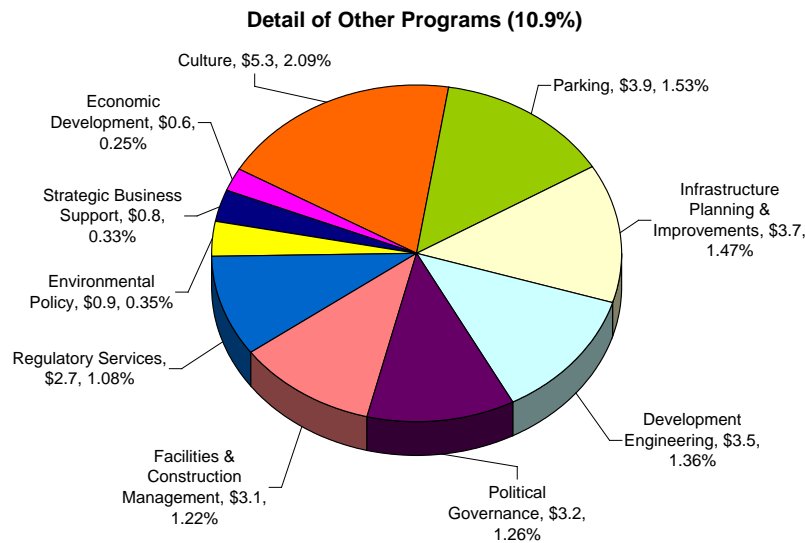


Table 14, on page E-22 sets out the town’s 2013 operating budget by program, and also provides comparisons to the 2012 budget. The table highlights the components of the 2013 budget, showing the recommended 2013 program budget. The forecast Budget for 2014 and 2015 are shown on Table 16 on page E-24.

Total 2013 Operating Expenditures By Cost Component

The chart on page E-14 (Table 7) shows the town’s total operating budget expenditures by cost component. In total the base budget gross expenditures have increased by \$15.4 million. The details are provided in Table 15 on page E-23. Salaries and benefits account for 49.8% or \$126.7 million of the operating budget. This is an increase of \$5.35 million over 2012 as a result of negotiated wage settlements with the town’s fire and transit unions, a corporate provision for other employee groups, movement through salary grids, increased contributions to OMERS, benefit costs and the cost of positions required as a result of new facilities, software implementations and capital infrastructure. Of the \$5.35 million, \$834,000 relates to additional staff required as a result of completed capital projects and new infrastructure.

Purchased services includes costs for items such as communication, contracted services, professional fees, training and development, insurance and printing. Purchased Services comprise 11.3% of the budget and have increased \$290,700 due to inflationary pressures and operating impacts from capital.

Materials and Supplies include expenditures for utilities, fuel, office supplies, construction and other materials. They represent 8.3% of the town’s gross expenditures and have increased \$692,000 primarily due to increased utility and fuel costs.

Transfers to reserves including the transfer to the Local Infrastructure Funding Reserve from the tax shift from the region, provisions for future expenditures, e.g. equipment replacement and transfers to tax stabilization reserves account for 10.8% of expenditures. Capital from Operating includes the funding transferred to the capital budget of \$19.1 million plus minor capital provisions of \$0.1 million for a total of \$19.2 million or 7.6% of expenditures.

The increase in expenditures is offset by an increase in revenues of \$9 million. This includes items such as Recreation and Culture user fees, Transit fares and Planning application fees. The increase in activity revenue is due to increases in fees to maintain cost recovery ratios, volume adjustments, increased development revenues and the impact of revenue from the new facilities and programs.

Table 7
Total Operating Expenditures by Cost Component
\$254.1 Million*

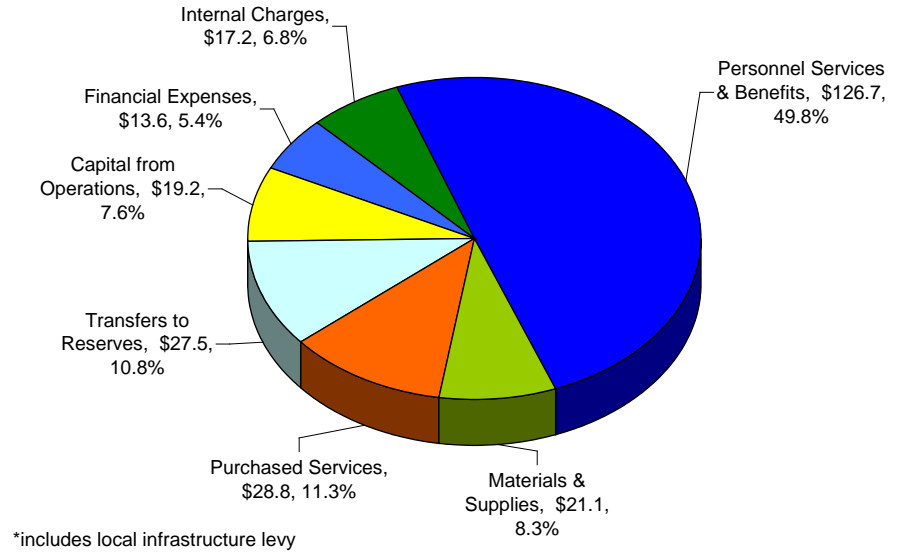
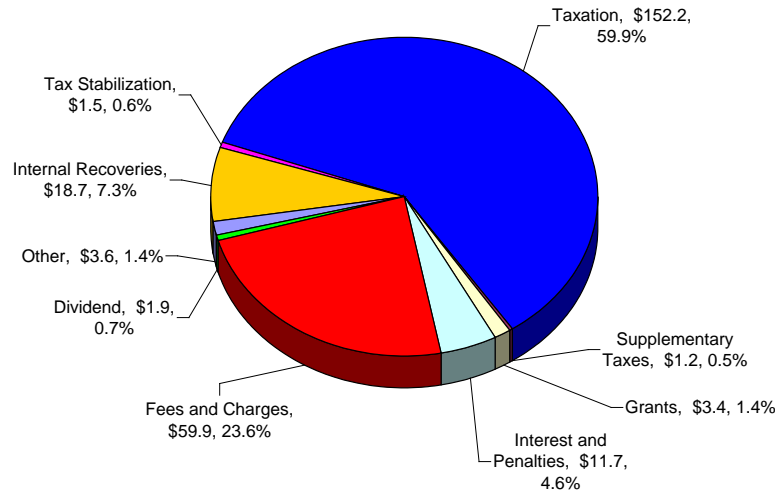


Table 8

2013 Operating Budget by Funding Source, \$254.1 Million



2013 Tax Levy Requirement

The total 2013 tax levy requirement to support town programs is \$152.2 million and is shown by program in Table 15 on page E-23. The chart below shows how much of each tax dollar is spent on specific town programs. The allocation of tax dollars to programs differs from the allocation of gross expenditures as many of the town's departments are supported partially or entirely from user fees. The largest share of the tax dollar is spent on Emergency Services followed by Oakville Transit, Infrastructure Maintenance and Parks and Open Space.

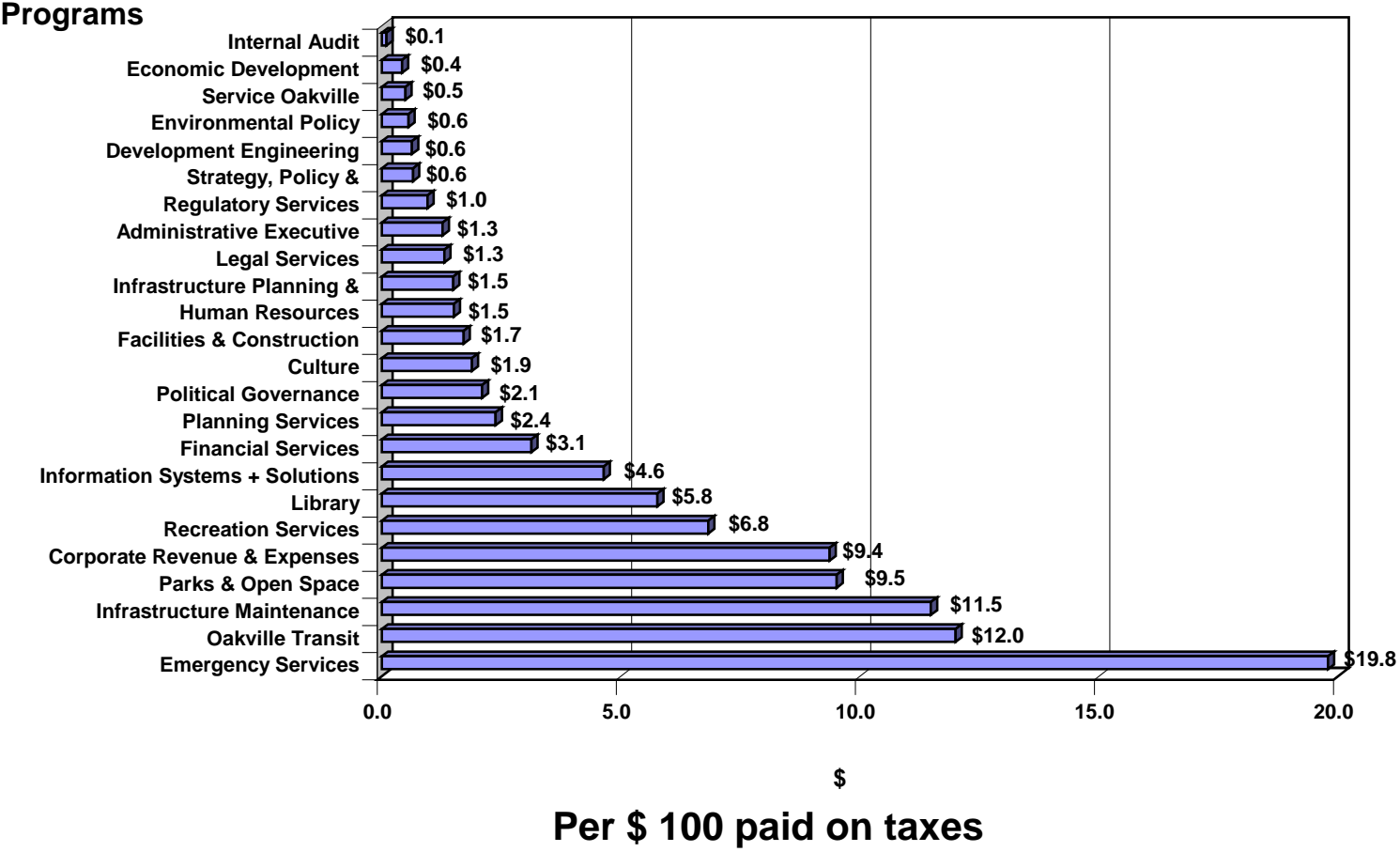
Total 2013 Operating Revenues

Table 8 shown above illustrates the funding sources for the 2013 operating budget. Taxation revenues provide 59.9% (2012 – 61.1%) of the funding.

Fees and charges are the next largest source of funding at \$59.9 million or 23.6% (2012 – 22.2%). Included in the fees and charges are increases to maintain cost recovery ratios for all programs and the 2013 impact of revenue in the Queen Elizabeth Park Community and Cultural Centre.

The 2013 budget includes a \$1.9 million dividend from Oakville Hydro.

Table 9
How Your Tax Dollars Are Spent



BASE BUDGET

There are three components to the 2013 base budget. The first provides for the same level of service as provided in 2012. Program spending at this level reflects the costs to deliver the same level of service as previous years. Increases in program spending and resulting tax levy requirements are driven by the costs of materials and supplies, contracted and other purchased services as well as labour costs resulting from union contracts. Changes in revenue from user fees and other sources also impact the tax requirement.

The second component of the base budget includes the impact of decisions made in previous years such as the annualized impact of service enhancements and the operating impacts of new facilities and infrastructure resulting from completed capital projects and infrastructure assumed through the development process. The 2013 budget includes the annualized impact of Queen Elizabeth Park Community and Cultural Centre opened in 2012, the 2013 impact of the continued implementation of the asset management and emerald ash borer programs, increased Care-a-Van service as well as the impact of parks, roads and computer software conversions approved in prior year capital budgets.

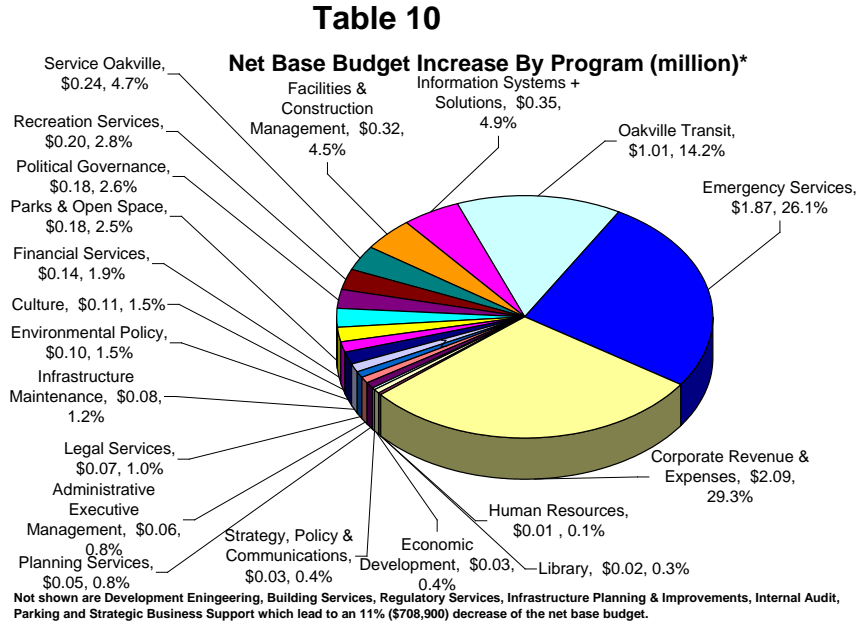
To maintain existing service levels, the tax levy requirement for these two components is \$149.2 million. This is an increase of \$3.5 million or 1.64% after assessment growth. The tax impact of the

increase in the town's base budget of 1.64% has an impact on the overall tax bill of 0.64% or \$6 per \$100,000 of assessment. To reduce this increase, reductions in service levels or the elimination of programs and services is required.

The third component of the base budget is the increased funding for the maintenance and replacement of aging infrastructure as well as the demands for new infrastructure. The base budget includes an additional \$1.7 million for the 1% capital levy and increased funding for the road resurfacing program. The capital levies are an important source of funding for the town's capital program and help ensure the infrastructure gap faced by municipalities does not continue to grow. While these levies are a very important source of funding for infrastructure renewal and the town's share of growth related capital projects they represent 1.17% of the proposed tax increase. The infrastructure levy resulting from the tax shift from the region is also included in this component and is an important funding source in the town's capital program. While it has no impact on the overall tax bill it adds 0.86% to the town's tax levy increase with a corresponding decrease in the region's tax levy.

The tax levy requirement for the capital levies and infrastructure levy total \$2.96 million. This represents an increase of 2.03% on the town's base budget and an overall tax increase of 0.8% or \$7 per \$100,000 of assessment.

Table 10 shows the allocation of the increase in the tax requirement for the base budget.



The net base budget has increased by \$6.4 million after growth. Three programs account for \$5 million of the increase. Of this amount \$2.1 million is included in the Corporate Revenue and Expense program and relates to the increased contribution to capital and reserves as well as the provision for inflationary increases to salaries and benefits for all employees with the exception of unionized employees in Transit and Fire. This program includes the 1% capital levy totaling \$1,457,000 and the additional funding for road resurfacing. These

items along with the tax shift from the Region impact the Corporate Revenue and Expense budget.

The capital levy has been a town policy since 1996. By adding 1% annually to the tax rate for capital the town generates a growing source of funding to deal with the town's infrastructure needs. Many municipalities have implemented capital infrastructure levies to address their infrastructure gaps. It is considered a prudent and "best practice" financial policy. The Long Term Financial Forecast includes the capital levy as a key assumption, which generates a major source of funding for the ten-year Capital Plan. Any change to the capital levy policy would require changes in the long term forecast.

The second largest increase is in Emergency Services program at \$1.9 million primarily due to the contractual increase in salaries and benefits.

Finally the third largest increase is in the Transit Services program at \$1 million. The increase includes the contractual increases in salaries and benefits, the phased-in transfer to the Building Maintenance Reserve for the new transit facility and the cost of increased Care-a-Van service.

The balance of the increase is spread between the remaining programs.

NEW SERVICE LEVELS

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 light of the pressures on the 2013 budget and the direction to prepare the budget with an overall increase at inflation the budget focuses on maintaining service levels and incorporating the operating cost of service enhancements approved through the capital budget. New requests have been limited to two; felt to be priorities for 2013. The chart below outlines the requests being brought forward for the Budget Committee's consideration. If approved, the service enhancements would add \$219,300 to the operating budget (0.15% tax levy impact) and \$480,000 to the capital budget.

2013 RECOMMENDED REQUESTS

Dept	Section	Description	Funding Source	FTE and Financial Impact			
				2013		Total	
				FTE	\$	FTE	\$
Transit	Transit Services	One year trial bus service on the North Service Road East to serve the newly developed industrial area including the new Siemens head office	Innovation Reserve	0.8	\$ -	0.8	\$ -
Parks & Open Space	Sanitation Services	Introduction of Recycling Program	Tax Levy (Requires Capital funding of \$480,000)	1.3 PT and 1 FT	\$219,300		\$219,300
TOTAL				3.1	\$219,300	3.1	\$219,300

During the course of 2012, items have been referred to the Budget Committee for consideration. Table 11 is a list of items referred to the Budget Committee for consideration during the 2013 budget review process.

Table 11

2013 BUDGET COMMITTEE REFERRALS

Item	Department Lead	Description	Estimated Cost	Treatment in Budget
PARKS & OPEN SPACE				
2012 Budget Committee Deliberations - Market Rates for Harbours Slips	Parks & Open Space	That Option 1 - Market Comparator Rate Achieved in 2016, be approved which adjusts the 2013 to 2016 rates from 5.2% to 6.5% based on the actual comparator average in 2011, and 2012 rate increases of 5.0% and 5.2% respectively and the report be referred back to staff for public consultation and report back the to the 2013 Budget Committee	N/A	Report to Budget Committee in November
Bronte Harbour Yacht Club (BHYC)	Parks & Open Space	That financial changes to the Harbours Business Plan as a result of the draft agreement with BHYC or subsequent club agreements be presented to the 2013 budget committee for consideration	N/A	Report to Budget Committee in November
Banning Smoking on Town Parkland	Parks & Open Space	That staff be directed to restrict smoking within 9m of playing fields, playgrounds, splash pads, tennis courts, basketball courts, skateboard parks, outdoor pools, and any other outdoor facility where children gather or in an area that has a No Smoking sign and to present to Council any amendments to by-laws, policies or procedures required to support this direction and that any related funding requests be referred to the 2013 Budget Committee for consideration.	N/A	Report to Budget Committee in November
EAB Private Property Refund	Parks & Open Space	That as a result of our current EAB Treatment Policy, a number of property owners are requesting that private property owners be offered a rebate if they treat their own Ash trees, staff be requested to prepare a report for the current budget committee with options to refund owners for treatment/prevention of the Emerald Ash Borer beetle and a cost benefit of treatment versus removal and replanting.		Report to Budget Committee in November
INFRASTRUCTURE & TRANSPORTATION SERVICES				
Free Public Transit for Seniors	Oakville Transit	THEREFORE BE IT RESOLVED THAT Oakville Transit offer free public transit for a trial period of three months commencing July 1, 2012, for seniors aged 65 and up one day per week, on a day to be determined by Oakville Transit. THAT when the trial program ends on September 30, 2012, the results of the trial be provided to the 2013 Budget Committee for consideration; and THAT subject to the impact on ridership and revenue during the trial period, the 2013 Budget Committee consider formalizing a one day per week program providing free transit services for seniors 65 years and up.		Report to Budget Committee in November

Staff Recommended Efficiencies

To reduce the tax levy increase further, staff has identified efficiencies in Oakville Transit totaling \$326,100 which if accepted by the Budget Committee and approved by Council will reduce the town tax levy increase to 3.44% and overall increase to 2.35%. The efficiency options will be presented to the Budget Committee in November.

FORECAST FOR 2014 AND 2015

The Budget Document also includes a forecast of the 2014 and 2015 operating budgets, incorporating inflation related expenditure increases and the increased operating costs resulting from capital projects undertaken in 2013 and 2014. To ensure the overall tax increase remains at inflationary levels, the CAO and Commissioners have not recommended any new requests. The forecast increase in these years is 4.53% in 2014 and 3.38% in 2015, for base budget purposes only. The overall increase including the region and education is projected to be 2.78% in 2014 and 2.37% in 2015.

These increases are largely due to new infrastructure constructed as part of the Capital Budget and inflationary adjustments. Table 12 shows the total base budget increase for 2013, 2014 and 2015 by cost driver.

The revenue assumptions in the 2014 and 2015 budget forecasts for Planning Services, Building Services and Development Engineering are based on the release of the 2012 servicing allocation from the Region of Halton. The allocation is currently on hold pending the outcome of the region's Development Charges Bylaw appeals. If the allocation is not release as expected it will negatively impact the program budgets and result in a larger town tax levy increase in 2014 with no anticipated impact on 2013. At this time it is estimated that revenues within these three programs would be reduced by \$3.1million in 2014 and \$5.9 million in 2015. This would reduce the transfer to the Building Enterprise reserve and result in a tax levy impact of \$1.3 million in 2014 and \$2.2 million in 2015. The town would implement mitigation strategies to offset the impact on the tax levy if the reductions were to materialize.

The town has committed to a \$130 million contribution to the new Oakville Hospital. At this time it is anticipated that the contribution will be required by the hospital in 2015. Staff is currently evaluating funding models to determine the best option to meet the obligation. A recommendation on funding will be brought forward to Council at a later date. As a decision on the funding has not been finalized the hospital contribution has not been included in the 2015 forecast at this time.

Table 12

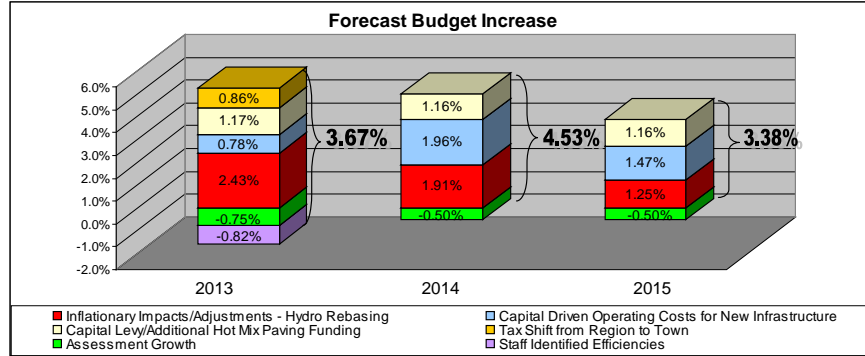


Table 13 shows the overall tax impact in 2014 and 2015, for the town’s base budget and the forecast increases in the Region of Halton and education tax requirements.

Table 13 - Overall Tax Impact

	2013 Requested Budget	2014 Forecast Budget	2015 Forecast Budget
Inflationary Impacts/Revenue Adjustment	2.43%	1.91%	1.25%
Capital Driven Operating Costs for New Infrastructure	0.78%	1.96%	1.47%
Staff Identified Efficiencies	-0.82%	0.00%	0.00%
Assessment Growth	-0.75%	-0.50%	-0.50%
Total Base Operating Budget	1.64%	3.37%	2.22%
Capital Levy/Additional Road Resurfacing Funding	1.17%	1.16%	1.16%
Total Base Budget	2.81%	4.53%	3.38%
Total Town Budget	2.81%	4.53%	3.38%
Province of Ontario	0.00%	0.00%	0.00%
Region of Halton (1)	2.70%	2.70%	2.80%
Tax Shift from Region to Town	0.86%	0.00%	0.00%
Overall Tax Bill Impact (%)⁽²⁾	2.44%	2.78%	2.37%
Overall Tax Bill Impact (\$'s per \$100,000 of assessment)⁽³⁾	\$22.92	\$26.70	\$23.39

(1) Based on Region's forecast increase for 2014 and 2015
 (2) Total Tax Bill is 37.6% Region, 38.9% Town, 23.5% Education
 (3) Exclusive of reassessment impacts
 Table may not add due to rounding

Table 14
2013 Operating Budget by Program

	2012 Restated Budget	2013 Base Budget	Base Budget Change (%)	2013 Requested Adjustments	2013 Requested Budget	2012 - 2013 Change (%)
EXPENDITURE BY PROGRAM						
Political Governance	3,025,200	3,210,700	6.1%	0	3,210,700	6.1%
Administrative Executive Management	1,901,900	1,939,200	2.0%	0	1,939,200	2.0%
Internal Audit	177,800	181,300	2.0%	0	181,300	2.0%
Service Oakville	533,300	762,400	43.0%	0	762,400	43.0%
Strategy, Policy & Communications	969,500	997,500	2.9%	0	997,500	2.9%
Human Resources	2,294,900	2,302,400	0.3%	0	2,302,400	0.3%
Regulatory Services	2,792,100	2,734,500	-2.1%	0	2,734,500	-2.1%
Financial Services	5,125,400	5,335,500	4.1%	0	5,335,500	4.1%
Environmental Policy	1,001,000	880,200	-12.1%	0	880,200	-12.1%
Legal Services	2,136,200	2,558,600	19.8%	0	2,558,600	19.8%
Information Systems + Solutions	6,920,100	7,163,500	3.5%	0	7,163,500	3.5%
Facilities & Construction Management	2,630,500	3,089,700	17.5%	0	3,089,700	17.5%
Emergency Services	28,695,700	30,564,000	6.5%	0	30,564,000	6.5%
Recreation Services	25,480,900	27,021,700	6.0%	0	27,021,700	6.0%
Culture	5,299,000	5,318,100	0.4%	0	5,318,100	0.4%
Library	9,424,500	9,432,200	0.1%	0	9,432,200	0.1%
Parks & Open Space	20,071,000	20,468,200	2.0%	0	20,468,200	2.0%
Infrastructure Maintenance	27,944,400	28,488,100	1.9%	0	28,488,100	1.9%
Infrastructure Planning & Improvements	3,708,300	3,723,400	0.4%	0	3,723,400	0.4%
Parking	3,497,600	3,883,600	11.0%	0	3,883,600	11.0%
Oakville Transit	25,010,900	26,339,100	5.3%	0	26,339,100	5.3%
Strategic Business Support	828,100	845,900	2.1%	0	845,900	2.1%
Building Services	6,708,500	7,084,500	5.6%	0	7,084,500	5.6%
Planning Services	6,662,900	6,493,600	-2.5%	0	6,493,600	-2.5%
Development Engineering	3,547,700	3,466,400	-2.3%	0	3,466,400	-2.3%
Economic Development	620,000	647,000	4.4%	0	647,000	4.4%
Corporate Revenue & Expenses	41,723,900	47,948,300	14.9%	0	47,948,300	14.9%
Total EXPENDITURE BY PROGRAM	238,731,300	252,879,600	5.9%	0	252,879,600	5.9%
REVENUES						
Activity Revenue	50,323,700	53,100,900	5.5%	0	53,100,900	5.5%
Internal Recoveries	18,419,100	18,650,300	1.3%	0	18,650,300	1.3%
Grants	894,700	822,500	-8.1%	0	822,500	-8.1%
Other Revenue	23,321,400	29,352,600	25.9%	0	29,352,600	25.9%
Total Revenues	92,958,900	101,926,300	9.6%	0	101,926,300	9.6%
Tax Levy Requirement	145,772,400	150,953,300	3.6%	0	150,953,300	3.6%
Assessment Growth						-0.75%
Tax Levy Requirement						2.81%
Local Infrastructure Funding Levy		1,255,400			1,255,400	0.86%
Total Tax Levy Requirement	145,772,400	152,208,700	4.4%	0	152,208,700	3.67%

Table 15
2013 Operating Budget – Tax Levy by Program

	2012 Restated Budget	2013 Base Budget	Base Budget Change (%)	2013 Requested Adjustments	2013 Requested Budget	2012 - 2013 Change (%)
TAX LEVY BY PROGRAM						
Political Governance	3,009,600	3,194,400	6.1%	0	3,194,400	6.1%
Administrative Executive Management	1,881,900	1,939,200	3.0%	0	1,939,200	3.0%
Internal Audit	147,800	146,300	-1.0%	0	146,300	-1.0%
Service Oakville	519,200	756,400	45.7%	0	756,400	45.7%
Strategy, Policy & Communications	969,500	997,500	2.9%	0	997,500	2.9%
Human Resources	2,288,400	2,293,500	0.2%	0	2,293,500	0.2%
Regulatory Services	1,574,100	1,458,000	-7.4%	0	1,458,000	-7.4%
Financial Services	4,626,700	4,764,300	3.0%	0	4,764,300	3.0%
Environmental Policy	751,000	855,200	13.9%	0	855,200	13.9%
Legal Services	1,922,400	1,990,300	3.5%	0	1,990,300	3.5%
Information Systems + Solutions	6,708,800	7,062,300	5.3%	0	7,062,300	5.3%
Facilities & Construction Management	2,283,900	2,606,000	14.1%	0	2,606,000	14.1%
Emergency Services	28,249,900	30,118,200	6.6%	0	30,118,200	6.6%
Recreation Services	10,193,100	10,389,600	1.9%	0	10,389,600	1.9%
Culture	2,765,800	2,872,400	3.9%	0	2,872,400	3.9%
Library	8,745,500	8,769,500	0.3%	0	8,769,500	0.3%
Parks & Open Space	14,303,100	14,481,600	1.2%	0	14,481,600	1.2%
Infrastructure Maintenance	17,395,700	17,479,400	0.5%	0	17,479,400	0.5%
Infrastructure Planning & Improvements	2,362,600	2,275,300	-3.7%	0	2,275,300	-3.7%
Parking	0	0	0.0%	0	0	0.0%
Oakville Transit	17,250,200	18,264,300	5.9%	0	18,264,300	5.9%
Strategic Business Support	0	0	0.0%	0	0	0.0%
Building Services	200,900	0	-100.0%	0	0	-100.0%
Planning Services	3,573,200	3,627,100	1.5%	0	3,627,100	1.5%
Development Engineering	1,266,600	963,500	-23.9%	0	963,500	-23.9%
Economic Development	620,000	647,000	4.4%	0	647,000	4.4%
Corporate Revenue & Expenses	12,162,500	14,257,400	17.2%	0	14,257,400	17.2%
Total TAX LEVY BY PROGRAM	145,772,400	152,208,700	4.4%	0	152,208,700	4.4%
Gross Expenditures by Type						
Salaries, Wages, Benefits	121,326,200	126,676,400	4.4%	0	126,676,400	4.4%
Materials & Supplies	20,440,100	21,132,100	3.4%	0	21,132,100	3.4%
Purchased Services	28,503,900	28,794,600	1.0%	0	28,794,600	1.0%
Internal Charges	16,842,400	17,154,900	1.9%	0	17,154,900	1.9%
Other Expenditures	9,768,200	13,653,600	39.8%	0	13,653,600	39.8%
Minor Capital & Transfer to Reserves	41,850,500	46,723,400	11.6%	0	46,723,400	11.6%
Gross Operating Expenditures	238,731,300	254,135,000	6.5%	0	254,135,000	6.5%

Table 16
2014-2015 Operating Budget by Program

	2013 Requested Budget	2014 Preliminary Base Budget	Base Budget Change (%)	2014 Requested Adjustments	2014 Forecast Requested Budget	2013-2014 Change (%)	2015 Forecast Base Budget	2015 Requested Adjustments	2015 Forecast Requested Budget	2014-2015 Change (%)
GROSS EXPENDITURES										
Political Governance	3,210,700	3,910,100	21.8%	0	3,910,100	21.8%	3,417,000	0	3,417,000	-12.6%
Administrative Executive Management	1,939,200	1,956,200	0.9%	0	1,956,200	0.9%	1,979,500	0	1,979,500	1.2%
Internal Audit	181,300	183,400	1.2%	0	183,400	1.2%	185,600	0	185,600	1.2%
Service Oakville	762,400	952,100	24.9%	0	952,100	24.9%	1,138,100	0	1,138,100	19.5%
Strategy, Policy & Communications	997,500	1,099,300	10.2%	0	1,099,300	10.2%	1,112,500	0	1,112,500	1.2%
Human Resources	2,302,400	2,344,000	1.8%	0	2,344,000	1.8%	2,367,400	0	2,367,400	1.0%
Regulatory Services	2,734,500	2,773,800	1.4%	0	2,773,800	1.4%	2,814,100	0	2,814,100	1.5%
Financial Services	5,335,500	5,470,400	2.5%	0	5,470,400	2.5%	5,701,300	0	5,701,300	4.2%
Environmental Policy	880,200	886,000	0.7%	0	886,000	0.7%	895,800	0	895,800	1.1%
Legal Services	2,558,600	2,577,600	0.7%	0	2,577,600	0.7%	2,596,100	0	2,596,100	0.7%
Information Systems + Solutions	7,163,500	7,353,900	2.7%	0	7,353,900	2.7%	7,544,200	0	7,544,200	2.6%
Facilities & Construction Management	3,089,700	3,130,500	1.3%	0	3,130,500	1.3%	3,167,500	0	3,167,500	1.2%
Emergency Services	30,564,000	32,896,000	7.6%	0	32,896,000	7.6%	34,173,200	0	34,173,200	3.9%
Recreation Services	27,021,700	27,792,500	2.9%	0	27,792,500	2.9%	28,316,200	0	28,316,200	1.9%
Culture	5,318,100	5,526,400	3.9%	0	5,526,400	3.9%	5,610,100	0	5,610,100	1.5%
Library	9,432,200	9,589,100	1.7%	0	9,589,100	1.7%	9,947,500	0	9,947,500	3.7%
Parks & Open Space	20,468,200	21,137,500	3.3%	0	21,137,500	3.3%	21,820,500	0	21,820,500	3.2%
Infrastructure Maintenance	28,488,100	29,423,300	3.3%	0	29,423,300	3.3%	30,447,200	0	30,447,200	3.5%
Infrastructure Planning & Improvements	3,723,400	3,775,900	1.4%	0	3,775,900	1.4%	3,825,400	0	3,825,400	1.3%
Parking	3,883,600	3,918,400	0.9%	0	3,918,400	0.9%	3,918,400	0	3,918,400	0.0%
Oakville Transit	26,339,100	27,396,700	4.0%	0	27,396,700	4.0%	28,186,400	0	28,186,400	2.9%
Strategic Business Support	845,900	856,300	1.2%	0	856,300	1.2%	864,800	0	864,800	1.0%
Building Services	7,084,500	8,809,600	24.4%	0	8,809,600	24.4%	10,812,900	0	10,812,900	22.7%
Planning Services	6,493,600	6,819,800	5.0%	0	6,819,800	5.0%	7,078,400	0	7,078,400	3.8%
Development Engineering	3,466,400	3,560,600	2.7%	0	3,560,600	2.7%	3,638,700	0	3,638,700	2.2%
Economic Development	647,000	658,700	1.8%	0	658,700	1.8%	670,500	0	670,500	1.8%
Corporate Revenue & Expenses	49,203,700	51,769,000	5.2%	0	51,769,000	5.2%	54,358,300	0	54,358,300	5.0%
Total GROSS EXPENDITURES	254,135,000	266,567,100	4.9%	0	266,567,100	4.9%	276,587,600	0	276,587,600	3.8%
REVENUES by Type										
Activity Revenue	53,100,900	57,644,700	8.6%	0	57,644,700	8.6%	61,495,700	0	61,495,700	-6.7%
Internal Recoveries	18,650,300	19,428,100	4.2%	0	19,428,100	4.2%	20,016,400	0	20,016,400	-3.0%
Grants	822,500	822,500	0.0%	0	822,500	0.0%	822,500	0	822,500	0.0%
Other Revenue	29,352,600	28,804,200	-1.9%	0	28,804,200	-1.9%	28,178,500	0	28,178,500	2.2%
Total Revenues	101,926,300	106,699,500	4.7%	0	106,699,500	4.7%	110,513,100	0	110,513,100	3.6%
Tax Levy	152,208,700	159,867,600	5.0%	0	159,867,600	5.03%	166,074,500	0	166,074,500	3.88%
Assessment Growth						-0.50%				-0.50%
Total Tax Levy Requirement	152,208,700	159,867,600			159,867,600	4.53%	166,074,500		166,074,500	3.38%

Table 17
2014 - 2015 Operating Budget – Tax Levy by Program

	2013 Requested Budget	2014 Forecast Base Budget	2013-2014 Change (%)	2015 Forecast Base Budget	2014-2015 Change (%)
TAX LEVY					
Political Governance	3,194,400	3,331,500	4.3%	3,400,400	2.1%
Administrative Executive Management	1,939,200	1,956,200	0.9%	1,979,500	1.2%
Internal Audit	146,300	146,400	0.1%	146,600	0.1%
Service Oakville	756,400	767,400	1.5%	778,700	1.5%
Strategy, Policy & Communications	997,500	1,099,300	10.2%	1,112,500	1.2%
Human Resources	2,293,500	2,335,100	1.8%	2,358,500	1.0%
Regulatory Services	1,458,000	1,474,200	1.1%	1,497,300	1.6%
Financial Services	4,764,300	4,894,400	2.7%	5,125,300	4.7%
Environmental Policy	855,200	861,000	0.7%	870,800	1.1%
Legal Services	1,990,300	2,004,700	0.7%	2,023,200	0.9%
Information Systems + Solutions	7,062,300	7,252,700	2.7%	7,443,000	2.6%
Facilities & Construction Management	2,606,000	2,642,100	1.4%	2,674,300	1.2%
Emergency Services	30,118,200	32,449,500	7.7%	33,726,700	3.9%
Recreation Services	10,389,600	10,570,600	1.7%	10,922,500	3.3%
Culture	2,872,400	2,968,000	3.3%	3,018,000	1.7%
Library	8,769,500	8,924,300	1.8%	9,282,700	4.0%
Parks & Open Space	14,481,600	14,963,500	3.3%	15,511,900	3.7%
Infrastructure Maintenance	17,479,400	18,452,600	5.6%	19,218,400	4.2%
Infrastructure Planning & Improvements	2,275,300	2,299,700	1.1%	2,319,900	0.9%
Parking	0	0	0.0%	0	0.0%
Oakville Transit	18,264,300	18,950,700	3.8%	19,356,400	2.1%
Strategic Business Support	0	0	0.0%	0	0.0%
Building Services	0	0	0.0%	0	0.0%
Planning Services	3,627,100	2,309,700	-36.3%	1,702,400	-26.3%
Development Engineering	963,500	792,900	-17.7%	594,600	-25.0%
Economic Development	647,000	658,700	1.8%	670,500	1.8%
Corporate Revenue & Expenses	14,257,400	17,762,400	24.6%	20,340,400	14.5%
Total TAX LEVY	152,208,700	159,867,600	5.0%	166,074,500	3.9%
GROSS EXPENDITURES by Type					
Personnel Services & Benefits	126,676,400	132,545,900	4.6%	136,583,900	3.0%
Materials & Supplies	21,132,100	22,091,500	4.5%	22,276,400	0.8%
Purchased Services	28,794,600	29,795,800	3.5%	30,440,700	2.2%
Internal Charges	17,154,900	17,922,200	4.5%	18,506,800	3.3%
Other Expenditures	13,653,600	13,647,000	-0.0%	13,770,700	0.9%
Minor Capital & Transfer to Reserves	46,723,400	50,564,700	8.2%	55,009,100	8.8%
Total Expenditures	254,135,000	266,567,100	4.9%	276,587,600	3.8%

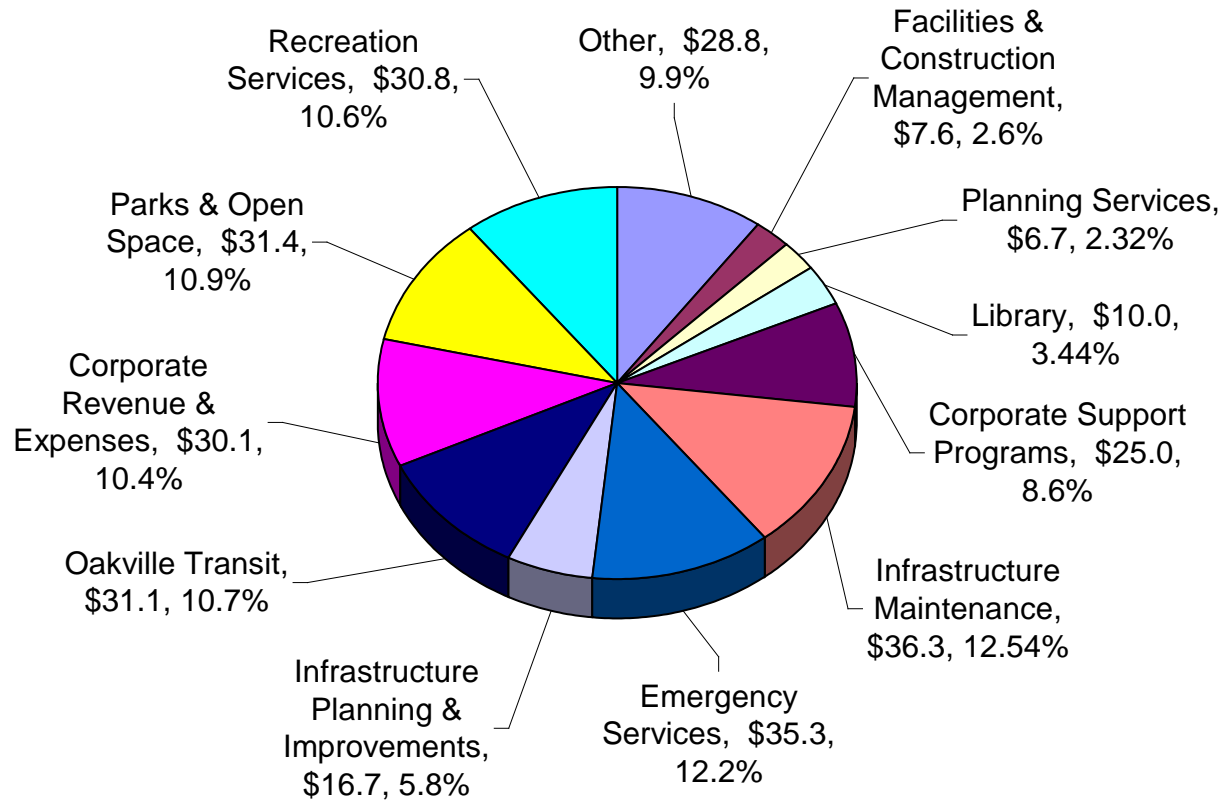
**Table 18
Town Revenue Operating Budget Summary**

	2012 Budget	2013 Base Budget	Base Budget Change (%)	Requested 2013 Adjustments	2013 Requested Budget	% Change 2013/2012	Forecast 2014 Budget	Forecast 2015 Budget
SOURCES OF REVENUE								
Corporate Revenue								
Taxation	145,772,400	152,208,700	4.4%	0	152,208,700	4.4%	159,867,600	166,074,500
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	24,900	24,900	0.0%	0	24,900	0.0%	2,800	2,800
Payments in Lieu of Taxes	3,173,300	3,448,100	8.7%	0	3,448,100	8.7%	3,448,100	3,448,100
General Provincial Grants	0	0	0.0%	0	0	0.0%	0	0
Income from Investments	4,081,100	4,076,600	-0.1%	0	4,076,600	-0.1%	4,071,900	4,071,900
POA Halton Court Fines	660,000	594,000	-10.0%	0	594,000	-10.0%	594,000	594,000
Tax Penalty & Interest	2,670,000	3,000,000	12.4%	0	3,000,000	12.4%	3,000,000	3,000,000
Oakville Hydro Revenue	9,547,400	9,574,000	0.3%	0	9,574,000	0.3%	8,603,200	8,603,200
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	500,000	500,000	0.0%	0	500,000	0.0%	500,000	500,000
Total Corporate Revenue	167,679,100	174,676,300	4.2%	0	174,676,300	4.2%	181,337,600	187,544,500
Departmental Revenue	52,633,100	60,808,400	15.5%	0	60,808,400	15.5%	65,801,400	69,026,700
Internal Recoveries	18,419,100	18,650,300	1.3%	0	18,650,300	1.3%	19,428,100	20,016,400
TOTAL REVENUE	238,731,300	254,135,000	6.5%	0	254,135,000	6.5%	266,567,100	276,587,600

2013 TOTAL EXPENDITURES

The table on the following page sets out the 2013 expenditure needs for all programs for both operating and capital. Total combined gross spending in 2013 is projected at \$290 million. The following chart shows the major areas of spending for the combined operating and capital programs.

2013 Capital & Operating Expenditures



Other includes Political Governance, Development Engineering, Regulatory Services, Environmental Policy, Culture, Parking, Economic Development, Strategic Business Support and Building Services.

Table 19

Town Summary Budgeted Expenditure and Revenue by Program (Operating & Capital)

	2012 Gross Expenditures	2012 Revenue	2012 Net Expenditures	2013 Gross Expenditures	2013 Revenue	2013 Net Expenditures	2013 Capital Expenditures	2013 Capital + Operating Expenditures
Political Governance	3,025,200	(15,600)	3,009,600	3,210,700	(16,300)	3,194,400	0	3,210,700
Administrative Executive Management	1,901,900	(20,000)	1,881,900	1,939,200	0	1,939,200	0	1,939,200
Internal Audit	177,800	(30,000)	147,800	181,300	(35,000)	146,300	0	181,300
Service Oakville	533,300	(14,100)	519,200	762,400	(6,000)	756,400	525,000	1,287,400
Strategy, Policy & Communications	969,500	0	969,500	997,500	0	997,500	265,000	1,262,500
Human Resources	2,294,900	(6,500)	2,288,400	2,302,400	(8,900)	2,293,500	0	2,302,400
Regulatory Services	2,792,100	(1,218,000)	1,574,100	2,734,500	(1,276,500)	1,458,000	0	2,734,500
Financial Services	5,125,400	(498,700)	4,626,700	5,335,500	(571,200)	4,764,300	833,000	6,168,500
Environmental Policy	1,001,000	(250,000)	751,000	880,200	(25,000)	855,200	50,000	930,200
Legal Services	2,136,200	(213,800)	1,922,400	2,558,600	(568,300)	1,990,300	0	2,558,600
Information Systems + Solutions	6,920,100	(211,300)	6,708,800	7,163,500	(101,200)	7,062,300	2,110,000	9,273,500
Facilities & Construction Management	2,630,500	(346,600)	2,283,900	3,089,700	(483,700)	2,606,000	4,474,900	7,564,600
Emergency Services	28,695,700	(445,800)	28,249,900	30,564,000	(445,800)	30,118,200	4,719,300	35,283,300
Recreation Services	25,480,900	(15,287,800)	10,193,100	27,021,700	(16,632,100)	10,389,600	3,770,600	30,792,300
Culture	5,299,000	(2,533,200)	2,765,800	5,318,100	(2,445,700)	2,872,400	558,500	5,876,600
Library	9,424,500	(679,000)	8,745,500	9,432,200	(662,700)	8,769,500	535,900	9,968,100
Parks & Open Space	20,071,000	(6,016,500)	14,054,500	20,468,200	(5,986,600)	14,481,600	10,957,300	31,425,500
Infrastructure Maintenance	27,944,400	(10,647,900)	17,296,500	28,488,100	(11,008,700)	17,479,400	7,851,000	36,339,100
Infrastructure Planning & Improvements	3,708,300	(1,345,700)	2,362,600	3,723,400	(1,448,100)	2,275,300	12,948,000	16,671,400
Parking	3,497,600	(3,497,600)	0	3,883,600	(3,883,600)	0	106,000	3,989,600
Oakville Transit	25,010,900	(7,760,700)	17,250,200	26,339,100	(8,074,800)	18,264,300	4,755,000	31,094,100
Strategic Business Support	828,100	(828,100)	0	845,900	(845,900)	0	0	845,900
Building Services	6,708,500	(6,507,600)	200,900	7,084,500	(7,084,500)	0	0	7,084,500
Planning Services	6,662,900	(3,089,700)	3,573,200	6,493,600	(2,866,500)	3,627,100	235,000	6,728,600
Development Engineering	3,547,700	(2,281,100)	1,266,600	3,466,400	(2,502,900)	963,500	0	3,466,400
Economic Development	620,000	0	620,000	647,000	0	647,000	0	647,000
Corporate Revenue & Expenses	41,723,900	(7,306,900)	34,417,000	49,203,700	(12,478,700)	36,725,000	0	49,203,700
	238,731,300	(71,052,200)	167,679,100	254,135,000	(79,458,700)	174,676,300	54,694,500	308,829,500
Less Operating and Capital Overlap	(17,205,000)			(19,087,600)				(19,087,600)
	221,526,300	(71,052,200)	167,679,100	235,047,400	(79,458,700)	174,676,300	54,694,500	289,741,900
Town Revenue			150,474,100			155,588,700		

2013 CAPITAL BUDGET AND FINANCING SUMMARY BY PROGRAM

COMMISSION/PROGRAM	TOTAL Gross Cost	PROGRAM SPECIFIC FINANCING					Total Pr. Specific Financing	CORPORATE FINANCING				Total Corporate Financing	Total Proposed Financing
		Development Charges	Equipment Reserves	Gas Tax Funding	Other Reserves	Funding Grants and Other Revenues		Local Infrastructure Reserve	Capital Reserve	Operating Contribution	Long Term Financing		
GENERAL GOVERNMENT													
General Government	1,623,000	45,000					45,000		265,000	1,313,000		1,578,000	1,623,000
Total GENERAL GOVERNMENT	1,623,000	45,000					45,000		265,000	1,313,000		1,578,000	1,623,000
CORPORATE SERVICES													
Facilities and Construction Management	4,474,900				1,550,200		1,550,200	113,000	520,000	2,291,700		2,924,700	4,474,900
Information Systems & Solutions	2,110,000							175,000	1,005,000	930,000		2,110,000	2,110,000
Total CORPORATE SERVICES	6,584,900				1,550,200		1,550,200	288,000	1,525,000	3,221,700		5,034,700	6,584,900
COMMUNITY SERVICES													
Parks and Open Space	10,957,300	614,800	1,674,000		426,300		2,715,100	935,000	50,000	7,257,200		8,242,200	10,957,300
Emergency Services	4,719,300	2,549,500	1,754,000		190,800		4,494,300		25,000	200,000		225,000	4,719,300
Recreation and Culture Department	4,329,100		158,000		3,206,100		3,364,100	90,000		875,000		965,000	4,329,100
Oakville Public Library	535,900				103,900		103,900	380,000		52,000		432,000	535,900
Total COMMUNITY SERVICES	20,541,600	3,164,300	3,586,000		3,927,100		10,677,400	1,405,000	75,000	8,384,200		9,864,200	20,541,600
INFRASTRUCTURE & TRANSP. SERVICES													
Infrastructure Maintenance	7,851,000	5,367,800	1,761,000	15,000	112,000		7,255,800	260,000	25,000	310,200		595,200	7,851,000
Infrastructure Planning	13,054,000	2,484,700	57,000	3,107,500	79,000		5,728,200	1,050,000	1,088,500	5,187,300		7,325,800	13,054,000
Oakville Transit	4,755,000	156,200	2,955,000	1,047,600	25,000		4,183,800			571,200		571,200	4,755,000
Environmental Policy	50,000			50,000			50,000						50,000
Total INFRASTRUCTURE & TRANSP. SERVICES	25,710,000	8,008,700	4,773,000	4,220,100	216,000		17,217,800	1,310,000	1,113,500	6,068,700		8,492,200	25,710,000
PLANNING, DEV & BLDNG SERVICES													
Planning Services	235,000	135,000					135,000			100,000		100,000	235,000
Total PLANNING, DEV & BLDNG SERVICES	235,000	135,000					135,000			100,000		100,000	235,000
TOTAL	\$54,694,500	\$11,353,000	\$8,359,000	\$4,220,100	\$5,693,300	\$ -	\$29,625,400	\$3,003,000	\$2,978,500	\$19,087,600	\$ -	\$25,069,100	\$54,694,500
Percent of Total		20.8%	15.3%	7.7%	10.4%	0.0%	54.2%	5.5%	5.4%	34.9%	0.0%	45.8%	100.0%

2013 CAPITAL BUDGET

As illustrated above, the total recommended 2013 capital budget includes expenditures of \$54.7 million. This represents a decrease of \$4.1 million over the 2013 forecast included in the 2012-2021 Capital Forecast. This decrease in gross capital expenditures is primarily due to the deferral of Town Hall renovations and some infrastructure planning projects. The following table illustrates the change in total 2013 budget by commission.

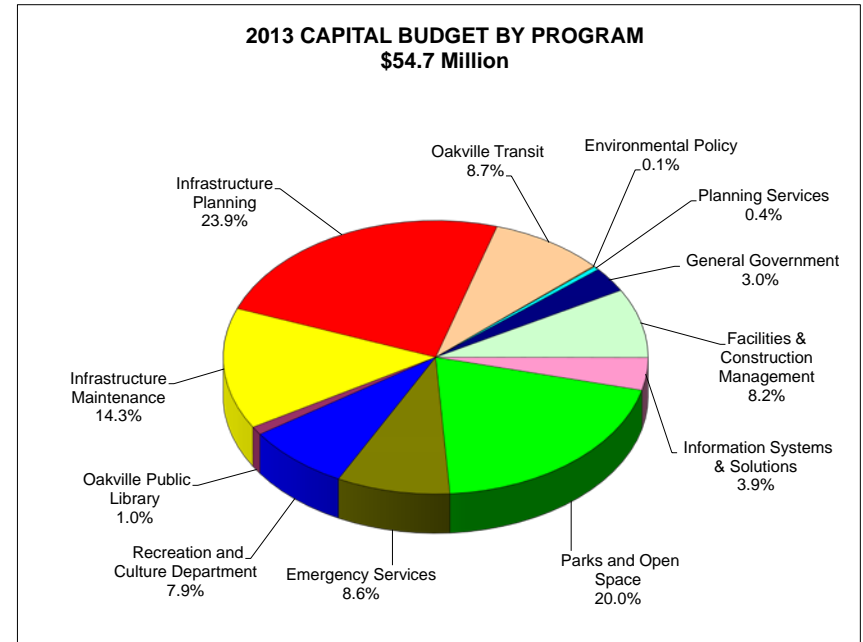
COMMISSION	2013	2013	Change
	Proposed Budget	Forecast Incl. In 2012	
GENERAL GOVERNMENT	1.6	1.3	0.3
CORPORATE SERVICES	6.6	9.0	(2.4)
COMMUNITY SERVICES	20.5	19.6	0.9
INFRASTRUCTURE & TRANSP. SERVICES	25.7	28.2	(2.5)
PLANNING, DEV & BLDNG SERVICES	0.2	0.5	(0.3)
TOTAL	\$ 54.7	\$ 58.6	\$ (3.9)

The 2013-2022 capital forecast has not been finalized. The Development Charges (DC) study currently underway will be completed in the first quarter of 2013. The growth capital forecast will be finalized at that time and presented to Council as required under the *Development Charges Act, 1997*.

The following charts and tables outline the major areas of expenditure and financing sources of the 2013 capital budget. Detailed project information is contained in the 2013 Capital Budget book.

As shown in the graph, the Infrastructure Planning & Improvements program has the largest capital budget in

2013 totaling \$13.1 million or 23.9% of the total capital budget.



Of the \$13.1 million, \$9.3 million relates to road infrastructure improvements to service growth needs of the town and \$3.8 million relate to rehabilitating existing infrastructure. It should also be noted that the \$13.1 million includes a \$250,000 increase in funding from operating to the Road Resurfacing & Preservation Program project recommended as part of the 2010 budget process.

The second largest capital program is Parks and Open Space totaling \$11.1 million or 20% of the total capital budget. Included in the Parks and Open Space program is

\$2.5 million to continue work on Emerald Ash Borer (EAB) management in street trees and woodlots.

Other significant programs are Infrastructure Maintenance and Emergency Services totaling \$12.6 million which includes \$7.2 million for the completion of the North Operations Depot and temporary Fire Station.

This next table outlines the highest dollar value projects included in the 2013 capital budget. These projects represent 48.5% of the total capital budget.

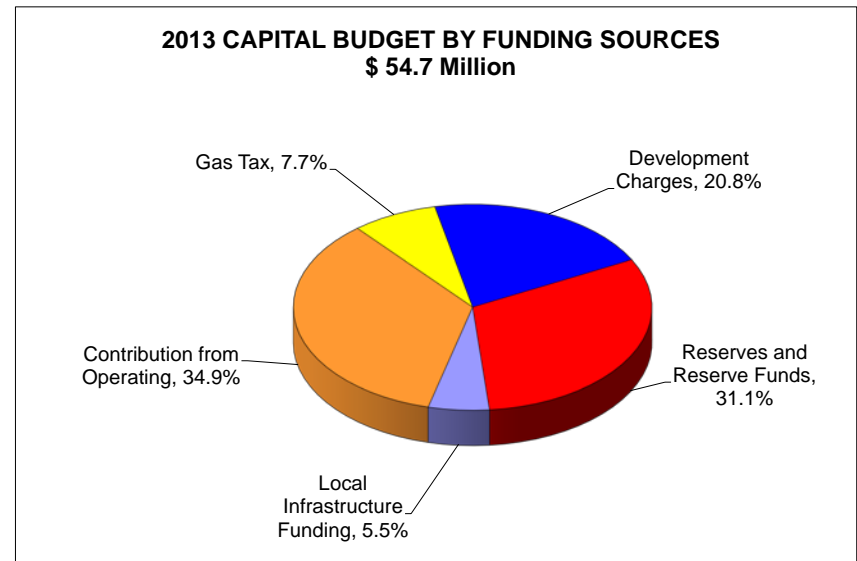
2013 CAPITAL BUDGET		
Top 10 Largest Capital Projects		
(\$ Millions)		
Program	Project	2013 Budget
Infr. Planning & Improv.	53331304 Road Resurfacing & Preservation Program	\$ 5.5
Infr. Maintenance	51310301 North Operations Depot Development	\$ 4.7
Transit	54411303 Replacement Buses	\$ 2.9
Infr. Planning & Improv.	53310703 Kerr St Widening & Grade Separation	\$ 2.8
Parks & Open Space	52271303 EAB Management Program	\$ 2.5
Emergency Services	43301211 Temporary Fire Station 9 (North Park)	\$ 2.4
Infr. Maintenance	51321301 Roads & Works Replacement Equipment	\$ 1.8
Parks & Open Space	52251302 Parks Replacement Equipment	\$ 1.6
Emergency Services	43301313 Vehicle and Equipment Replacement	\$ 1.4
Infr. Planning & Improv.	53381302 Westminster Drive - Storm Sewer	\$ 1.0
Total		\$ 26.5

Financing of the 2013 capital budget is provided by several different funding sources. As shown in this next chart the largest source of financing is the capital levy or

contributions from operating, which is \$19.1 million or 34.9% of total funding. The capital levy is the primary source of funding used to support rehabilitation of town infrastructure.

The next largest financing source is reserves & reserve funds with \$17.0 million or 31.1% which include contributions from equipment reserves, the capital reserve and program specific reserve funds.

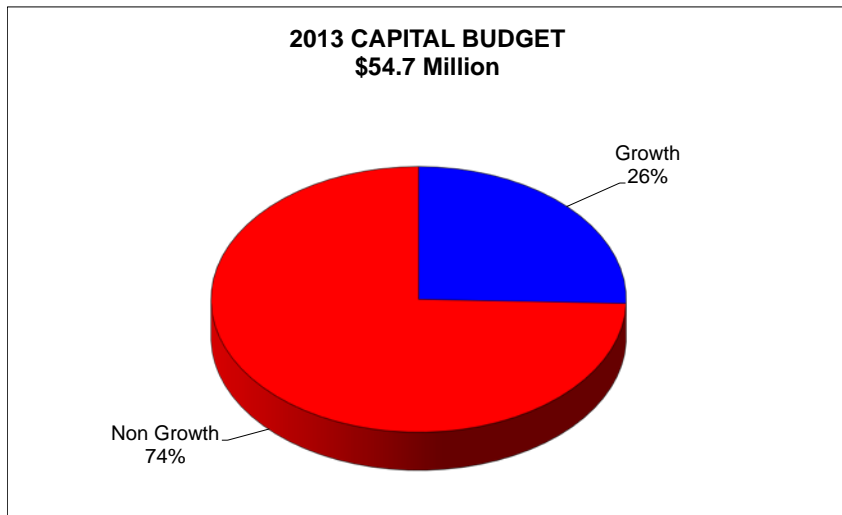
Development charges represent the third largest funding source at 20.8% of the total financing with \$11.4 million.



Finally, other contributions include Gas Tax funding with \$4.2 million and local infrastructure funding of \$3.0 million.

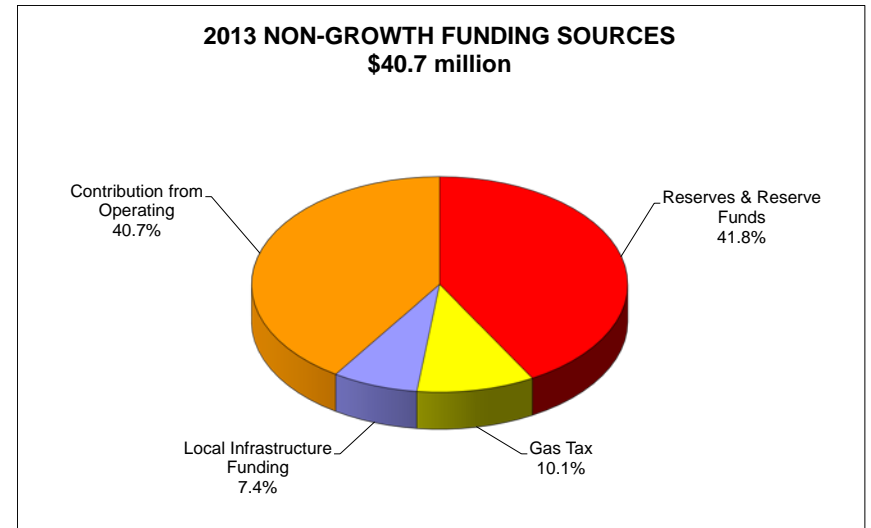
As noted earlier, the 2013 capital budget has been reduced by \$4.1 million from what was projected in the 2012 capital forecast. The sources of funding that have been reduced are development charges (\$0.1 million) as a result of the decrease in road development infrastructure costs and debenture financing (\$1.5 million).

The following chart depicts projects recommended in the 2013 budget classified into growth and non-growth capital needs. The capital program is primarily non-growth projects as the 2012-2021 Development Charges study has not yet been finalized, and therefore many growth projects have been deferred until funding is determined.



As illustrated in the next graph, financing of the 2013 non-growth capital program is primarily provided by corporate reserves and reserve funds of \$17.0 million or 41.8% of the

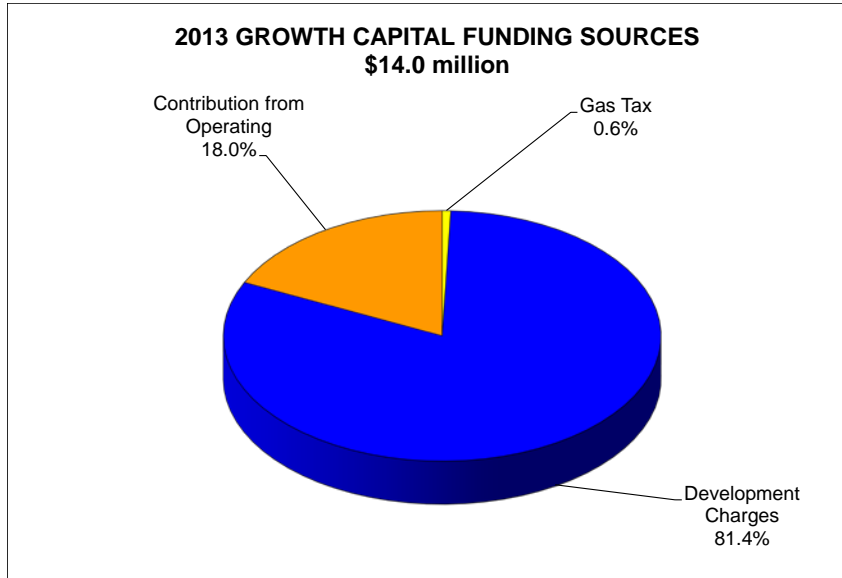
total financing. Capital Levy or contributions from operating are another significant source of funding representing \$16.6 million or 40.7% of the total financing.



Other sources of non-growth project financing include Local Infrastructure funding of \$3.0 million and Gas Tax funding of \$4.1 million.

In 2013 the growth capital requirements account for \$14.0 million or 26% of the total capital budget. These projects consist of improvements and additions to various services and programs such as the new North Park Operations depot, temporary Fire Station and additional road Infrastructure. As noted earlier the 2012-2021 Development charges study as not yet been finalized, and therefore many growth projects have been deferred until funding is determined.

The 2013 growth program is primarily funded by town wide Development Charges representing 81.4% of total funding. The remaining source of financing is contributions from operating at 18.0% and gas tax funds at 0.6%.



Operating impacts from capital projects total \$1.1 million for 2013 and include a total of 4.8 FTEs of which 5.0 are full-time FTEs. Oakville Transit has the largest operating impact at \$289,700, which includes a phased transfer to the Building Maintenance reserve fund for the new transit facility and the operating costs of the new Care-a-van bus that was approved in the 2012 budget. The Infrastructure Maintenance program has the second largest operating impact which includes funds for winter control maintenance in the new neighbourhoods north of Dundas Street. As well,

it includes the operating costs for the new growth vehicles and equipment requested in the 2013 capital budget.

	FTE	2013
OPERATING IMPACTS FROM CAPITAL BUDGET		
CAO / TOWN MANAGER		
CAO Offices		\$ 900
Total CAO / TOWN MANAGER		\$ 900
CORPORATE SERVICES		
Finance	1.0	\$ 89,700
Information Systems & Solutions	1.0	\$ 154,100
Total CORPORATE SERVICES	2.0	\$ 243,800
COMMUNITY SERVICES		
Oakville Fire Department		\$ 5,800
Recreation and Culture Services	4.8	\$ 119,200
Parks and Open Space	2.6	\$ 191,000
Total COMMUNITY SERVICES	7.4	\$ 316,000
INFRASTRUCTURE SERVICES		
Infrastructure Maintenance		\$ 280,800
Infrastructure Planning		\$ 3,200
Oakville Transit	1.0	\$ 289,700
Total INFRASTRUCTURE SERVICES	1.0	\$ 573,700
PLANNING AND DEVELOPMENT SERVICES		
Development Engineering		\$ 200
Total PLANNING AND DEVELOPMENT SERVICES		\$ 200
TOTAL	10.4	\$ 1,134,600

New Requests

TOWN OF OAKVILLE
Business Plan and Budget
New Request Form
2013

Department: Transit

Program: Transit Operations

Request: Route 120 – East Industrial

Request Type / Driver: One-Time

Description of Request

This is a new route being introduced to service the industrial area being developed along the North Service Road east of Trafalgar. The largest of the companies locating there in the New Year will be Siemens. Based on the results of a survey of Siemens employees it is anticipated that ridership on this new route will be high enough to make a positive contribution to the overall system rate of cost recovery. The new route would operate from approximately 6:30 am until 9:30 am and again from 2:00 pm until 7:00 pm, Monday to Friday. This would be a one year trial program that will be funded from the Innovation Reserve Fund.

Council Strategic Goal that this request supports:

Priority Criteria: Investment requirements – Requires a significant investment (Capital/Operating) to proceed

Explanation: Requires commitment to ongoing operating costs.

Impact:

	2013 Budget Impact	Service Level Description
Existing Performance	0	
Requested Increase	138,100	1690 annual hours of service
Target Performance	\$0	

Explanation of the impact if the request is deferred/deleted

If this request is deferred, employees at these companies will find other means of transportation and any later attempt to introduce service will likely result in much lower uptake. If this request is denied, the many employees of these businesses, including Siemens, who were expecting to be able to reach their place of employment by transit will be required to find other means

How will the performance of this initiative be measured? Identify the performance measure.

Type of Measure	Ridership
Performance Indicator	Rides per Hour
Customer Benefit / Impact	Improved convenience of service – access to place of employment
Program Outcome	Increased uptake on use of Transit.

TOWN OF OAKVILLE
Business Plan and Budget
New Request From
2013

Department: Parks and Open Space

Program: Recycling Program

Request: Recycling Program

Request Type / Driver: New Service

Description of Request

To initiate and maintain a Recycle Program at Neighbourhood , Community Parks, Trails.

Funded from Capital

1 Vehicle \$110,000
In-Ground Containers (Installed) –\$350,000 (over 2 years)
Blue barrels - \$20,000

Funded from Operating

1 Full Time Sanitation Labourer \$76,800
4 Students \$36,100 (17 weeks each)
2 Temporary Employees \$14,400 (12 weeks)
Contracted Services (tipping fees/servicing units) \$67,000
Internal Vehicle Charge \$15,000 (for fuel, repairs, license)
Materials \$10,000

Council Strategic Goal that this request supports:

To enhance our natural environment
To have programs and services that are environmentally sustainable
To continuously improve our programs and services
To provide outstanding service to our residents and businesses

Priority Criteria:

Community Impact
Strategic Environmental Policy

Explanation:

This program will provide recycling services (glass and plastic) at Neighbourhood, Community Parks and Trail openings. Deferring waste from the landfill sites.

Budget Impact:

	2013 Budget Impact		Service Level Description
	(\$)	FTE	
Requested Increase	\$219,300	2.3	<i>Initiate Recycle program.</i>
Cost Recovery			
New Expected Service Level	\$219,300	2.3	<i>Sub program of Sanitation to service recycle receptacles in community and neighborhood parks. This service has been requested through park users.</i>
Capital Impact	\$480,000		<i>Includes 1 vehicle, in-ground containers (installed)(over 2 years) and blue barrels</i>

Explanation of the impact if the request is deferred/deleted

No recycling program will be initiated. All waste will continue to go to the landfill. Optics are poor as many members of the community routinely question why we don't have a town-wide recycling program in our parks.

How will the performance of this initiative be measured? Identify the performance measure.

Type of Measure	<i>Strategic, Operational Efficiency</i>
Performance Indicator	<i>Track volume deferred from landfill, expected reduction in solid waste deferred from landfill showing in tipping fees and frequency of servicing existing green receptacles depending on compliance of users.</i>
Customer Benefit / Impact	<i>Increase users satisfaction during special events and Tournaments and passive use of parkland Reduce CRM inquires, 311 calls and operations calls requesting the program Provide option of recycling while deferring solid waste from landfill Encourage recycling Improve and enhance our services Enhance with the town of Oakville's "Zero Waste Strategy"</i>
Program Outcome	<i>Recycle glass and plastic from neighborhood and community parks This responds to concerns from a broad cross reference of residents, user groups and businesses Adhere to the Environmental sustainability policy</i>

Identify the Object Codes affected, to be used by Finance:	52241.4111 and 52241.4211.PT, 52241.5557, 52241.5299
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