

Program: Parks and Open Space

Program Based Budget

2013 – 2015

Program: Parks and Open Space

Vision Statement:

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 Statement:

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

Program Description

This program provides the residents of Oakville planning, administrative and day-to-day maintenance for the town's parks and open space system as well as undertaking the planning and construction of new parkland and open space. Services are provided in the following areas: Parks Administration, Park Planning and Development, Parks Maintenance, Forestry, Cemeteries and Harbours.

Parks Administration services focus on administration, planning and providing customer service to client groups and stakeholders as well as ensuring the efficient delivery of services for the community.

The largest service in the Parks and Open Space program is Parks Maintenance which includes turf and horticulture. This service provides grass cutting in all parks and roadsides, sports field maintenance, horticulture services, integrated pest management, sanitation services, playground, splash pad, structure maintenance (stairs, bridges, and boardwalks), and winter control at all community centres, arenas, senior centres, parks and civic squares, recreational trail maintenance and provides assistance to community groups with hundreds of special events every year.

Park Planning and Development services focus on planning and developing new parks and open space.

Forestry services include the provision for maintaining the town's urban forest that includes street and park trees, woodlots and trees along trail systems.

Cemetery services provide the maintenance and management of all cemetery properties to provide dignified final resting places for many Oakville residents.

Harbours services is the provision of services that involves operating and maintaining Oakville and Bronte harbours through the supply of mooring slips, boat lifting and launching, winter and summer storage, cradle storage, as well as mast stepping and unstepping. A full service marina operation is located in Bronte Harbour.

Program Services

Parks and Open Space provide activities through the following services:

- Parks and Open Space Administration
- Park Planning and Development
- Parks Maintenance
- Forestry
- Cemeteries
- Harbours

Staffing Overview

Program: Parks and Open Space	2011 Approved FTE	2012* Approved FTE	2013 Capital Impact	2013 Base FTE Change	2013 Reallocation of Staff	2013 Total FTE	Net Change 2013 vs 2012
Administration	2.0	2.0				2.0	0.0
Parks Planning and Development	4.0	4.0				4.0	0.0
Parks Maintenance	109.9	112.3	1.0		(2.4)	110.9	(1.4)
Forestry	21.6	21.1	1.6	1.9	0.1	24.7	3.6
Cemeteries	6.2	6.2				6.2	0.0
Harbours	8.4	8.4		0.6	(0.6)	8.4	0.0
Total Parks and Open Space	152.1	154.0	2.6	2.5	(2.9)	156.2	2.2

*Note: the 2012 Approved FTE's have been adjusted to reflect true conversion of capital impacts

The increase to Parks and Opens Space was 2.2 FTE. The details for the increase are as follows:

- Capital impacts have added 2.6 FTE's with 1.0 part-time in Parks Maintenance to service new parks and 1.6 for the implementation of EAB in Forestry.
- Part-time staffing in Forestry has increased by 1.5 FTE as a result of funds reallocated from contracted services and 0.4 was added for a part-time Tree Inspector, which is offset by increased revenue.
- 0.6 part-time FTE was added in Harbours to assist with administration and harbour maintenance.
- The reallocation of 2.9 staff include the following movement of staff within the corporation:
 - Parks Maintenance has reallocated 1.3 FTE to Infrastructure Maintenance to align customer service staff and for winter control support,
 - 1.0 FTE was reallocated from Forestry to Infrastructure Maintenance to align customer service staff,

- 0.6 part-time staff have were reallocated to Service Oakville
- Other staff were reallocated with Parks programs to better reflect operations:
 - 0.6 FTE were allocated to Parks from Harbour to reflect time staff spend on Parks activities,
 - FTE have been reallocated from Parks Maintenance to Forestry to maintain the Memorial Tree program

Program Services Budget Overview

Program: Parks and Open Space Services/Activities:	2012 Restated		2013 Requested		Net Change 2013 vs 2012	Net Change 2013 vs 2012 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Parks & Open Space Administration	409,100	351,400	392,200	325,300	(26,100)	(7.4%)
Parks Planning & Development	481,500	481,500	491,900	491,900	10,400	2.2%
Parks Maintenance	12,905,800	10,601,200	12,991,400	10,622,500	21,300	0.2%
Forestry	3,186,000	2,770,300	3,427,000	2,942,800	172,500	6.2%
Cemeteries	1,503,900	98,700	1,395,900	99,100	400	0.4%
Harbours	1,584,700	0	1,769,800	0	0	0.0%
Total Parks and Open Space	20,071,000	14,303,100	20,468,200	14,481,600	178,500	1.2%

Note: 2013 economic increases for all employee groups with the exception of Fire and Transit unionized employees have been included in the Corporate Revenue and Expenses budget pending contract negotiations.

Overall, the increase to the Parks and Open Space 2013 budget is 1.2%. This can be attributed to several factors including: the capital impact to Forestry for the Emerald Ash Borer (EAB) Management Program and additional funding required for actual water consumption cost for the Parks program. In addition, Parks Maintenance has increased the budget to accommodate the requirements to maintain new parkland, as well as additional funding for property tax payments due to the renewal of several Hydro One corridor agreements that provide community trails. Overall the cost recovery ratio for Parks and Open Space is 21.2% which is an increase from 2012 where the ratio was 20.5%.

Level of Services Offered

- The EAB program provides tree injection for infected ash trees. Oakville is considered a leader in EAB management and has focused an EAB program at canopy conservation. Other communities have programs to try and save ash trees, but Oakville's program is one of the most aggressive preventative maintenance programs as a planned 2013 cost of \$150,300 in the operating budget and additional funds are included in the capital budget.
- Horticulture service offered at the town provides for in-house plant production. This service is provided by Guelph but not by any other neighbouring municipalities. The additional cost to provide this service is \$160,000.
- The town provides an enhanced Integrated Pest Management program compared to surrounding municipalities. This enhancement adds a cost of \$134,000.

- Oakville has one of the most extensive trail systems among any comparators. Oakville maintains over 200 km of trails at a cost of \$260,000 which is the largest service level among the comparator municipalities.
- Oakville has been recognized as a leader in woodlot management and has several woodlots that have been certified as sustainable. The woodlot program includes not only hazard pruning and removals, but ongoing stewardship programs.
- For the most part services provided by Oakville are consistent with standard municipal practice.
- The effectiveness and efficiency of these services is reviewed through the town's performance-based, program based budgeting process.

Key Objectives (Initiatives) for 2013 – 2015

- Implementation of Parks, Recreation and Library Facilities Facility Master Plan
- Implementation of the North Oakville Urban Forest Strategic Management Plan
- Implementation of Emerald Ash Borer strategy
- Undertake a review of the Private Tree Protection By-law
- Continue to refine department performance indicators to support performance-based budgeting
- Update ten year capital forecast on an annual basis
- Harbours sedimentation management plan
- Harbours capacity study

2013 Program Budget Drivers

	2012 Restated Budget	2013 Base Budget	2013 Capital Impact	2013 Budget Efficiencies	2013 Requested Budget	\$ Change From 2012	% Change From 2012
EXPENSES:							
Personnel Services & Benefits	10,061,100	10,029,000	158,300	(4,300)	10,183,000	121,900	1.2%
Materials & Supplies	1,598,900	1,696,000	9,500	(9,800)	1,695,700	96,800	6.1%
Capital Out Of Operations	61,400	61,400	0	0	61,400	0	0.0%
Purchased Services	2,809,600	2,774,800	5,600	(29,500)	2,750,900	(58,700)	(2.1%)
Payments & Grants	80,800	132,900	0	0	132,900	52,100	64.5%
Internal Expenses & Transfers	5,459,200	5,626,700	17,600	0	5,644,300	185,100	3.4%
Total EXPENSES	20,071,000	20,320,800	191,000	(43,600)	20,468,200	397,200	2.0%
REVENUES:							
External Revenues	4,115,000	4,314,200	0	26,700	4,340,900	225,900	5.5%
Internal Recovery & Fund Transfers	1,652,900	1,645,700	0	0	1,645,700	(7,200)	(0.4%)
Total REVENUES	5,767,900	5,959,900	0	26,700	5,986,600	218,700	3.8%
TAX LEVY	14,303,100	14,360,900	191,000	(70,300)	14,481,600	178,500	1.2%

Note: 2013 economic increases for all employee groups with the exception of Fire and Transit unionized employees have been included in the Corporate Revenue and Expenses budget pending contract negotiations.

In 2013 the net budget for Parks and Open Space program is increasing by 1.2% or \$178,500. The main drivers for this increase include:

- Personnel costs have increased by \$121,900 mostly due to capital impacts for full-time and part-time requirements to manage the EAB capital program and increases for benefits. These increases have been partially offset by the reallocation of administration staff to Infrastructure Maintenance as part of the Service Oakville Customer Service realignment. Administrative staff will be cost shared as part of Central Operations total costs.
- Staff has looked for efficiencies where possible and budgets were reduced or reallocated to other areas within the department. As a result, the increase to materials and supplies, capital out of operations and purchased services is \$38,100 for 2013. Efficiencies include reductions to vehicle rental, general equipment, overtime and shift premiums.
- Payments and Grants have increased by \$52,100, a result of the increase for property tax due to the renewal of several Hydro One corridor agreements and increased banks charges.
- Internal expenses were increased by \$185,100 to reflect increased cost shared expense with Infrastructure Maintenance for Central Operations as well as vehicle maintenance costs.
- External revenues have increased by \$225,900 in 2013. This can be attributed to the increase for sportsfield rentals, cemetery markers and administrative fees.
- Due to the minimal decreases to internal allocations, the internal recovery has decreased by \$7,200.

2014 - 2015 Expenditure Summary

	2013 Requested Budget	2014 Forecast Base Budget	2013-2014 Change (%)	2015 Forecast Base Budget	2014-2015 Change (%)
GROSS EXPENDITURES					
Parks & Open Space:					
Parks & Open Space Administration	392,200	397,300	1.3%	402,500	1.3%
Parks Planning & Development	491,900	498,450	1.3%	505,400	1.4%
Parks Maintenance	12,991,400	13,323,400	2.6%	13,622,700	2.2%
Forestry	3,427,000	3,608,750	5.3%	3,878,700	7.5%
Cemeteries	1,395,900	1,381,400	(1.0%)	1,383,800	0.2%
Harbours	1,769,800	1,928,200	9.0%	2,027,400	5.1%
Total GROSS EXPENDITURES	20,468,200	21,137,500	3.3%	21,820,500	3.2%
TAX LEVY					
Parks & Open Space:					
Parks & Open Space Administration	325,300	330,400	1.6%	335,600	1.6%
Parks Planning & Development	491,900	498,450	1.3%	505,400	1.4%
Parks Maintenance	10,622,500	10,910,700	2.7%	11,174,600	2.4%
Forestry	2,942,800	3,124,550	6.2%	3,394,500	8.6%
Cemeteries	99,100	99,400	0.3%	101,800	2.4%
Harbours	0	0	0.0%	0	0.0%
Total TAX LEVY	14,481,600	14,963,500	3.3%	15,511,900	3.7%
GROSS EXPENDITURES by Type					
Personnel Services & Benefits	10,183,000	10,487,400	3.0%	10,864,600	3.6%
Materials & Supplies	1,695,700	1,768,350	4.3%	1,824,100	3.2%
Purchased Services	2,750,900	2,845,050	3.4%	2,956,000	3.9%
Internal Charges	4,334,400	4,425,900	2.1%	4,491,400	1.5%
Other Expenditures	132,900	134,300	1.1%	145,200	8.1%
Minor Capital & Transfer to Reserves	1,371,300	1,476,500	7.7%	1,539,200	4.2%
Total EXPENDITURES	20,468,200	21,137,500	3.3%	21,820,500	3.2%
REVENUES by Type					
Activity Revenue	4,338,900	4,518,900	4.1%	4,646,000	2.8%
Internal Recoveries	1,502,800	1,510,200	0.5%	1,517,700	0.5%
Grants	0	0	0.0%	0	0.0%
Other Revenue	144,900	144,900	0.0%	144,900	0.0%
Total REVENUES	5,986,600	6,174,000	3.1%	6,308,600	2.2%
TAX LEVY	14,481,600	14,963,500	3.3%	15,511,900	3.7%

Note: 2014 and 2015 economic increases for all employee groups with the exception of Fire and Transit unionized employees have been included in the Corporate Revenue and Expenses budget pending contract negotiations.

2013 Recommended Capital Budget

The following chart details the requested capital projects for 2013. The Parks and Open Space capital budget is lower than that submitted as part of the 2012-2021 capital forecast due in large part to the postponement to 2014 of renovations to the Oakville Marina building. However, the Parks replacement equipment budget has increased as Finance staff worked with Fleet staff to build a Parks vehicles and equipment replacement capital project using the data in our Asset registry. The budget was subsequently increased to ensure that equipment is being replaced when necessary, avoiding higher repair and maintenance costs. Construction of village squares, a neighbourhood park and trails in North Oakville are also forecast to begin in 2013. Additional capital budget dollars will allow for the upkeep and maintenance of parks, street trees, cemetery and harbours.

	TOTAL Gross Cost	PROGRAM SPECIFIC FINANCING					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	
Parks											
52211208 Kingsway Parkette	275,000								275,000		275,000
52211301 North Oakville - Village Squares	50,000	45,000							5,000		50,000
52211302 North Oakville - Neighbourhood Park -1	260,000	234,000							26,000		260,000
52211304 Sports Field Rehabilitation	275,000								275,000		275,000
52211305 Oakville Harbours Marina Building	75,000				75,000						75,000
52211306 Meadowland Trail (Kilbarry)	262,000	235,800							26,200		262,000
52211307 Clearview Creek Trail	200,000								200,000		200,000
52211308 Picnic Shelters & Bandshells	100,000								100,000		100,000
52211309 Backstops & Fencing	150,000								150,000		150,000
52211310 Sports Field Irrigation	50,000						50,000				50,000
52211311 Playground Rehabilitation	360,000								360,000		360,000
52211312 Stairs, Bridges and Trails	580,000								580,000		580,000
52211313 Tennis & Basketball Court	410,000								410,000		410,000
52211314 Electrical Lighting Rehab	210,000								210,000		210,000
52211315 Park Facilities Repairs	150,000								150,000		150,000
52211316 Parking Lot & Driveway	370,000								370,000		370,000
52211317 Splash Pad Rehabilitation	275,000								275,000		275,000
52221301 Lakeside Park Washroom Rehabilitation	35,000						35,000				35,000
52221302 Greenhouse Rehabilitation	80,000								80,000		80,000
52221303 Park Recycling Program	20,000								20,000		20,000
52221304 Pedestrian Lighting - Comm.Parks	50,000							50,000			50,000
52221305 Towne Square Rehabilitation	50,000								50,000		50,000
52241301 Emergency Valley Erosion Repairs	625,000								625,000		625,000
52241302 Pathway Rehabilitation	200,000								200,000		200,000
52241303 Asphalt Pathway Rehabilitation	175,000						175,000				175,000
52251301 Parks Structure Inspections	20,000								20,000		20,000
52251302 Parks Replacement Equipment	1,597,000		1,597,000								1,597,000
Total Parks	6,904,000	514,800	1,597,000		75,000		260,000	50,000	4,407,200		6,904,000

	TOTAL Gross Cost	PROGRAM SPECIFIC FINANCING					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	
Forestry											
52271301 Grid Pruning Program	100,000								100,000		100,000
52271302 Tree Canopy Expansion	50,000								50,000		50,000
52271303 EAB Management Program	2,500,000								2,500,000		2,500,000
52271304 Street Tree Planting	100,000	100,000									100,000
52271305 Street Tree Planting - Non Growth	550,000						550,000				550,000
52271306 Woodlot Management	200,000								200,000		200,000
52271307 Parks Tree Planting	125,000						125,000				125,000
Total Forestry	3,625,000	100,000					675,000		2,850,000		3,625,000
Cemeteries											
52721301 Cemetery Equipment	77,000		77,000								77,000
Total Cemeteries	77,000		77,000								77,000
Harbours											
52901102 Harbours-Sediment Management Review	100,000				100,000						100,000
52901301 Harbours Security	75,000				75,000						75,000
52901302 Annual Dockage/Property	77,300				77,300						77,300
52901303 Harbours Equip. Replacement	99,000				99,000						99,000
Total Harbours	351,300				351,300						351,300
Total Parks and Open Space	10,957,300	614,800	1,674,000		426,300		935,000	50,000	7,257,200		10,957,300

Service: Parks Administration

Mission

To oversee the operation of the town's Parks and Open Space programs, support services and facilities in order to ensure their efficient and effective operation.

Major Responsibilities

- Overall supervision of the department and ensure quality customer service
- Development of strategy, long-term planning policies and business plans to support the delivery of Parks and Open Space services
- Support and develop staff through appropriate skills training and professional development
- Establishment of strategic partnerships and alliances to enhance services
- Responsible for ensuring risk management, training, health and safety, and corporate policies are adhered to
- Ensure the fulfillment of recommendations of the Parks, Recreation and Library Services Master plan
- Oversee processing garden plot program, town tree protection deposits and refunds, processing of gate applications and Parks Access Applications and Adopt-a-trail/Adopt - A - Park programs
- Update relevant Parks and Open Space project and customer information on the town website

Strategic Priorities (Initiatives)

- Implementation and ensure ongoing support to the Parks and Open Space portions of the updated Corporate website
- Implement and oversee business review and changes within Parks Operations to further evolve Customer Relationship Management (CRM) as a support to Service Oakville
- Ensure all sectional health and safety operational plans and the departmental emergency management plan are updated annually

Key Outcomes

- Customer service and timely follow-up continues as a key priority of the Parks and Open Space department. In 2012 a target of four day response time to inquiries was set and continues to be achieved.
- Health, safety and wellness of staff and our residents will continue as a key priority of the Parks and Open Space department. This is measured by having clear, understandable and usable policies, practices, programs, services, procedures and collective agreements that affect services' work. In 2012 a target to review three policies and procedures with staff was met.
- Resident and stakeholder engagement will continue as a key priority of the Parks and Open Space department. This will be measured through internal surveys of stakeholder groups as well as by the corporate town-wide satisfaction survey.

2013 – 2015 Operating Budget Summary

	2012 Restated Budget	2013 Base Budget	2013 Capital Impact	2013 Budget Efficiencies	2013 Requested Budget	\$ Change From 2012	% Change From 2012	2014 Forecast Budget	2015 Forecast Budget
EXPENSES:									
Personnel Services & Benefits	265,600	270,300	0	0	270,300	4,700	1.8%	273,600	277,000
Materials & Supplies	2,800	2,800	0	0	2,800	0	0.0%	2,800	2,800
Purchased Services	57,000	58,800	(700)	(1,500)	56,600	(400)	(0.7%)	58,400	60,200
Internal Charges	0	0	0	0	0	0	0.0%	0	0
Other Expenditures	27,500	60,000	0	0	60,000	32,500	118.2%	60,000	60,000
Minor Capital & Transfer to Reserves	56,200	2,500	0	0	2,500	(53,700)	(95.6%)	2,500	2,500
Total EXPENSES	409,100	394,400	(700)	(1,500)	392,200	(16,900)	(4.1%)	397,300	402,500
REVENUES:									
Activity Revenue	0	0	0	9,200	9,200	9,200	100.0%	9,200	9,200
Internal Recoveries	57,700	57,700	0	0	57,700	0	0.0%	57,700	57,700
Grants	0	0	0	0	0	0	0.0%	0	0
Other Revenue	0	0	0	0	0	0	0.0%	0	0
Total REVENUES	57,700	57,700	0	9,200	66,900	9,200	15.9%	66,900	66,900
TAX LEVY	351,400	336,700	(700)	(10,700)	325,300	(26,100)	(7.4%)	330,400	335,600
TAX LEVY By Activity:									
Parks & Open Space Administration	351,400	336,700	(700)	(10,700)	325,300	(26,100)	(7.4%)	330,400	335,600
TAX LEVY	351,400	336,700	(700)	(10,700)	325,300	(26,100)	(7.4%)	330,400	335,600

2013 Key Budget Drivers

- Overall the budget for Parks Administration has decreased by \$26,100 or 7.43%. Much of the reduction is due to a decrease in the transfer to the Town Building reserve fund which offset many of the budget increases including the adjustment to property taxes.
- Budget efficiencies have been included for insurance and program recoveries.

2014- 2015 Budget Forecast Highlights

- Inflationary increases for personnel services, contracted services and insurance have been included for 201 and 2015.

Service: Park Planning and Development

Mission

To provide a diverse range of active and passive open space opportunities for residents and visitors alike in order to enhance the quality of life for present and future generations. This is achieved through the careful planning, design and construction of new facilities and rehabilitation and replacement of existing infrastructure.

Major Responsibilities

- Planning and developing of new parkland and open space on a town-wide basis
- Participating on various development review teams and technical advisory committees to support other internal departments and represent Parks and Open Space mandate
- Implementation of the parks master plans as well as undertaking annual capital asset renewal and rehabilitation projects
- Reviewing site plan applications, subdivision agreements, official plan amendments and other planning documents and circulations that impact town parks and open spaces

Strategic Priorities (Initiatives)

- Completion of master plan update for Bronte Heritage Waterfront Park
- Begin implementation of West Shores Harbour Landscape Plan
- Update North Oakville Parks Facility Distribution Plan, and 10 year capital infrastructure renewal programs based on Parks, Recreation and Library Services Master plan facility update

Key Outcomes

- Redevelopment of parkland and associated infrastructure to improve parkland/open space for improved active and leisure opportunities enhanced pedestrian connectivity and provide destination locations for the community and visitors for the overall benefit for the community. This is measured by the following:
 - Acquisition of new parkland and open space (hectares; minimal targets set as this is entirely related to external development activity). In 2012 a target of four ha was set and substantially met by achieving 3 ha.
 - km or metres of trails constructed or improved, which the target of 3,000 metres was substantially met by achieving 2,510 metres of improvements.
 - New or rehabilitated parks, open spaces, trails and outdoor sports facilities, which a target of 10 was exceeded by achieving 15 new or redeveloped parks
- Ensure the planning of new parks and facilities is done in consultation with the public and stakeholders and relates to master plan documents to properly reflect community needs and strategic direction. In 2012, five public information meetings or stakeholder group meetings were held.

2013 – 2015 Operating Budget Summary

	2012 Restated Budget	2013 Base Budget	2013 Capital Impact	2013 Budget Efficiencies	2013 Requested Budget	% Change From 2012	% Change From 2012	2014 Forecast Budget	2015 Forecast Budget
EXPENSES:									
Personnel Services & Benefits	458,600	468,800	0	0	468,800	10,200	2.2%	474,600	480,800
Materials & Supplies	1,100	1,200	0	0	1,200	100	9.1%	1,250	1,300
Purchased Services	21,800	22,700	(800)	0	21,900	100	0.5%	22,600	23,300
Internal Charges	0	0	0	0	0	0	0.0%	0	0
Other Expenditures	0	0	0	0	0	0	0.0%	0	0
Minor Capital & Transfer to Reserves	0	0	0	0	0	0	0.0%	0	0
Total EXPENSES	481,500	492,700	(800)	0	491,900	10,400	2.2%	498,450	505,400
REVENUES:									
Activity Revenue	0	0	0	0	0	0	0.0%	0	0
Internal Recoveries	0	0	0	0	0	0	0.0%	0	0
Grants	0	0	0	0	0	0	0.0%	0	0
Other Revenue	0	0	0	0	0	0	0.0%	0	0
Total REVENUES	0	0	0	0	0	0	0.0%	0	0
TAX LEVY	481,500	492,700	(800)	0	491,900	10,400	2.2%	498,450	505,400
TAX LEVY By Activity:									
Parks Planning & Development	481,500	492,700	(800)	0	491,900	10,400	2.2%	498,450	505,400
TAX LEVY	481,500	492,700	(800)	0	491,900	10,400	2.2%	498,450	505,400

2013 Key Budget Drivers

- The 2012 budget has increased by \$10,400 or 2.2%. This can be attributed to inflationary increases and increases to overtime.

2014 - 2015 Budget Forecast Highlights

- Minimal increases have been added for inflation in 2014 and 2015.

Service: Parks Maintenance

Mission

To maintain outdoor recreation facilities and open spaces, and facilitate special events in order to enhance the quality of life for residents and visitors to Oakville.

Major Responsibilities

- Maintenance of town parkland through an integrated pest management and plant health care programs. This includes ongoing turf monitoring, specialized fertilizer programs based on soil analysis, aquacid (hot water) on hard surface areas, horticultural grade vinegar used on all horticulture beds, use of AAS (All American Selections) for flowering material that is hardy and drought and insect-resistant
- Mowing town parkland, boulevards, utility corridors on a seasonal basis (April to October). Maintenance of town sports fields including mowing athletic fields, grooming ball diamonds, maintenance of tennis and basketball courts. Supervise park patrol function (April – November)
- Maintenance of horticulture beds on parkland, road allowances. Plant and maintain annual beds on a town-wide basis. Provide horticulture service to three business improvement areas. Oversee and operate the greenhouse production facility and conservatory. Facilitate bookings at greenhouse for weddings, photo shoots, tours and plant loan program
- Maintenance of town recreational trails and park pathways. This includes seasonal proactive maintenance (May to November) and reactive maintenance in the period October to April. Snow removal on designated pathways
- Snow/ice removal and checks of all town facilities including recreation centres, arenas, public squares, Centennial Library, performing arts centre, pathways leading to school sites, stairs, bridges, leash free areas, downtown Oakville public lots and park parking lots and driveways, both open and closed (for emergency access)
- Inspection and required maintenance and repair of all park structures including playground equipment, splash pads, drinking fountains, buildings (irrigations, washrooms, change rooms, storage), park furniture, fencing, lighting, in ground water and electrical service, park identification and bylaw signage, parking lots, gates and barriers, bridges and stairs

Strategic Priorities (Initiatives)

- Transfer of central irrigation system from a monthly leased modem operation to a completely wireless system to reduce cost and improve data integrity and efficiency
- Expand and improve efficiencies of waste management in parks. This includes more efficient handling of solid waste through moving towards additional in-ground large volume containers and diversion to landfill through modest recycling in parks. A recycling program was developed in 2012 with an emphasis on ensuring the program is environmentally sustainable
- Continued development of a Park's asset management system through ensuring all assets are captured correctly in Corporate database, correct attributes have been assigned and ultimately assets are maintained on a work order based system that captures all costs over the life of the asset and links to the asset replacement based on the 10 year capital forecast.
- Implementation of a new radio communications system to provide an improved, reliable internal communication system for efficient operations and enhanced employee safety

Key Outcomes

- Clean and safe parks, trails, outdoor sports facilities and open spaces, which is measured by a Customer Relationship Management (CRM) response time being (48 hrs.) which was met 100% of the time.
- Park operations are compliant with legislated and corporate requirements is measured by the number and description of non-compliance issues identified by internal and external audit functions. In 2012 no non-compliance issues were reported.
- High quality special events of which parks maintenance achieved a target of 85% of user groups surveyed reported that special event setups are excellent
- Parkland mowing and sports field maintenance is maintained at current service levels. The 2012 target of 17 cut rotation was exceeded by achieving 18.
- The revenue goal for Oakville Blooms (Median Sponsorship) in 2012 was \$46,000. This was exceeded as the program earned \$50,560 in revenue.

2013 – 2015 Operating Budget Summary

	2012 Restated Budget	2013 Base Budget	2013 Capital Impact	2013 Budget Efficiencies	2013 Requested Budget	\$ Change From 2012	% Change From 2012	2014 Forecast Budget	2015 Forecast Budget
EXPENSES:									
Personnel Services & Benefits	6,325,200	6,088,400	34,700	0	6,123,100	(202,100)	(3.2%)	6,243,200	6,390,200
Materials & Supplies	1,349,000	1,417,400	4,700	(8,100)	1,414,000	65,000	4.8%	1,478,600	1,529,800
Purchased Services	1,557,000	1,580,600	(1,200)	(14,900)	1,564,500	7,500	0.5%	1,614,800	1,666,500
Internal Charges	3,508,700	3,716,800	7,100	0	3,723,900	215,200	6.1%	3,820,200	3,869,300
Other Expenditures	20,300	20,300	0	0	20,300	0	0.0%	21,000	21,300
Minor Capital & Transfer to Reserves	145,600	145,600	0	0	145,600	0	0.0%	145,600	145,600
Total EXPENSES	12,905,800	12,969,100	45,300	(23,000)	12,991,400	85,600	0.7%	13,323,400	13,622,700
REVENUES:									
Activity Revenue	915,800	1,000,700	0	13,000	1,013,700	97,900	10.7%	1,051,300	1,080,400
Internal Recoveries	1,388,800	1,355,200	0	0	1,355,200	(33,600)	(2.4%)	1,361,400	1,367,700
Grants	0	0	0	0	0	0	0.0%	0	0
Other Revenue	0	0	0	0	0	0	0.0%	0	0
Total REVENUES	2,304,600	2,355,900	0	13,000	2,368,900	64,300	2.8%	2,412,700	2,448,100
TAX LEVY	10,601,200	10,613,200	45,300	(36,000)	10,622,500	21,300	0.2%	10,910,700	11,174,600
TAX LEVY By Activity:									
Parks Maintenance:									
Administration/Equipment/Facility	1,220,800	1,355,600	(4,200)	(28,000)	1,323,400	102,600	8.4%	1,345,800	1,365,400
Integrated Pest Management	584,300	617,000	7,400	0	624,400	40,100	6.9%	637,800	645,800
Parkland Mowing & Sportsfield Mtc	3,380,400	3,436,000	10,100	0	3,446,100	65,700	1.9%	3,568,000	3,623,300
Horticulture Services	1,738,300	1,765,000	2,500	0	1,767,500	29,200	1.7%	1,789,800	1,862,000
Sanitation Services	1,132,400	1,118,700	15,100	0	1,133,800	1,400	0.1%	1,177,200	1,206,000
Winter Control	409,400	258,200	2,700	(3,000)	257,900	(151,500)	(37.0%)	262,600	262,700
Parks Infrastructure	2,121,200	2,062,700	11,700	(5,000)	2,069,400	(51,800)	(2.4%)	2,127,600	2,207,500
Special Events/Community Support	14,400	0	0	0	0	(14,400)	(100.0%)	1,900	1,900
TAX LEVY	10,601,200	10,613,200	45,300	(36,000)	10,622,500	21,300	0.2%	10,910,700	11,174,600

2013 Key Budget Drivers

- The Parks Maintenance budget has increased by \$21,300 or 0.2%.
- Personnel services have decreased by \$202,100 primarily due to reallocation of 1.4 fte from Parks Maintenance to Infrastructure Maintenance.
- With the efficiencies included in purchased services and material and supplies the increase has been \$72,500. Efficiencies have been included for general equipment, equipment rental and insurance.
- Internal charges increased by \$215,200 mainly as a result of additional internal communication charge and increases for maintenance vehicle budget.
- Activity revenue has increased by \$97,700 with increases made to sportfield revenue, sponsorship and recoveries.
- Capital impacts have been added mainly for additional part-time staffing.

2014 - 2015 Budget Forecast Highlights

- Minimal increases have been added for inflation in 2014 and 2015.

Service: Forestry

Mission

To provide the community with a safe and healthy urban forest canopy that is protected and enhanced to provide a variety of ecological benefits through sustainable management and stewardship.

Major Responsibilities

- To oversee the administration of the forestry section and staff to ensure that work is undertaken in an organized, efficient and safe manner
- Work with community partners on various forestry initiatives
- Maintain large trees on town road allowances town-wide. This includes pruning, take-down and cabling
- Maintain woodlots, trees along trail systems, and large park trees on a town-wide basis. Responsibilities also include overseeing prescribed burns, invasive species removal and replanting programs, and inspect and monitor woodlots for pest activity. Also responsible for delivering annual street tree planting program
- This includes ensuring compliance of town tree protection during construction and rehabilitation projects and implements woodlot management plans for the continued health of the urban forest. The section also has a shared responsibility for the Private Protection Tree By-law.

Strategic Priorities (Initiatives)

- Approval and implementation of EAB Strategic Management Plan
- Identify target locations for naturalization and continue working with community groups on native tree/shrub plantings towards naturalization and canopy goals
- Development of woodlot management plans and Forest Stewardship Certification for at least three more town woodlots

Key Outcomes

- Contribute towards town's 40% canopy cover target which has been measured by the following:
 - Number of trees planted (non growth streets), of which the 2012 target of 500 new trees planted was exceeded by achieving a total of 600 trees planted this year.
 - Number of Tree Protection Zone Encroachment Permits issued for canopy cover protection under Private Tree Protection and Public Tree Protection By-Laws which the 2012 target of 100 permits was achieved by reaching a total of 100.
- Forestry was able to provide 100% response to emergencies within 24 hours which exceeded the target of 90% for 2012.
- EAB Key Outcomes
 - With an objective to protect 75 per cent of municipal treatable ash canopy cover, 3,290 trees were targeted for treatment in 2012. After being assessed, 93 per cent (3,057 trees) qualified for TreeAzin injections and were treated.
 - To minimize safety risks, 285 dead ash trees were removed from streets and neighbourhood parks, an increase of 30 per cent from 2011.

- Oakville's Canopy Club social media campaign continues to be a success with 167 Facebook likes (a 20 per cent increase since 2011) and 227 followers on Twitter (a 68 per cent increase since 2011) for a total of 617 virtual Oakville Canopy Club members including those who subscribe to the Canopy Club email list.
- To build new partnerships and help promote community outreach opportunities, the Oakville Canopy Club participated in 10 community events between May and September 2012 handing out more than 1,000 t-shirts to raise awareness.
- By end of September, increased 2011 media coverage by 1% with approximately 33 articles/broadcasts/blogs in 2012. Please note that 2010 to 2011 saw a 182 per cent increase in media coverage.
- As of end of September 2012, the EAB web page had 4,235 visits and ranked 84 on the list of most visited town pages.
- As of September 21, 2012, the EAB/Canopy Club web pages on www.oakville.ca had *7,025 pageviews. *Please note that web metrics from 2011 cannot be compared to 2012 data due to new online measurement tools and launch of new oakville.ca

2013 – 2015 Operating Budget Summary

	2012 Restated Budget	2013 Base Budget	2013 Capital Impact	2013 Budget Efficiencies	2013 Requested Budget	\$ Change From 2012	% Change From 2012	2014 Forecast Budget	2015 Forecast Budget
EXPENSES:									
Personnel Services & Benefits	1,936,900	2,077,700	123,600	(4,300)	2,197,000	260,100	13.4%	2,354,900	2,559,500
Materials & Supplies	70,600	79,200	4,800	0	84,000	13,400	19.0%	87,500	89,300
Purchased Services	800,100	732,600	10,500	(5,300)	737,800	(62,300)	(7.8%)	766,150	815,000
Internal Charges	376,900	396,200	10,500	0	406,700	29,800	7.9%	398,700	413,400
Other Expenditures	500	500	0	0	500	0	0.0%	500	500
Minor Capital & Transfer to Reserves	1,000	1,000	0	0	1,000	0	0.0%	1,000	1,000
Total EXPENSES	3,186,000	3,287,200	149,400	(9,600)	3,427,000	241,000	7.6%	3,608,750	3,878,700
REVENUES:									
Activity Revenue	394,300	458,300	0	4,500	462,800	68,500	17.4%	462,800	462,800
Internal Recoveries	0	0	0	0	0	0	0.0%	0	0
Grants	0	0	0	0	0	0	0.0%	0	0
Other Revenue	21,400	21,400	0	0	21,400	0	0.0%	21,400	21,400
Total REVENUES	415,700	479,700	0	4,500	484,200	68,500	16.5%	484,200	484,200
TAX LEVY	2,770,300	2,807,500	149,400	(14,100)	2,942,800	172,500	6.2%	3,124,550	3,394,500
TAX LEVY By Activity:									
Forestry:									
Administration	304,600	249,000	(400)	(6,800)	241,800	(62,800)	(20.6%)	246,700	250,300
Large Tree Maintenance	1,240,600	1,268,100	150,500	(2,600)	1,416,000	175,400	14.1%	1,564,550	1,807,000
Woodland Stewardship/Forest Health	872,600	907,200	0	(2,000)	905,200	32,600	3.7%	922,000	936,500
Municipal Tree Protection	310,400	327,200	(700)	(2,700)	323,800	13,400	4.3%	328,700	333,500
Recoverable Activities	42,100	56,000	0	0	56,000	13,900	33.0%	62,600	67,200
TAX LEVY	2,770,300	2,807,500	149,400	(14,100)	2,942,800	172,500	6.2%	3,124,550	3,394,500

2013 Key Budget Drivers

Forestry has a proposed budget increase of \$172,500 or 6.2%.

- The capital impact provides the greatest increase of \$150,500 which is required to support the Emerald Ash Borer management capital project which consists mainly of staffing to implement the tree injection program and removal of trees.
- Personnel have increased by \$260,100 mainly for the additional staffing to support EAB and the contracted services has been reallocated to the part-time budget. In addition, as part of the Service Oakville implementation 1 FTE was reallocated to Infrastructure Maintenance to streamline the customer service function.
- Purchased services have decreased as contracted services budget was reallocated to part-time.
- Budget efficiencies were provided for overtime, shift premium, membership dues and additional recoveries.

2014 - 2015 Budget Forecast Highlights

- Presently only minor increases due to inflation have been included.

Service: Cemeteries

Mission

To provide families and the community with attractive cemetery properties that are protected and preserved, and to provide a variety of cemetery products and services for the respectful disposition of the deceased while meeting legislated requirements.

Major Responsibilities

- Provide direction and supervision to the cemeteries section and be a liaison between the section and families. Provide both at-need and pre-need service to existing customers and potential customers.
- 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 across town. These must be maintained under provincial legislation and obligation to families with interment rights. Many of Oakville's original leaders are buried in pioneer cemeteries.

Strategic Priorities (Initiatives)

- Continue with monument/marker restoration program within our pioneer cemeteries throughout the term of the business plan to enhance our cultural environment.
- Ensure rates and fees have been adjusted in order to ensure that we are competitive within the marketplace to provide a fiscally sustainable operation and contribute to a reserve fund for capital improvement projects, all in accordance with the Cemeteries Business Plan.
- Provide additional interment spaces/options throughout the term of the business plan to ensure we continuously improve our programs and services in order to satisfy the needs of the families we serve.

Key Outcomes

- Provide dignified interment and memorial choices, products and services that meet family's wishes, respecting religious, cultural and special circumstances of which 78% of families surveyed noted that interment procedures, memorials, products and services respect their needs and wishes.
- Preserve our community's history and heritage which is measured through the number of monument/marker restoration projects completed. In 2012, 182 heritage markers were restored which is above the target of 100 for 2012.
- To have a fiscally sustainable operation which is measured by a variety of indicators such as number of sales, number of burials and markers installed. In 2012, a target of 290 full burial and cremation sales was expected and 205 was achieved. A greater movement towards cremation continues and sales declined due to slowed economic recovery.
- Cemetery operations are compliant with legislated/corporate requirements and in accordance with our Cemeteries Business Plan which is measured by the % compliance as identified by internal and external audit functions. In 2012, the cemetery program was 100% compliant.
- Cemeteries are fully compliant with new Cemetery legislation that came into effect on July 1, 2012.

2013 – 2015 Operating Budget Summary

	2012 Restated Budget	2013 Base Budget	2013 Capital Impact	2013 Budget Efficiencies	2013 Requested Budget	\$ Change From 2012	% Change From 2012	2014 Forecast Budget	2015 Forecast Budget
EXPENSES:									
Personnel Services & Benefits	470,900	478,900	0	0	478,900	8,000	1.7%	485,900	492,900
Materials & Supplies	81,900	100,200	0	(1,700)	98,500	16,600	20.3%	100,100	101,100
Purchased Services	209,200	213,000	(800)	(3,000)	209,200	0	0.0%	217,600	221,400
Internal Charges	92,800	111,600	0	0	111,600	18,800	20.3%	113,000	114,000
Other Expenditures	2,000	7,700	0	0	7,700	5,700	285.0%	7,700	7,700
Minor Capital & Transfer to Reserves	647,100	490,000	0	0	490,000	(157,100)	(24.3%)	457,100	446,700
Total EXPENSES	1,503,900	1,401,400	(800)	(4,700)	1,395,900	(108,000)	(7.2%)	1,381,400	1,383,800
REVENUES:									
Activity Revenue	1,280,200	1,157,900	0	0	1,157,900	(122,300)	(9.6%)	1,143,100	1,143,100
Internal Recoveries	0	15,400	0	0	15,400	15,400	100.0%	15,400	15,400
Grants	0	0	0	0	0	0	0.0%	0	0
Other Revenue	125,000	123,500	0	0	123,500	(1,500)	(1.2%)	123,500	123,500
Total REVENUES	1,405,200	1,296,800	0	0	1,296,800	(108,400)	(7.7%)	1,282,000	1,282,000
TAX LEVY	98,700	104,600	(800)	(4,700)	99,100	400	0.4%	99,400	101,800
TAX LEVY By Activity:									
Cemeteries:									
Administration	(34,400)	44,700	(800)	(3,800)	40,100	74,500	216.6%	36,800	30,100
Maintenance - Active Cemeteries	176,500	171,600	0	(200)	171,400	(5,100)	(2.9%)	176,300	180,900
Burials - Active Cemeteries	(143,100)	(210,800)	0	(700)	(211,500)	(68,400)	(47.8%)	(214,300)	(213,500)
Pioneer Cemeteries	99,700	99,100	0	0	99,100	(600)	(0.6%)	100,600	104,300
TAX LEVY	98,700	104,600	(800)	(4,700)	99,100	400	0.4%	99,400	101,800

2013 Key Budget Drivers

Overall, Cemeteries has a projected budget increase of \$400 or 0.4%.

- The current drivers include an increase for cemetery markers, bank fees, internal labour and maintenance vehicle charges.
- In addition, due to recent trends the budgets for plot sales and fees have been reduced, which results in a decreased transfer to the Cemetery reserve overall of \$157,100. As a result the Cemetery 10-year capital program has been adjusted to manage within the affordable funding
- The Cemetery program has included efficiencies for vehicle rental, gasoline and supplies.

2014 - 2015 Budget Forecast Highlights

- Increases due to inflation have been included.

Service: Harbours

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 585 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.

Major Responsibilities

- 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

Strategic Priorities (Initiatives)

- Continue clean marine initiatives within both Oakville and Bronte harbours to continuously improve our programs and services as well as to be environmentally sustainable.
- Implement the Oakville Harbours Strategic Business Plan including approved rates and fees adjustments and ancillary services to ensure the section is competitive within the marketplace to provide a fiscally sustainable operation, in accordance with the business plan
- Explore additional services that can be offered to our customers (e.g. mast-up storage, mooring/storage packages) so that we may continuously improve our programs and services in order to satisfy the needs of boating customers
- Issued RFP for the Harbours Sedimentation Management Study
- Issued RFP for the Harbours Capacity Study.
- Expand security initiatives within the harbours

Key Outcomes

- Provide mooring slips for the community in Oakville and Bronte Harbours and ensure the section is fiscally sustainable
- Provide summer and winter storage, and other services for boating customers to continuously improve our programs and services
- Compliance with Clean Marine program to ensure the operation is environmentally responsible. Harbours received a 5 Diamond rating in 2012.
- The target of 95% for slips leased was met.

2013 – 2015 Operating Budget Summary

	2012 Restated Budget	2013 Base Budget	2013 Capital Impact	2013 Budget Efficiencies	2013 Requested Budget	\$ Change From 2012	% Change From 2012	2014 Forecast Budget	2015 Forecast Budget
EXPENSES:									
Personnel Services & Benefits	603,900	644,900	0	0	644,900	41,000	6.8%	655,200	664,200
Materials & Supplies	93,500	95,200	0	0	95,200	1,700	1.8%	98,100	99,800
Purchased Services	164,500	167,100	(1,400)	(4,800)	160,900	(3,600)	(2.2%)	165,500	169,600
Internal Charges	84,500	92,200	0	0	92,200	7,700	9.1%	94,000	94,700
Other Expenditures	30,500	44,400	0	0	44,400	13,900	45.6%	45,100	55,700
Minor Capital & Transfer to Reserves	607,800	732,200	0	0	732,200	124,400	20.5%	870,300	943,400
Total EXPENSES	1,584,700	1,776,000	(1,400)	(4,800)	1,769,800	185,100	11.7%	1,928,200	2,027,400
REVENUES:									
Activity Revenue	1,524,700	1,695,300	0	0	1,695,300	170,600	11.2%	1,852,500	1,950,500
Internal Recoveries	60,000	74,500	0	0	74,500	14,500	24.2%	75,700	76,900
Grants	0	0	0	0	0	0	0.0%	0	0
Other Revenue	0	0	0	0	0	0	0.0%	0	0
Total REVENUES	1,584,700	1,769,800	0	0	1,769,800	185,100	11.7%	1,928,200	2,027,400
TAX LEVY	0	6,200	(1,400)	(4,800)	0	0	0.0%	0	0
TAX LEVY By Activity:									
Harbours	0	6,200	(1,400)	(4,800)	0	0	0.0%	0	0
TAX LEVY	0	6,200	(1,400)	(4,800)	0	0	0.0%	0	0

2013 Key Budget Drivers

The Harbours 2013 budget has increased by \$185,100. Harbours is a self-sustaining program with expenses offset with revenue.

- The personnel budget has increased by \$41,000 to include the additional part-time support required to maintain the Harbours.
- Inflationary increases have been included for 2013 for material and supplies, and purchased services.
- Budget efficiencies have been included for insurance.
- Revenues have increased to reflect the Harbours Master Plan and continuing negotiations with the Oakville Harbour lease owners and fees have been increased by 3% with the exception of mooring slip fees which were increased by 6.5% as per Council Resolution of March 5, 2012. The long-term impact of the renegotiated leases on the Harbours Business Plan will be reported to the Budget Committee.
- As a result of increased revenue, the transfer to the Harbour reserve fund has increased by \$124,400.

2014 - 2015 Budget Forecast Highlights

- Presently, only minor increases due to inflation have been included.