



**Program: Parks and Open Space**

**Program Based Budget**

**2016 – 2018**

## 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

The Parks and Open Space department provides the residents of Oakville the 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/ open space as well as rehabilitation of park facilities and assets. 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, sports-fields, sanitation 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.

The Park Planning and Development section focuses on the planning and development of new parks and open space facilities, along with the replacement and renewal of existing parks infrastructure.

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.

## 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

| <b>Program: Parks and Open Space</b> | <b>2014<br/>Approved<br/>FTE</b> | <b>2015<br/>Approved<br/>FTE</b> | <b>2016<br/>Capital<br/>Impact</b> | <b>2016<br/>Service<br/>Adjustment</b> | <b>2016<br/>Reallocation<br/>of Staff</b> | <b>2016<br/>Total<br/>FTE</b> | <b>Net<br/>Change<br/>2016 vs 2015</b> |
|--------------------------------------|----------------------------------|----------------------------------|------------------------------------|--|---|-------------------------------|--|
| <b>Services/Activities:</b>          |                                  |                                  |                                    |  |   |                               |  |
| Administration                       | 1.7                              | 1.7                              |                                    |  |   | 1.7                           | 0.0                                    |
| Parks Planning and Development       | 5.0                              | 5.0                              |                                    |  |   | 5.0                           | 0.0                                    |
| Parks Maintenance                    | 110.4                            | 111.1                            | 1.4                                | 1.9                                    | 0.3                                       | 114.6                         | 3.6                                    |
| Forestry                             | 25.0                             | 23.1                             |                                    | 1.0                                    |   | 24.1                          | 1.0                                    |
| Cemeteries                           | 6.3                              | 5.6                              |                                    |  |   | 5.6                           | 0.0                                    |
| Harbours                             | 8.2                              | 8.2                              |                                    |  |   | 8.2                           | 0.0                                    |
| Forestry Temporary Arborist          |                                  | 3.0                              |                                    |  |   | 3.0                           | 0.0                                    |
| <b>Total Parks and Open Space</b>    | <b>156.6</b>                     | <b>157.6</b>                     | <b>1.4</b>                         | <b>2.9</b>                             | <b>0.3</b>                                | <b>162.2</b>                  | <b>4.6</b>                             |

Parks and Open Space staff complement has increased of 4.6 for a total of 162.2 FTE for 2016. The following provides details for the budget changes:

- To ensure service levels are maintained and the department is within budget, the part-time budget for Parks Maintenance has increased by 1.9 FTE for Environmental Services, Horticulture and Sports Field Maintenance.
- Parks Maintenance share staff with Infrastructure Maintenance. For 2016, additional budgeted hours are allocated to Parks Maintenance activities resulting in a reallocation of 0.3 FTE. Town wide, there is no budget impact.
- A Forestry Information Analyst position has been added to manage the data system related to the Forestry work order system and various forestry programs. A portion of the personnel expense is recovered through capital projects and from Oakville Hydro.
- To adequately service and support the new parks being assumed through growth, additional full-time and part-time staff are required, which has added 1.4 FTE to the complement.

## Program Services Budget Overview

| Services/Activities:              | 2015 Restated     |                   | 2016 Requested    |                   | Net Change<br>2016 vs 2015 | Net Change<br>2016 vs 2015 (%) |
|-----------------------------------|-------------------|-------------------|-------------------|-------------------|----------------------------|--------------------------------|
|                                   | Gross Budget      | Net Budget        | Gross Budget      | Net Budget        |                            |                                |
| Parks & Open Space Administration | 389,600           | 379,900           | 465,000           | 454,800           | 74,900                     | 19.7%                          |
| Park Planning & Development       | 615,300           | 255,900           | 624,700           | 262,800           | 6,900                      | 2.7%                           |
| Parks Maintenance                 | 14,073,100        | 11,405,000        | 15,045,900        | 11,932,600        | 527,600                    | 4.6%                           |
| Forestry                          | 3,660,600         | 2,934,100         | 3,770,300         | 2,987,900         | 53,800                     | 1.8%                           |
| Cemeteries                        | 1,193,100         | 122,200           | 1,161,800         | 126,000           | 3,800                      | 3.1%                           |
| Harbours                          | 1,927,100         | 0                 | 1,859,600         | 0                 | 0                          | 0.0%                           |
| <b>Total</b>                      | <b>21,858,800</b> | <b>15,097,100</b> | <b>22,927,300</b> | <b>15,764,100</b> | <b>667,000</b>             | <b>4.4%</b>                    |

Overall, the increase to the 2016 Parks and Open Space budget is 4.4% or \$667,000. The largest driver being salary and benefits which has an increase of \$611,100 primarily as a result of additional staffing included to maintain newly developed park and trail infrastructure. Administration is increasing by \$74,900. Main budget drivers include increases to property taxes for leased lands and insurance. Normal inflation adjustments have been included for Parks Planning and Development which explains the increase of \$6,900. Parks Maintenance is increasing by 4.6% or \$527,600. Additional budget was included as a result of capital impacts for new park development. This resulted in an increase of 1.4 FTE, contracted services and utility increases. Forestry is increasing by \$53,800 for inflation, adjustments to contracted services and the addition of the Forestry Information Analyst to support capital projects and work required for Hydro. The revenue budget for sports field rentals, regional recoveries and hydro has increased, however external revenues were reduced for Cemetery and Harbours to reflect recent trends. Although Harbour and Cemetery revenue do not impact the tax levy, it will reduce transfers to reserves which may affect future capital purchases or projects.

# Key Performance Indicators

## 1. Percentage of gross operating budget

| 2011  | 2012 | 2013 | 2014 | 2015 |
|---|------|------|------|------|
| 8.0%  | 8.1% | 7.8% | 7.9% | 7.9% |
| <b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.  |      |      |      |      |
| <b>How Calculated:</b> Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges) |      |      |      |      |

## 2. Percentage of total FTEs

| 2011  | 2012  | 2013  | 2014  | 2015  |
|---|-------|-------|-------|-------|
| 10.2%   | 10.2% | 10.3% | 10.2% | 10.1% |
| <b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTE's. |       |       |       |       |
| <b>How Calculated:</b> Total program FTEs including part-time / Total town FTEs including part-time.                                    |       |       |       |       |

## 3. Hectares of open space per 1000 population

| 2011  | 2012 | 2013 | 2014 | 2015 |
|---|------|------|------|------|
| .007  | .008 | .007 | .008 | .008 |
| <b>Why Important:</b> Reflects the total amount of parks and open space per person. |      |      |      |      |
| <b>How Calculated:</b> 1465 ha/188,900 pop = .008/1000.                             |      |      |      |      |

## 4. Kilometers of trails

| 2011  | 2012 | 2013 | 2014 | 2015 |
|---|------|------|------|------|
| 292   | 295  | 295  | 297  | 303  |
| <b>Why Important:</b> Reflects the total number of recreational trail maintained. |      |      |      |      |
| <b>How Calculated:</b> Total km of trails from GIS.                               |      |      |      |      |

## 5. Percentage of ash canopy conserved

| 2011  | 2012 | 2013 | 2014 | 2015 |
|---|------|------|------|------|
|   | 75%  | 73%  | 69%  | 60%  |
| <b>Why Important:</b> It's a yardstick to measure the success of treating ash in the ash canopy conservation sub-program. |      |      |      |      |
| <b>How Calculated:</b> Square Metre of ash treated vs total municipal ash canopy on roads and active parkland             |      |      |      |      |

## Key Objectives (Initiatives) for 2016 – 2018

- Continued implementation of Parks, Recreation and Library Facilities Master Plan.
- Continue implementation of the North Oakville Trails Plan.
- Continue implementation of invasive species strategy focused on Emerald Ash Borer at this time.
- Continue implementation of the North Oakville Urban Forest Strategic Management Plan.
- Monitor any movement of Asian long-horned beetle into Oakville. Liaise with Canadian Food Inspection Agency and municipal partners.
- Continue implementation of 16 Mile Creek West Shore Landscape Master Plan focusing on Tannery Park area.
- Undertake a review of all Parks facilities and parkland in collaboration with any update to Development Charge By-law.
- Implement master plan for Memorial Park.
- Complete facility fit plan for North Park including consultation with key stakeholders and further partnership opportunities in accordance with the direction of Council.
- Develop neighbourhood parks in North Oakville in accordance with direction from Parks, Recreation and Library Facilities Master Plan and North Oakville park facility distribution plan.
- Work on a collaborative basis with the Region of Halton, City of Burlington to implement Master Plan for Burloak Waterfront Park.
- Develop Village Squares in North Oakville in accordance with vision and requirements of the North Oakville Secondary Plan.
- Implement any Council approved changes to the Private Tree By-law.
- Complete final report and implement progressive discipline program for outdoor sports field permit holders promoting the “*Be A Good Neighbour*” philosophy.
- Implement capital infrastructure renewal programs and undertake engineering audits for existing structures.
- Implement additional management programs to reduce the impact of Canada geese on our waterfront parks.
- Continue to refine department performance indicators to support performance-based budgeting.
- Continue phasing in work order based asset management program within Parks Maintenance.
- Undertake a review of all splash pads for greater water efficiency.
- Update ten year capital forecast on an annual basis.
- Undertake an accessibility audit for trails and report back to Council.
- Complete waterfront park development projects at Edgemere and Birch Hill Promenade.
- Review opportunities for additional full burial lots at Trafalgar Lawn Cemetery and cremation plaza at St. Jude’s cemetery to respond to market trends to cremation.
- Review and develop pro/con analysis of future expansion of Trafalgar Lawn Cemetery including all expenses and revenues.
- Undertake Harbours Master Plan that includes completion of Feasibility and Capacity Study- Phase 2 and the future use of the Bronte Marina building (formerly Metro Marine) and report to Council.
- Implement seawall rehabilitation within Oakville harbor.

## 2016 Program Budget Drivers

|                                | 2015<br>Restated<br>Budget | 2016<br>Base<br>Budget | 2016<br>Capital<br>Budget Impact | 2016<br>Service<br>Adjustments | 2016<br>Requested<br>Budget | \$<br>Change<br>From 2015 | %<br>Change<br>From 2015 |
|--------------------------------|----------------------------|------------------------|----------------------------------|--------------------------------|-----------------------------|---------------------------|--------------------------|
| <b>Expenses:</b>               |                            |                        |                                  |                                |                             |                           |                          |
| Personnel Services & Benefits  | 10,979,100                 | 11,258,300             | 207,400                          | 124,500                        | <b>11,590,200</b>           | 611,100                   | 5.6%                     |
| Materials & Supplies           | 1,905,400                  | 1,956,000              | 101,900                          | 0                              | <b>2,057,900</b>            | 152,500                   | 8.0%                     |
| Capital Out Of Operations      | 65,700                     | 67,000                 | 0                                | 0                              | <b>67,000</b>               | 1,300                     | 2.0%                     |
| Purchased Services             | 3,061,800                  | 3,211,800              | 64,200                           | 0                              | <b>3,276,000</b>            | 214,200                   | 7.0%                     |
| Payments & Grants              | 185,200                    | 247,300                | 800                              | 0                              | <b>248,100</b>              | 62,900                    | 34.0%                    |
| Internal Expenses & Transfers  | 5,661,600                  | 5,765,100              | 0                                | 0                              | <b>5,765,100</b>            | 103,500                   | 1.8%                     |
| <b>Total Expenses</b>          | <b>21,858,800</b>          | <b>22,505,500</b>      | <b>374,300</b>                   | <b>124,500</b>                 | <b>23,004,300</b>           | <b>1,145,500</b>          | <b>5.2%</b>              |
| <b>Revenues:</b>               |                            |                        |                                  |                                |                             |                           |                          |
| External Revenues              | 4,481,200                  | 4,645,500              | 5,000                            | 0                              | <b>4,650,500</b>            | 169,300                   | 3.8%                     |
| Internal Recovery & Fund Trsfs | 2,280,500                  | 2,539,000              | 0                                | 50,700                         | <b>2,589,700</b>            | 309,200                   | 13.6%                    |
| <b>Total Revenues</b>          | <b>6,761,700</b>           | <b>7,184,500</b>       | <b>5,000</b>                     | <b>50,700</b>                  | <b>7,240,200</b>            | <b>478,500</b>            | <b>7.1%</b>              |
| <b>Tax Levy</b>                | <b>15,097,100</b>          | <b>15,321,000</b>      | <b>369,300</b>                   | <b>73,800</b>                  | <b>15,764,100</b>           | <b>667,000</b>            | <b>4.4%</b>              |

In 2016 the budget for Parks and Open Space program is increasing by \$667,000 or 4.4%. The main drivers include:

- Personnel costs have increased by \$611,100, and include inflationary increases for salaries and benefits. Also, \$207,400 in additional staffing to support new park infrastructure is included. Forestry has increased full-time staff by 1.0 FTE which is partially funded through a recovery from capital and hydro. Parks Maintenance part-time staffing hours have increased to provide support during the summer season for sportsfield and environmental services.
- Materials and Supplies have increased by \$152,500 which includes of an increase of \$100,800 for utilities, and construction material as an impact from capital which is required to maintain new park infrastructure.
- Purchased Services have increased by \$214,200. The majority of this increase is for contracted services where additional funds are needed for winter control, environmental services and to support work done for Oakville Hydro which is recoverable.
- Payments and Grants have increased by \$62,900, to account for adjustments for property taxes and license and permits.
- Internal Expenses and Transfers were increased by \$103,500 to reflect average usage for vehicle maintenance required by the department and due to a reduction in external revenue for Harbours, a reduced transfer to the Harbours Reserve has been budgeted.
- External Revenues has increased by \$169,300. The revenue budget for sportsfield rentals, Regional recoveries and Hydro has increased. However, due to current trends, Harbours, storage revenue and wet mooring has decreased by \$147,900.
- Internal Recoveries have increased by \$309,200. Parks Maintenance allocates Supervisor's time from admin to the activity business units they oversee. As a result of this internal reallocation, the recovery has increased by \$184,000 but overall there is no impact to the department as the expense is included in Internal Expenses. In addition, the internal recovery for snow removal and labour recovery has increased by \$63,500 which is expensed to other programs within the town.



- Capital impacts of \$369,300 have been included for impacts to staffing, utilities and contracted services for new parks development. In particular costs to maintain Memorial Park , North Oakville village squares, Ortona Park, and improved soccer fields/new washroom/field house building at Oakville Park have been included.

## 2017 - 2018 Operating Budget Forecast

|                                      | 2016<br>Requested<br>Budget | 2017<br>Forecast<br>Requested Budget | 2016-2017<br>Change<br>(%) | 2018<br>Forecast<br>Requested Budget | 2017-2018<br>Change<br>(%) |
|--------------------------------------|-----------------------------|--------------------------------------|----------------------------|--------------------------------------|----------------------------|
| <b>Gross Expenditures</b>            |                             |                                      |                            |                                      |                            |
| Parks & Open Space                   |                             |                                      |                            |                                      |                            |
| Parks & Open Space Administration    | 465,000                     | 480,900                              | 3.4%                       | 487,600                              | 1.4%                       |
| Park Planning & Development          | 624,700                     | 641,000                              | 2.6%                       | 658,400                              | 2.7%                       |
| Parks Maintenance                    | 15,045,900                  | 15,717,900                           | 4.5%                       | 16,419,700                           | 4.5%                       |
| Forestry                             | 3,847,300                   | 3,936,200                            | 2.3%                       | 4,006,100                            | 1.8%                       |
| Cemeteries                           | 1,161,800                   | 1,174,100                            | 1.1%                       | 1,185,000                            | 0.9%                       |
| Harbours                             | 1,859,600                   | 1,916,100                            | 3.0%                       | 1,957,000                            | 2.1%                       |
| <b>Total Gross Expenditures</b>      | <b>23,004,300</b>           | <b>23,866,200</b>                    | <b>3.7%</b>                | <b>24,713,800</b>                    | <b>3.6%</b>                |
| <b>Tax Levy</b>                      |                             |                                      |                            |                                      |                            |
| Parks & Open Space                   |                             |                                      |                            |                                      |                            |
| Parks & Open Space Administration    | 454,800                     | 470,200                              | 3.4%                       | 476,900                              | 1.4%                       |
| Park Planning & Development          | 262,800                     | 264,700                              | 0.7%                       | 274,600                              | 3.7%                       |
| Parks Maintenance                    | 11,932,600                  | 12,552,200                           | 5.2%                       | 13,199,400                           | 5.2%                       |
| Forestry                             | 2,987,900                   | 3,074,300                            | 2.9%                       | 3,141,600                            | 2.2%                       |
| Cemeteries                           | 126,000                     | 127,800                              | 1.4%                       | 129,700                              | 1.5%                       |
| Harbours                             | 0                           | 0                                    | 0.0%                       | 0                                    | 0.0%                       |
| <b>Total Tax Levy</b>                | <b>15,764,100</b>           | <b>16,489,200</b>                    | <b>4.6%</b>                | <b>17,222,200</b>                    | <b>4.4%</b>                |
| <b>Gross Expenditures By Type</b>    |                             |                                      |                            |                                      |                            |
| Personnel Services & Benefits        | 11,590,200                  | 12,044,700                           | 3.9%                       | 12,460,200                           | 3.4%                       |
| Materials & Supplies                 | 2,057,900                   | 2,162,900                            | 5.1%                       | 2,239,000                            | 3.5%                       |
| Purchased Services                   | 3,276,000                   | 3,403,700                            | 3.9%                       | 3,437,300                            | 1.0%                       |
| Internal Charges                     | 4,666,500                   | 4,792,900                            | 2.7%                       | 5,094,200                            | 6.3%                       |
| Other Expenditures                   | 248,100                     | 258,800                              | 4.3%                       | 259,900                              | 0.4%                       |
| Minor Capital & Transfer To Reserves | 1,165,600                   | 1,203,200                            | 3.2%                       | 1,223,200                            | 1.7%                       |
| <b>Total Expenditures</b>            | <b>23,004,300</b>           | <b>23,866,200</b>                    | <b>3.7%</b>                | <b>24,713,800</b>                    | <b>3.6%</b>                |
| <b>Revenues By Type</b>              |                             |                                      |                            |                                      |                            |
| Activity Revenue                     | 4,650,500                   | 4,769,600                            | 2.6%                       | 4,874,900                            | 2.2%                       |
| Internal Recoveries                  | 2,270,300                   | 2,287,200                            | 0.7%                       | 2,297,300                            | 0.4%                       |
| Grants                               | 0                           | 0                                    | 0.0%                       | 0                                    | 0.0%                       |
| Other Revenue                        | 319,400                     | 320,200                              | 0.3%                       | 319,400                              | (0.2%)                     |
| <b>Total Revenues</b>                | <b>7,240,200</b>            | <b>7,377,000</b>                     | <b>1.9%</b>                | <b>7,491,600</b>                     | <b>1.6%</b>                |
| <b>Tax Levy</b>                      | <b>15,764,100</b>           | <b>16,489,200</b>                    | <b>4.6%</b>                | <b>17,222,200</b>                    | <b>4.4%</b>                |

## 2016-2018 Recommended Capital Budget

The Parks and Open Space capital budget for 2016 will provide funds to both expand the parks and trail network and continue to maintain the current park infrastructure. Growth projects include the construction of a neighbourhood park in North Oakville, landscaping and design of the Oakville portion of Burloak Waterfront Park, additional parkettes, and extensive development of the town's trail network in North Oakville. Infrastructure renewal projects include annual maintenance of the town's park infrastructure including sportsfields, playgrounds, splash pads, stairs, bridges, trails, parking lots, sports field lighting and washrooms. Landscaping rehabilitation works will continue in the parks along the 16 Mile Creek West Shore, along with Waterfront Trail Improvements at Tannery Park. Existing sportsfields at the White Oaks School 'north' campus will be improved, with the construction of two new Class A fields and the relocation of the washroom/fieldhouse on the site. Parks vehicles and equipment are on a replacement schedule based on useful life and condition of the assets. The EAB Management program continues with the ash tree injection program, replacement plantings and removal of dead ash trees both on streets, active parks and woodlots. Harbours will be replacing the existing boat launch at Bronte Harbour as it is at the end of its useful life.

| Parks and Open Spaces                                   | Classification         | Capital Budget & Forecast |         |           | Operating Impact |       |        |
|---|------------------------|---------------------------|---------|-----------|------------------|-------|--------|
|   |                        | 2016                      | 2017    | 2018      | 2016             | 2017  | 2018   |
| <b>Parks and Open Spaces</b>                            |                        |                           |         |           |                  |       |        |
| 52211514 North Oakville - Neighbourhood Park - 1        | Growth                 | 1,872,000                 | 666,000 |           |                  |       |        |
| 52211527 Burloak Waterfront Park - Community Park       | Growth                 | 234,000                   | 234,000 |           |                  |       | 23,300 |
| 52211528 Sportfields Conversions                        | Strategic Priorities   |                           | 780,000 |           |                  |       | 34,500 |
| 52211602 CLC Lands (Dorval) Parkette                    | Growth                 | 484,000                   |         |           | 22,400           |       |        |
| 52211604 Mattamy Pendent-Park-SD 590.2 (Kaitting House) | Growth                 | 425,000                   |         |           | 20,400           |       |        |
| 52211606 WOSS Field and Washroom Rehabilitation         | Strategic Priorities   | 1,612,000                 |         |           | 37,000           |       |        |
| 52211607 Skateboard Park Rehab                          | Infrastructure Renewal | 104,000                   |         |           |                  |       |        |
| 52211608 Replacement of In-Ground Waste Containers      | Infrastructure Renewal | 50,000                    | 50,000  | 50,000    |                  |       |        |
| 52211609 Parking - Palermo Cemetery                     | Infrastructure Renewal | 60,000                    |         |           |                  |       |        |
| 52211610 Erchless Estate - Rockery Stairs               | Infrastructure Renewal | 78,000                    |         |           |                  |       |        |
| 52211612 Picnic Shelters and Bandshells                 | Infrastructure Renewal | 130,000                   |         | 78,000    |                  |       |        |
| 52211613 NHS - Trail                                    | Growth                 | 520,000                   | 780,000 | 1,040,000 | 7,300            | 7,300 | 7,300  |
| 52211614 Sports Field Rehabilitation                    | Infrastructure Renewal | 338,000                   | 364,000 | 364,000   |                  |       |        |
| 52211615 Stairs, Bridges and Trails                     | Infrastructure Renewal | 676,000                   | 894,000 | 915,000   |                  |       |        |
| 52211616 Tennis and Basketball Court                    | Infrastructure Renewal | 281,000                   | 192,000 | 151,000   |                  |       |        |
| 52211617 Electrical Lighting Rehab                      | Infrastructure Renewal | 177,000                   | 161,000 | 57,000    |                  |       |        |
| 52211618 Parks Facilities Repairs                       | Infrastructure Renewal | 197,000                   | 242,100 | 491,000   |                  |       |        |
| 52211619 Parking Lot and Driveway - Parks Facilities    | Infrastructure Renewal | 931,000                   | 229,000 | 166,000   |                  |       |        |
| 52211620 Splash Pad Rehabilitation                      | Infrastructure Renewal | 338,000                   |         |           |                  |       |        |
| 52211621 Playground Rehabilitation                      | Infrastructure Renewal | 250,000                   | 286,000 | 156,000   |                  |       |        |
| 52211622 Lorne Scots Regimental Memorial                | Strategic Priorities   | 50,000                    |         |           |                  |       |        |
| 52211701 Wallace Park - Washroom Expansion/Renova       | Infrastructure Renewal |                           | 36,000  | 364,000   |                  |       |        |
| 52211702 South Shell Waterfront Park Phase 3            | Growth                 |                           | 645,000 |           |                  |       | 20,300 |
| 52211703 North Oakville Neigh.Park 4                    | Growth                 |                           | 322,000 | 1,612,000 |                  |       |        |
| 52211704 Splash Pad - College Park area                 | Community Enhancements |                           | 52,000  | 364,000   |                  |       |        |

| Parks and Open Spaces                                      | Classification         | Capital Budget & Forecast |                   |                   | Operating Impact |                |                |
|--|------------------------|---------------------------|-------------------|-------------------|------------------|----------------|----------------|
|  |                        | 2016                      | 2017              | 2018              | 2016             | 2017           | 2018           |
| 52211705 Park Signs - New Growth                           | Growth                 |                           | 15,000            |                   |                  |                |                |
| 52211708 Coronation Park - East Picnic                     | Infrastructure Renewal |                           | 26,000            |                   |                  |                |                |
| 52211711 Convert Bsktbl&Tennis Crts to Artificial Ice      | Community Enhancements |                           | 780,000           |                   |                  | 21,500         | 31,900         |
| 52211712 Green Ginger Village Square                       | Growth                 |                           | 510,000           |                   |                  | 20,400         |                |
| 52211713 Fitzsimmons Trail                                 | Growth                 |                           | 26,000            | 213,000           |                  | 3,900          |                |
| 52211802 Uptown Core -Memorial Park Special Project        | Growth                 |                           |                   | 432,000           | 104,300          |                |                |
| 52211805 Clearview Creek Trail                             | Community Enhancements |                           |                   | 260,000           |                  | 4,900          |                |
| 52211806 Winston Park West Trail Development               | Growth                 |                           |                   | 52,000            |                  |                |                |
| 52211807 Edgemere Waterfront Trail                         | Growth                 |                           |                   | 317,000           | 4,900            |                |                |
| 52211808 Shieldbay Village Square 1                        | Growth                 |                           |                   | 525,000           |                  |                | 20,400         |
| 52221403 Waterfront Parks Goose Management                 | Strategic Priorities   |                           | 75,000            | 100,000           |                  |                |                |
| 52221602 Backstops and Fencing                             | Infrastructure Renewal | 130,000                   | 88,000            | 94,000            |                  |                |                |
| 52221603 Gairloch Gardens Rehabilitation                   | Infrastructure Renewal | 36,000                    | 364,000           | 260,000           |                  |                | 34,500         |
| 52221604 Greenhouse Rehabilitation                         | Infrastructure Renewal | 104,000                   | 31,000            | 30,000            |                  |                |                |
| 52221605 Sports Field Irrigation                           | Infrastructure Renewal | 52,000                    | 52,000            | 52,000            |                  |                |                |
| 52221708 River Oaks - Artificial Turf Replacement          | Infrastructure Renewal |                           | 780,000           |                   |                  |                |                |
| 52231601 Cul-de-sac Rehabilitation                         | Infrastructure Renewal | 260,000                   | 260,000           | 286,000           |                  |                |                |
| 52241201 16 Mile Creek West Shore Landscape Rehabilitation | Infrastructure Renewal | 2,054,000                 | 1,248,000         |                   |                  |                |                |
| 52241602 Waterfront Trail Improvement - Tannery Waterworks | Community Enhancements | 1,716,000                 | 936,000           | 936,000           |                  |                |                |
| 52241603 Pathway Rehabilitation                            | Infrastructure Renewal | 208,000                   | 208,000           | 234,000           |                  |                |                |
| 52241604 Asphalt Pathway Rehabilitation                    | Infrastructure Renewal | 208,000                   | 208,000           | 208,000           |                  |                |                |
| 52251601 Parks Growth Vehicles and Equipment               | Growth                 | 152,000                   | 467,000           | 232,000           | 24,900           | 91,800         | 40,100         |
| 52251602 Parks Replacement Equipment                       | Infrastructure Renewal | 1,221,200                 | 1,024,400         | 908,100           |                  |                |                |
| 52251701 Parks Structure Inspections                       | Infrastructure Renewal |                           | 30,000            | 30,000            |                  |                |                |
| 52271505 I-Tree  | Infrastructure Renewal | 20,000                    |                   |                   |                  |                |                |
| 52271601 Urban Forest Strategic Management Plan (UFSMP)    | Infrastructure Renewal | 125,000                   |                   |                   |                  |                |                |
| 52271602 Street Tree Planting - Non Growth                 | Infrastructure Renewal | 300,000                   | 300,000           | 300,000           |                  |                |                |
| 52271603 Woodlot Preventative Maintenance                  | Infrastructure Renewal | 75,000                    | 75,000            | 75,000            |                  |                |                |
| 52271604 Parks Tree Planting                               | Infrastructure Renewal | 150,000                   | 175,000           | 175,000           |                  |                |                |
| 52271605 EAB Management Program                            | Strategic Priorities   | 3,740,000                 | 3,680,000         | 3,280,000         |                  |                |                |
| <b>Total Parks and Open Spaces</b>                         |                        | <b>19,358,200</b>         | <b>17,291,500</b> | <b>14,807,100</b> | <b>221,200</b>   | <b>273,100</b> | <b>212,300</b> |

| Parks and Open Spaces  | Classification         | Capital Budget & Forecast |                   |                   | Operating Impact |                |                |
|--|------------------------|---------------------------|-------------------|-------------------|------------------|----------------|----------------|
|  |                        | 2016                      | 2017              | 2018              | 2016             | 2017           | 2018           |
| <b>Cemeteries</b>  |                        |                           |                   |                   |                  |                |                |
| 52711502 Road Rehabilitation                                 | Enterprise Initiatives | 104,000                   | 104,000           | 104,000           |                  |                |                |
| 52711601 Cemeteries Annual Provision                         | Enterprise Initiatives | 15,000                    | 15,000            | 15,000            |                  |                |                |
| 52711702 TLC Pond Armourstone/Bridge                         | Enterprise Initiatives |                           | 156,000           |                   |                  |                |                |
| 52711801 TLC North Cemetery Lands Development                | Enterprise Initiatives |                           |                   | 75,000            |                  |                |                |
| 52721601 Cemetery Equipment                                  | Enterprise Initiatives | 205,000                   |                   | 84,000            |                  |                |                |
| <b>Total Cemeteries</b>                                      |                        | <b>324,000</b>            | <b>275,000</b>    | <b>278,000</b>    |                  |                |                |
| <b>Harbours</b>  |                        |                           |                   |                   |                  |                |                |
| 52211603 Seawall Rehabilitation - Oakville Harbour           | Enterprise Initiatives | 130,000                   | 2,288,000         |                   |                  |                |                |
| 52211801 Seawall Installation - Berta Point - Bronte Harbour | Enterprise Initiatives |                           |                   | 104,000           |                  |                |                |
| 52901601 Rehab Boat Launch - Bronte Harbour                  | Enterprise Initiatives | 312,000                   |                   |                   |                  |                |                |
| 52901602 New Gantry Wall TOWARF Slip                         | Enterprise Initiatives | 177,000                   |                   |                   |                  |                |                |
| 52901603 Harbours Security                                   | Enterprise Initiatives | 75,000                    |                   |                   |                  |                |                |
| 52901604 Annual Dockage/Property                             | Enterprise Initiatives | 84,500                    | 87,000            | 89,600            |                  |                |                |
| 52901605 Harbours Equipment Replacement                      | Enterprise Initiatives | 150,000                   | 64,500            | 18,000            |                  |                |                |
| <b>Total Harbours</b>  |                        | <b>928,500</b>            | <b>2,439,500</b>  | <b>211,600</b>    |                  |                |                |
| <b>Total Parks and Open Spaces</b>                           |                        | <b>20,610,700</b>         | <b>20,006,000</b> | <b>15,296,700</b> | <b>221,200</b>   | <b>273,100</b> | <b>212,300</b> |

Operating impacts required in 2016-2018 as a result of these projects include part-time staffing, utilities and supplies to maintain new parks and trails as they are built. Funds for licensing, insurance and fuel for new vehicles and equipment required for growth of the town will have an impact on future operating budgets. In addition, an increased transfer to the Parks and Open Space equipment replacement reserve has been included to ensure that the eventual replacement of these new assets at the end of their useful is affordable.

## **Service: Parks Administration**

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### **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, innovation and sustainable 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 Park Ambassador programs.
- Update relevant Parks and Open Space project and customer service 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 process 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.

## 2016 – 2018 Operating Budget Summary

|                                      | 2015<br>Restated<br>Budget | 2016<br>Base<br>Budget | 2016<br>Capital<br>Budget Impact | 2016<br>Service<br>Adjustments | 2016<br>Requested<br>Budget | \$<br>Change<br>from 2015 | %<br>Change<br>from 2015 | 2017<br>Forecast<br>Budget | 2018<br>Forecast<br>Budget |
|--------------------------------------|----------------------------|------------------------|----------------------------------|--------------------------------|-----------------------------|---------------------------|--------------------------|----------------------------|----------------------------|
| <b>Expenses:</b>                     |                            |                        |                                  |                                |                             |                           |                          |                            |                            |
| Personnel Services & Benefits        | 224,500                    | 229,000                | 0                                | 0                              | <b>229,000</b>              | 4,500                     | 2.0%                     | 234,900                    | 241,600                    |
| Materials & Supplies                 | 2,800                      | 2,800                  | 0                                | 0                              | <b>2,800</b>                | 0                         | 0.0%                     | 2,800                      | 2,800                      |
| Purchased Services                   | 64,800                     | 80,600                 | 0                                | 0                              | <b>80,600</b>               | 15,800                    | 24.4%                    | 80,600                     | 80,600                     |
| Internal Charges                     | 0                          | 0                      | 0                                | 0                              | <b>0</b>                    | 0                         | 0.0%                     | 0                          | 0                          |
| Other Expenditures                   | 95,000                     | 150,000                | 0                                | 0                              | <b>150,000</b>              | 55,000                    | 57.9%                    | 160,000                    | 160,000                    |
| Minor Capital & Transfer To Reserves | 2,500                      | 2,600                  | 0                                | 0                              | <b>2,600</b>                | 100                       | 4.0%                     | 2,600                      | 2,600                      |
| <b>Total Expenses</b>                | <b>389,600</b>             | <b>465,000</b>         | <b>0</b>                         | <b>0</b>                       | <b>465,000</b>              | <b>75,400</b>             | <b>19.4%</b>             | <b>480,900</b>             | <b>487,600</b>             |
| <b>Revenues:</b>                     |                            |                        |                                  |                                |                             |                           |                          |                            |                            |
| Activity Revenue                     | 9,700                      | 10,200                 | 0                                | 0                              | <b>10,200</b>               | 500                       | 5.2%                     | 10,700                     | 10,700                     |
| Internal Recoveries                  | 0                          | 0                      | 0                                | 0                              | <b>0</b>                    | 0                         | 0.0%                     | 0                          | 0                          |
| Grants                               | 0                          | 0                      | 0                                | 0                              | <b>0</b>                    | 0                         | 0.0%                     | 0                          | 0                          |
| Other Revenue                        | 0                          | 0                      | 0                                | 0                              | <b>0</b>                    | 0                         | 0.0%                     | 0                          | 0                          |
| <b>Total Revenues</b>                | <b>9,700</b>               | <b>10,200</b>          | <b>0</b>                         | <b>0</b>                       | <b>10,200</b>               | <b>500</b>                | <b>5.2%</b>              | <b>10,700</b>              | <b>10,700</b>              |
| <b>Tax Levy</b>                      | <b>379,900</b>             | <b>454,800</b>         | <b>0</b>                         | <b>0</b>                       | <b>454,800</b>              | <b>74,900</b>             | <b>19.7%</b>             | <b>470,200</b>             | <b>476,900</b>             |
| <b>Tax Levy By Activity</b>          |                            |                        |                                  |                                |                             |                           |                          |                            |                            |
| Parks & Open Space Administration    | 379,900                    | 454,800                | 0                                | 0                              | <b>454,800</b>              | 74,900                    | 19.7%                    | 470,200                    | 476,900                    |
| <b>Tax Levy</b>                      | <b>379,900</b>             | <b>454,800</b>         | <b>0</b>                         | <b>0</b>                       | <b>454,800</b>              | <b>74,900</b>             | <b>19.7%</b>             | <b>470,200</b>             | <b>476,900</b>             |

## 2016 Key Budget Drivers

Parks & Open Space Administration has an increase of \$74,900 for 2016. The following areas are contributing to the increase:

- Personnel Services & Benefits has increased \$4,500. This is due to annual inflationary increases for wages and benefits.
- Purchased Services has increased by \$15,800, primarily due to increase in insurance premiums.
- Other Expenditures have increased by \$55,000 to include revised property taxes due to the renewal of several Provincial lease agreements, imposition of taxes within existing lease agreements and renewal of Hydro One corridor agreements.
- Minor Capital is increasing by \$100 for general equipment.
- Due to anticipated increases to miscellaneous recoveries, activity revenue is increasing by \$500.

## 2017- 2018 Budget Forecast Highlights

- Other than inflationary impacts there are no anticipated increases for 2017 and 2018.

## Service: Park Planning and Development

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### 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)

- Complete implementation of master plan update for Bronte Heritage Waterfront Park.
- Continue implementation of 16 Mile Creek West Shores Landscape Master Plan focusing on Tannery Park and then Shipyard Park.
- Continue to refine the North Oakville Parks Facility Distribution Plan, and 10 year capital infrastructure renewal programs based on Parks, Recreation and Library Services Master plan facility update.
- Work collaboratively with Halton Region and the City of Burlington to implement master plan for Burloak Waterfront Park.
- Implement revised master plan for Memorial Park (formerly Uptown Core Park).
- Undertake rehabilitation program at Gairloch Gardens.
- Reconstruct two soccer fields, construct field house/washroom building at Oakville Park to accommodate new French Catholic school
- Undertake a Trails Audit for accessibility.
- Plan for new park on the (former) hospital lands.
- Develop neighbourhood parks in North Oakville as per Parks, Recreation and Library Master Plan and Park's Facility Distribution plan.
- Develop village squares in North Oakville in conformity with vision for the North Oakville Secondary Plan.
- Continue implementing annual capital renewal programs.
- Continued investigation with Halton Region to implement water recycling program at splash pads.



## 2016 – 2018 Operating Budget Summary

|                                      | 2015<br>Restated<br>Budget | 2016<br>Base<br>Budget | 2016<br>Capital<br>Budget Impact | 2016<br>Service<br>Adjustments | 2016<br>Requested<br>Budget | \$<br>Change<br>from 2015 | %<br>Change<br>from 2015 | 2017<br>Forecast<br>Budget | 2018<br>Forecast<br>Budget |
|--------------------------------------|----------------------------|------------------------|----------------------------------|--------------------------------|-----------------------------|---------------------------|--------------------------|----------------------------|----------------------------|
| <b>Expenses:</b>                     |                            |                        |                                  |                                |                             |                           |                          |                            |                            |
| Personnel Services & Benefits        | 590,000                    | 597,500                | 0                                | 0                              | <b>597,500</b>              | 7,500                     | 1.3%                     | 613,100                    | 630,500                    |
| Materials & Supplies                 | 1,100                      | 1,100                  | 0                                | 0                              | <b>1,100</b>                | 0                         | 0.0%                     | 1,100                      | 1,100                      |
| Purchased Services                   | 24,200                     | 26,100                 | 0                                | 0                              | <b>26,100</b>               | 1,900                     | 7.9%                     | 26,800                     | 26,800                     |
| Internal Charges                     | 0                          | 0                      | 0                                | 0                              | <b>0</b>                    | 0                         | 0.0%                     | 0                          | 0                          |
| Other Expenditures                   | 0                          | 0                      | 0                                | 0                              | <b>0</b>                    | 0                         | 0.0%                     | 0                          | 0                          |
| Minor Capital & Transfer To Reserves | 0                          | 0                      | 0                                | 0                              | <b>0</b>                    | 0                         | 0.0%                     | 0                          | 0                          |
| <b>Total Expenses</b>                | <b>615,300</b>             | <b>624,700</b>         | <b>0</b>                         | <b>0</b>                       | <b>624,700</b>              | <b>9,400</b>              | <b>1.5%</b>              | <b>641,000</b>             | <b>658,400</b>             |
| <b>Revenues:</b>                     |                            |                        |                                  |                                |                             |                           |                          |                            |                            |
| Activity Revenue                     | 0                          | 0                      | 0                                | 0                              | <b>0</b>                    | 0                         | 0.0%                     | 0                          | 0                          |
| Internal Recoveries                  | 359,400                    | 361,900                | 0                                | 0                              | <b>361,900</b>              | 2,500                     | 0.7%                     | 376,300                    | 383,800                    |
| Grants                               | 0                          | 0                      | 0                                | 0                              | <b>0</b>                    | 0                         | 0.0%                     | 0                          | 0                          |
| Other Revenue                        | 0                          | 0                      | 0                                | 0                              | <b>0</b>                    | 0                         | 0.0%                     | 0                          | 0                          |
| <b>Total Revenues</b>                | <b>359,400</b>             | <b>361,900</b>         | <b>0</b>                         | <b>0</b>                       | <b>361,900</b>              | <b>2,500</b>              | <b>0.7%</b>              | <b>376,300</b>             | <b>383,800</b>             |
| <b>Tax Levy</b>                      | <b>255,900</b>             | <b>262,800</b>         | <b>0</b>                         | <b>0</b>                       | <b>262,800</b>              | <b>6,900</b>              | <b>2.7%</b>              | <b>264,700</b>             | <b>274,600</b>             |
| <b>Tax Levy By Activity</b>          |                            |                        |                                  |                                |                             |                           |                          |                            |                            |
| Park Planning & Development          | 255,900                    | 262,800                | 0                                | 0                              | <b>262,800</b>              | 6,900                     | 2.7%                     | 264,700                    | 274,600                    |
| <b>Tax Levy</b>                      | <b>255,900</b>             | <b>262,800</b>         | <b>0</b>                         | <b>0</b>                       | <b>262,800</b>              | <b>6,900</b>              | <b>2.7%</b>              | <b>264,700</b>             | <b>274,600</b>             |

## 2016 Key Budget Drivers

Overall Parks Planning and Development has decreased by \$6,900. This is due to the following:

- Personnel Services & Benefits have increased by \$7,500 mainly for inflation for salary and benefits offset with a new staff member starting at a lower rate.
- Purchased Services is increasing by \$1,900 for mileage and professional dues.
- Internal recoveries have been increased by \$2,500 as a result of increased staff time to deliver the capital program.

## 2017 - 2018 Budget Forecast Highlights

- 2017 – 2018 includes anticipated contractual increases as well and inflationary increases for other wage groups and benefits.

## Service: Parks Maintenance

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### 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, aquacidifying (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 of October to April. Snow removal on designated pathways.
- Snow and/or 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.
- Set up, service and take down of special events with in the parks properties, trails, sports fields, and parks. This includes tables, sanitation, water bars, utilities and staffing.

### 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.
- Implement rates and fees for outdoor sports fields on a schedule that brings rates and fees in line with Council direction in terms of recovery and in line with regional municipal comparators
- 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 at major sports fields.
- 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.

- Continue enhancing Parks Technical Services group migrated to full asset maintenance using tablet technology to create, track inspections and repairs and close work orders. Work order management tied to payroll further reducing 'paper' and further increasing efficiencies between departments. Continued expansion of the tablet work order system for 2016 / 2017 is in the winter control and turf programs.
- Investigate centralized control for sports field lighting.
- Investigate recycling grey water from splash pads as operating budget efficiency.
- Identify target locations for naturalization and continue working with community groups, NGO's on native tree/shrub plantings towards naturalization and canopy goals. Work with community groups on projects such as pollinator gardens.

## 2016 – 2018 Operating Budget Summary

|                                      | 2015<br>Restated<br>Budget | 2016<br>Base<br>Budget | 2016<br>Capital<br>Budget Impact | 2016<br>Service<br>Adjustments | 2016<br>Requested<br>Budget | \$<br>Change<br>from 2015 | %<br>Change<br>from 2015 | 2017<br>Forecast<br>Budget | 2018<br>Forecast<br>Budget |
|--------------------------------------|----------------------------|------------------------|----------------------------------|--------------------------------|-----------------------------|---------------------------|--------------------------|----------------------------|----------------------------|
| <b>Expenses:</b>                     |                            |                        |                                  |                                |                             |                           |                          |                            |                            |
| Personnel Services & Benefits        | 6,692,300                  | 6,855,200              | 207,400                          | 48,400                         | <b>7,111,000</b>            | 418,700                   | 6.3%                     | 7,437,500                  | 7,729,100                  |
| Materials & Supplies                 | 1,595,600                  | 1,658,700              | 101,900                          | 0                              | <b>1,760,600</b>            | 165,000                   | 10.3%                    | 1,863,700                  | 1,937,900                  |
| Purchased Services                   | 1,726,300                  | 1,827,100              | 61,100                           | 0                              | <b>1,888,200</b>            | 161,900                   | 9.4%                     | 2,003,500                  | 2,037,100                  |
| Internal Charges                     | 3,886,100                  | 4,106,900              | 0                                | 0                              | <b>4,106,900</b>            | 220,800                   | 5.7%                     | 4,233,300                  | 4,534,600                  |
| Other Expenditures                   | 22,900                     | 27,400                 | 800                              | 0                              | <b>28,200</b>               | 5,300                     | 23.1%                    | 28,900                     | 30,000                     |
| Minor Capital & Transfer To Reserves | 149,900                    | 151,000                | 0                                | 0                              | <b>151,000</b>              | 1,100                     | 0.7%                     | 151,000                    | 151,000                    |
| <b>Total Expenses</b>                | <b>14,073,100</b>          | <b>14,626,300</b>      | <b>371,200</b>                   | <b>48,400</b>                  | <b>15,045,900</b>           | <b>972,800</b>            | <b>6.9%</b>              | <b>15,717,900</b>          | <b>16,419,700</b>          |
| <b>Revenues:</b>                     |                            |                        |                                  |                                |                             |                           |                          |                            |                            |
| Activity Revenue                     | 1,251,400                  | 1,435,600              | 5,000                            | 0                              | <b>1,440,600</b>            | 189,200                   | 15.1%                    | 1,493,000                  | 1,547,600                  |
| Internal Recoveries                  | 1,416,700                  | 1,672,700              | 0                                | 0                              | <b>1,672,700</b>            | 256,000                   | 18.1%                    | 1,672,700                  | 1,672,700                  |
| Grants                               | 0                          | 0                      | 0                                | 0                              | <b>0</b>                    | 0                         | 0.0%                     | 0                          | 0                          |
| Other Revenue                        | 0                          | 0                      | 0                                | 0                              | <b>0</b>                    | 0                         | 0.0%                     | 0                          | 0                          |
| <b>Total Revenues</b>                | <b>2,668,100</b>           | <b>3,108,300</b>       | <b>5,000</b>                     | <b>0</b>                       | <b>3,113,300</b>            | <b>445,200</b>            | <b>16.7%</b>             | <b>3,165,700</b>           | <b>3,220,300</b>           |
| <b>Tax Levy</b>                      | <b>11,405,000</b>          | <b>11,518,000</b>      | <b>366,200</b>                   | <b>48,400</b>                  | <b>11,932,600</b>           | <b>527,600</b>            | <b>4.6%</b>              | <b>12,552,200</b>          | <b>13,199,400</b>          |
| <b>Tax Levy By Activity</b>          |                            |                        |                                  |                                |                             |                           |                          |                            |                            |
| Parks Maintenance                    |                            |                        |                                  |                                |                             |                           |                          |                            |                            |
| Administration/Equipment/Facility    | 1,736,400                  | 1,554,000              | 1,700                            | 0                              | <b>1,555,700</b>            | (180,700)                 | (10.4%)                  | 1,585,700                  | 1,617,600                  |
| Integrated Pest Management           | 626,200                    | 737,000                | 38,300                           | 0                              | <b>775,300</b>              | 149,100                   | 23.8%                    | 825,000                    | 838,100                    |
| Parkland Mowing & Sportsfield Mtc    | 3,174,200                  | 3,234,400              | 67,600                           | 34,000                         | <b>3,336,000</b>            | 161,800                   | 5.1%                     | 3,535,000                  | 3,920,200                  |
| Horticulture Services                | 1,930,800                  | 1,939,000              | 65,800                           | 0                              | <b>2,004,800</b>            | 74,000                    | 3.8%                     | 2,059,700                  | 2,103,500                  |
| Sanitation Services                  | 1,129,600                  | 1,110,900              | 91,500                           | 14,400                         | <b>1,216,800</b>            | 87,200                    | 7.7%                     | 1,289,000                  | 1,330,300                  |
| Winter Control                       | 397,700                    | 470,900                | (14,500)                         | 0                              | <b>456,400</b>              | 58,700                    | 14.8%                    | 512,600                    | 541,100                    |
| Parks Infrastructure                 | 2,410,100                  | 2,471,800              | 115,800                          | 0                              | <b>2,587,600</b>            | 177,500                   | 7.4%                     | 2,745,200                  | 2,848,600                  |
| Special Events/Community Support     | 0                          | 0                      | 0                                | 0                              | <b>0</b>                    | 0                         | 0.0%                     | 0                          | 0                          |
| <b>Tax Levy</b>                      | <b>11,405,000</b>          | <b>11,518,000</b>      | <b>366,200</b>                   | <b>48,400</b>                  | <b>11,932,600</b>           | <b>527,600</b>            | <b>4.6%</b>              | <b>12,552,200</b>          | <b>13,199,400</b>          |

## 2016 Key Budget Drivers

Overall Parks Maintenance has increased by \$527,600 or 4.6%. This is due to the following:

- Personnel costs have increased by \$418,700. This increase includes part-time hours to provide additional support for environmental services and sportsfields. Contractual and inflationary increases for various wage groups and benefits and impacts from capital for maintenance of new parks provide balance of the increase.
- Materials & Supplies have increased by \$165,000 which is needed for utilities (\$101,500), construction material (\$30,700) and botanical supplies.

- Purchased Services have increased by \$161,900 mostly for contracted services and utilities as an impact from capital to support new parks and trails.
- Internal Charges have increased by \$220,800 to reflect average usage for vehicle maintenance required by the department. In addition internal charge also includes revised allocation of Supervisors time to the activities they oversee. The offsetting revenue is included in internal recoveries and there is no impact overall to the department.
- Other Expenditures has increased by \$5,300 for changes to licenses and permits.
- Minor capital has increased by \$1,100 for the increase to general equipment.
- Activity Revenue has increased by \$189,200 to reflect increased use of the adult and youth sports field rentals and Halton Region recoveries.
- Internal Recoveries have increased by \$256,000 for winter control, reciprocal agreements with school boards and to balance the allocation of the Supervisors support provided to activities.

## 2017 - 2018 Budget Forecast Highlights

- In 2017, in addition to increases for salary and benefits, capital impacts for additional part-time staffing and materials and supplies have been included to maintain park new development. In 2017/2018 it is anticipated that that capital projects for Neighbourhood Park 1, Neighbourhood Park 4 Shieldbay/Minto, and Green Ginger development will progress.

## Service: Forestry

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### 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)

- Continued implementation of EAB Strategic Management Plan.
- Identify target locations for naturalization and continue working with community groups, NGO's on native tree/shrub plantings towards naturalization and canopy goals.
- Development of woodlot prescriptions for those woodlots impacted by EAB and development "prime sites" at each woodlot property.
- Report to Council on I-Tree project (formerly UFORE).
- Work collaboratively with Development Engineering to update relevant Policies and Procedures to Tree Protection.
- Work collaboratively with Development Engineering for the efficient and timely transfer of tree database and tree planting from development to operations.
- Update Urban Forest Strategic Management Plan.
- Implementation of any modifications to the Private Tree By-law as approved by Council.
- Continue monitoring for gypsy moth infestations and the threat posed by ALHB (Asian long horned beetle) to Oakville's forest canopy.
- Investigate the development of an Invasive Species business unit that would focus on invasive species that are within our parks, open space areas, and woodlots.

## 2016 – 2018 Operating Budget Summary

|                                      | 2015<br>Restated<br>Budget | 2016<br>Base<br>Budget | 2016<br>Capital<br>Budget Impact | 2016<br>Service<br>Adjustments | 2016<br>Requested<br>Budget | \$<br>Change<br>from 2015 | %<br>Change<br>from 2015 | 2017<br>Forecast<br>Budget | 2018<br>Forecast<br>Budget |
|--------------------------------------|----------------------------|------------------------|----------------------------------|--------------------------------|-----------------------------|---------------------------|--------------------------|----------------------------|----------------------------|
| <b>Expenses:</b>                     |                            |                        |                                  |                                |                             |                           |                          |                            |                            |
| Personnel Services & Benefits        | 2,365,900                  | 2,472,400              | 0                                | 76,100                         | <b>2,548,500</b>            | 182,600                   | 7.7%                     | 2,625,900                  | 2,695,500                  |
| Materials & Supplies                 | 93,600                     | 93,000                 | 0                                | 0                              | <b>93,000</b>               | (600)                     | (0.6%)                   | 93,300                     | 93,600                     |
| Purchased Services                   | 732,300                    | 775,600                | 3,100                            | 0                              | <b>778,700</b>              | 46,400                    | 6.3%                     | 789,900                    | 789,900                    |
| Internal Charges                     | 461,400                    | 419,700                | 0                                | 0                              | <b>419,700</b>              | (41,700)                  | (9.0%)                   | 419,700                    | 419,700                    |
| Other Expenditures                   | 6,400                      | 6,400                  | 0                                | 0                              | <b>6,400</b>                | 0                         | 0.0%                     | 6,400                      | 6,400                      |
| Minor Capital & Transfer To Reserves | 1,000                      | 1,000                  | 0                                | 0                              | <b>1,000</b>                | 0                         | 0.0%                     | 1,000                      | 1,000                      |
| <b>Total Expenses</b>                | <b>3,660,600</b>           | <b>3,768,100</b>       | <b>3,100</b>                     | <b>76,100</b>                  | <b>3,847,300</b>            | <b>186,700</b>            | <b>5.1%</b>              | <b>3,936,200</b>           | <b>4,006,100</b>           |
| <b>Revenues:</b>                     |                            |                        |                                  |                                |                             |                           |                          |                            |                            |
| Activity Revenue                     | 580,100                    | 662,300                | 0                                | 0                              | <b>662,300</b>              | 82,200                    | 14.2%                    | 662,300                    | 662,300                    |
| Internal Recoveries                  | 125,000                    | 125,000                | 0                                | 50,700                         | <b>175,700</b>              | 50,700                    | 40.6%                    | 178,200                    | 180,800                    |
| Grants                               | 0                          | 0                      | 0                                | 0                              | <b>0</b>                    | 0                         | 0.0%                     | 0                          | 0                          |
| Other Revenue                        | 21,400                     | 21,400                 | 0                                | 0                              | <b>21,400</b>               | 0                         | 0.0%                     | 21,400                     | 21,400                     |
| <b>Total Revenues</b>                | <b>726,500</b>             | <b>808,700</b>         | <b>0</b>                         | <b>50,700</b>                  | <b>859,400</b>              | <b>132,900</b>            | <b>18.3%</b>             | <b>861,900</b>             | <b>864,500</b>             |
| <b>Tax Levy</b>                      | <b>2,934,100</b>           | <b>2,959,400</b>       | <b>3,100</b>                     | <b>25,400</b>                  | <b>2,987,900</b>            | <b>53,800</b>             | <b>1.8%</b>              | <b>3,074,300</b>           | <b>3,141,600</b>           |
| <b>Tax Levy By Activity</b>          |                            |                        |                                  |                                |                             |                           |                          |                            |                            |
| Forestry                             |                            |                        |                                  |                                |                             |                           |                          |                            |                            |
| Administration                       | 215,800                    | 208,600                | 0                                | 50,800                         | <b>259,400</b>              | 43,600                    | 20.2%                    | 263,600                    | 269,700                    |
| Large Tree Maintenance               | 1,576,000                  | 1,604,500              | 3,100                            | 0                              | <b>1,607,600</b>            | 31,600                    | 2.0%                     | 1,655,100                  | 1,672,200                  |
| Woodland Stewardship/Forest Health   | 723,800                    | 821,800                | 0                                | 0                              | <b>821,800</b>              | 98,000                    | 13.5%                    | 836,200                    | 845,100                    |
| Municipal Tree Protection            | 460,000                    | 385,500                | 0                                | 0                              | <b>385,500</b>              | (74,500)                  | (16.2%)                  | 395,300                    | 406,200                    |
| Recoverable Activities               | (41,500)                   | 5,000                  | 0                                | (25,400)                       | <b>(20,400)</b>             | 21,100                    | 50.8%                    | (18,900)                   | (18,400)                   |
| CS-FORESTRY-HER- REGION              | 0                          | (66,000)               | 0                                | 0                              | <b>(66,000)</b>             | (66,000)                  | 0.0%                     | (66,000)                   | (66,000)                   |
| CS-FORESTRY-PL                       | 0                          | 0                      | 0                                | 0                              | <b>0</b>                    | 0                         | 0.0%                     | 9,000                      | 32,800                     |
| <b>Tax Levy</b>                      | <b>2,934,100</b>           | <b>2,959,400</b>       | <b>3,100</b>                     | <b>25,400</b>                  | <b>2,987,900</b>            | <b>53,800</b>             | <b>1.8%</b>              | <b>3,074,300</b>           | <b>3,141,600</b>           |

## 2016 Key Budget Drivers

Overall, Forestry has increased by \$53,800 or 1.8%. This is due to the following:

- Personnel Services & Benefits have increased by \$182,600 or 7.7%. A Forestry Information Analyst position has been included in the complement for 2016 which is partially offset with revenue from Oakville Hydro and a recovery from capital projects. Also included are inflationary increases for salary and benefits.
- Materials & Supplies has decreased by \$600 for gasoline.
- Purchased Services has increased by \$46,400 for contracted services mostly for work completed for Oakville Hydro which is recovered.

- Internal Charges have decreased by \$41,700 based on current usage of vehicle maintenance.
- Activity Revenue has increased by \$82,200 to reflect an increase to the recovery from Oakville Hydro and Halton Region.
- Internal Recoveries have increased by \$50,700 to reflect increase labour recoveries for support provided by the Forestry Information Analyst.

## 2017 - 2018 Budget Forecast Highlights

- Inflationary increases have been included for 2017 and 2018.

## Service: Cemeteries

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### 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.
- Rehabilitate roadways at Oakville/St. Mary's and Trafalgar Lawn cemeteries.
- Ensure rates and fees have been adjusted in order to ensure that the town is 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.
- Undertake an analysis to determine the feasibility of expanding Trafalgar Lawn Cemetery north of the existing cemetery. A full review of expenditures and revenues will be included in the study.



## 2016 – 2018 Operating Budget Summary

|                                      | 2015<br>Restated<br>Budget | 2016<br>Base<br>Budget | 2016<br>Capital<br>Budget Impact | 2016<br>Service<br>Adjustments | 2016<br>Requested<br>Budget | \$<br>Change<br>from 2015 | %<br>Change<br>from 2015 | 2017<br>Forecast<br>Budget | 2018<br>Forecast<br>Budget |
|--------------------------------------|----------------------------|------------------------|----------------------------------|--------------------------------|-----------------------------|---------------------------|--------------------------|----------------------------|----------------------------|
| <b>Expenses:</b>                     |                            |                        |                                  |                                |                             |                           |                          |                            |                            |
| Personnel Services & Benefits        | 453,800                    | 460,600                | 0                                | 0                              | <b>460,600</b>              | 6,800                     | 1.5%                     | 472,000                    | 484,700                    |
| Materials & Supplies                 | 103,500                    | 92,500                 | 0                                | 0                              | <b>92,500</b>               | (11,000)                  | (10.6%)                  | 92,900                     | 93,300                     |
| Purchased Services                   | 208,500                    | 207,200                | 0                                | 0                              | <b>207,200</b>              | (1,300)                   | (0.6%)                   | 207,700                    | 207,700                    |
| Internal Charges                     | 80,400                     | 79,700                 | 0                                | 0                              | <b>79,700</b>               | (700)                     | (0.9%)                   | 79,700                     | 79,700                     |
| Other Expenditures                   | 11,400                     | 12,000                 | 0                                | 0                              | <b>12,000</b>               | 600                       | 5.3%                     | 12,000                     | 12,000                     |
| Minor Capital & Transfer To Reserves | 335,500                    | 309,800                | 0                                | 0                              | <b>309,800</b>              | (25,700)                  | (7.7%)                   | 309,800                    | 307,600                    |
| <b>Total Expenses</b>                | <b>1,193,100</b>           | <b>1,161,800</b>       | <b>0</b>                         | <b>0</b>                       | <b>1,161,800</b>            | <b>(31,300)</b>           | <b>(2.6%)</b>            | <b>1,174,100</b>           | <b>1,185,000</b>           |
| <b>Revenues:</b>                     |                            |                        |                                  |                                |                             |                           |                          |                            |                            |
| Activity Revenue                     | 922,900                    | 887,800                | 0                                | 0                              | <b>887,800</b>              | (35,100)                  | (3.8%)                   | 897,500                    | 907,300                    |
| Internal Recoveries                  | 0                          | 0                      | 0                                | 0                              | <b>0</b>                    | 0                         | 0.0%                     | 0                          | 0                          |
| Grants                               | 0                          | 0                      | 0                                | 0                              | <b>0</b>                    | 0                         | 0.0%                     | 0                          | 0                          |
| Other Revenue                        | 148,000                    | 148,000                | 0                                | 0                              | <b>148,000</b>              | 0                         | 0.0%                     | 148,800                    | 148,000                    |
| <b>Total Revenues</b>                | <b>1,070,900</b>           | <b>1,035,800</b>       | <b>0</b>                         | <b>0</b>                       | <b>1,035,800</b>            | <b>(35,100)</b>           | <b>(3.3%)</b>            | <b>1,046,300</b>           | <b>1,055,300</b>           |
| <b>Tax Levy</b>                      | <b>122,200</b>             | <b>126,000</b>         | <b>0</b>                         | <b>0</b>                       | <b>126,000</b>              | <b>3,800</b>              | <b>3.1%</b>              | <b>127,800</b>             | <b>129,700</b>             |
| <b>Tax Levy By Activity</b>          |                            |                        |                                  |                                |                             |                           |                          |                            |                            |
| Cemeteries                           |                            |                        |                                  |                                |                             |                           |                          |                            |                            |
| Administration                       | 43,400                     | 58,100                 | 0                                | 0                              | <b>58,100</b>               | 14,700                    | 33.9%                    | 55,700                     | 52,700                     |
| Maintenance - Active Cemeteries      | 156,800                    | 159,900                | 0                                | 0                              | <b>159,900</b>              | 3,100                     | 2.0%                     | 164,100                    | 169,000                    |
| Burials - Active Cemeteries          | (200,200)                  | (218,000)              | 0                                | 0                              | <b>(218,000)</b>            | (17,800)                  | (8.9%)                   | (219,800)                  | (221,700)                  |
| Pioneer Cemeteries                   | 122,200                    | 126,000                | 0                                | 0                              | <b>126,000</b>              | 3,800                     | 3.1%                     | 127,800                    | 129,700                    |
| <b>Tax Levy</b>                      | <b>122,200</b>             | <b>126,000</b>         | <b>0</b>                         | <b>0</b>                       | <b>126,000</b>              | <b>3,800</b>              | <b>3.1%</b>              | <b>127,800</b>             | <b>129,700</b>             |

## 2016 Key Budget Drivers

Overall, Cemeteries has increased by \$3,800. This is due to the following:

- Personnel Services & Benefits have increased by \$6,800 as a result inflation and adjustments made to contracts.
- Materials & Supplies have decreased by \$11,000 for reductions to cemetery markers and miscellaneous materials.
- Purchased Services have decreased by \$1,300 for minor adjustments made to contracted services.
- Minor Capital have decreased by \$25,700 for the change to the transfer to cemetery perpetual care which balances with the change to perpetual care fees. This has been offset by an increase to the transfer to the cemetery reserve.
- Activity Revenue have decreased by \$35,100 for the decrease to the perpetual care fees.

## 2017 - 2018 Budget Forecast Highlights

- There are no significant increases anticipated for 2017 or 2018.

## Service: Harbours

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### 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 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 customers (e.g. mast-up storage, mooring/storage packages) so that we may continuously improve programs and services in order to satisfy the needs of boating customers.
- Assist in undertaking the Harbours Master Plan that includes Feasibility and Capacity Study – phase 2 and future use of Bronte Marina building (formerly Metro Marine).
- Expand security initiatives within the harbours.
- Work with various boat clubs to renew leases and MOU's as appropriate.
- Undertake annual dock improvements to maximize slips and recoveries.
- Undertake annual dredging within both Harbours.
- Annually survey boaters for customer service, trends, ensure we are meeting customer expectations.
- Investigate opportunities for Oakville harbours customers to receive reciprocal privileges at boat clubs around Lake Ontario and likewise provide reciprocal opportunities for out-of-town boaters to moor in Oakville/Bronte Harbours.

## 2016 – 2018 Operating Budget Summary

|                                      | 2015<br>Restated<br>Budget | 2016<br>Base<br>Budget | 2016<br>Capital<br>Budget Impact | 2016<br>Service<br>Adjustments | 2016<br>Requested<br>Budget | \$<br>Change<br>from 2015 | %<br>Change<br>from 2015 | 2017<br>Forecast<br>Budget | 2018<br>Forecast<br>Budget |
|--------------------------------------|----------------------------|------------------------|----------------------------------|--------------------------------|-----------------------------|---------------------------|--------------------------|----------------------------|----------------------------|
| <b>Expenses:</b>                     |                            |                        |                                  |                                |                             |                           |                          |                            |                            |
| Personnel Services & Benefits        | 652,600                    | 643,600                | 0                                | 0                              | <b>643,600</b>              | (9,000)                   | (1.4%)                   | 661,300                    | 678,800                    |
| Materials & Supplies                 | 108,800                    | 107,900                | 0                                | 0                              | <b>107,900</b>              | (900)                     | (0.8%)                   | 109,100                    | 110,300                    |
| Purchased Services                   | 305,700                    | 295,200                | 0                                | 0                              | <b>295,200</b>              | (10,500)                  | (3.4%)                   | 295,200                    | 295,200                    |
| Internal Charges                     | 59,100                     | 60,200                 | 0                                | 0                              | <b>60,200</b>               | 1,100                     | 1.9%                     | 60,200                     | 60,200                     |
| Other Expenditures                   | 49,500                     | 51,500                 | 0                                | 0                              | <b>51,500</b>               | 2,000                     | 4.0%                     | 51,500                     | 51,500                     |
| Minor Capital & Transfer To Reserves | 751,400                    | 701,200                | 0                                | 0                              | <b>701,200</b>              | (50,200)                  | (6.7%)                   | 738,800                    | 761,000                    |
| <b>Total Expenses</b>                | <b>1,927,100</b>           | <b>1,859,600</b>       | <b>0</b>                         | <b>0</b>                       | <b>1,859,600</b>            | <b>(67,500)</b>           | <b>(3.5%)</b>            | <b>1,916,100</b>           | <b>1,957,000</b>           |
| <b>Revenues:</b>                     |                            |                        |                                  |                                |                             |                           |                          |                            |                            |
| Activity Revenue                     | 1,717,100                  | 1,649,600              | 0                                | 0                              | <b>1,649,600</b>            | (67,500)                  | (3.9%)                   | 1,706,100                  | 1,747,000                  |
| Internal Recoveries                  | 60,000                     | 60,000                 | 0                                | 0                              | <b>60,000</b>               | 0                         | 0.0%                     | 60,000                     | 60,000                     |
| Grants                               | 0                          | 0                      | 0                                | 0                              | <b>0</b>                    | 0                         | 0.0%                     | 0                          | 0                          |
| Other Revenue                        | 150,000                    | 150,000                | 0                                | 0                              | <b>150,000</b>              | 0                         | 0.0%                     | 150,000                    | 150,000                    |
| <b>Total Revenues</b>                | <b>1,927,100</b>           | <b>1,859,600</b>       | <b>0</b>                         | <b>0</b>                       | <b>1,859,600</b>            | <b>(67,500)</b>           | <b>(3.5%)</b>            | <b>1,916,100</b>           | <b>1,957,000</b>           |
| <b>Tax Levy</b>                      | <b>0</b>                   | <b>0</b>               | <b>0</b>                         | <b>0</b>                       | <b>0</b>                    | <b>0</b>                  | <b>0.0%</b>              | <b>0</b>                   | <b>0</b>                   |
| <b>Tax Levy By Activity</b>          |                            |                        |                                  |                                |                             |                           |                          |                            |                            |
| Harbours                             | 0                          | 0                      | 0                                | 0                              | <b>0</b>                    | 0                         | 0.0%                     | 0                          | 0                          |
| <b>Tax Levy</b>                      | <b>0</b>                   | <b>0</b>               | <b>0</b>                         | <b>0</b>                       | <b>0</b>                    | <b>0</b>                  | <b>0.0%</b>              | <b>0</b>                   | <b>0</b>                   |

## 2016 Key Budget Drivers

Overall, the net budget for Harbours has remained unchanged. Within the budget, the following changes were made:

- Personnel Services & Benefits have decreased by \$9,000 due to a re-grade of an administrative position offset with inflationary increases for wages and benefits.
- Materials & Supplies have decreased by \$900 due to decreases to postage and maintenance supplies.
- Purchased Services have decreased by \$10,500 due to a decrease in insurance premiums.
- Internal Charges are increased by \$1,100 for changes to internal labour charges.
- Other Expenditures have increased by \$2,000 for increases to bank charges.
- Minor Capital & Transfer to Reserves have been decreased by \$50,200 as a result of a reduction to the transfer to the Harbours reserve.
- Activity Revenue has decreased by \$67,500 based on current trends the storage packages and wet mooring has been reduced. This translates to a decrease in transfers to the harbour reserve as shown in Minor Capital & Transfers to Reserves.

## 2017 - 2018 Budget Forecast Highlights

- Inflationary increases and minor adjustments are anticipated for 2017 and 2018.

