

# Executive Summary

The 2020 Budget Discussion Document presents the proposed 2020 operating budget, 2021-2022 forecasts and the 2020 Capital Budget for the Town of Oakville. The document represents the outcome of the 2020 staff budget process, presenting the budget recommended by staff, for public comment and the review and approval of the Budget Committee and Council.

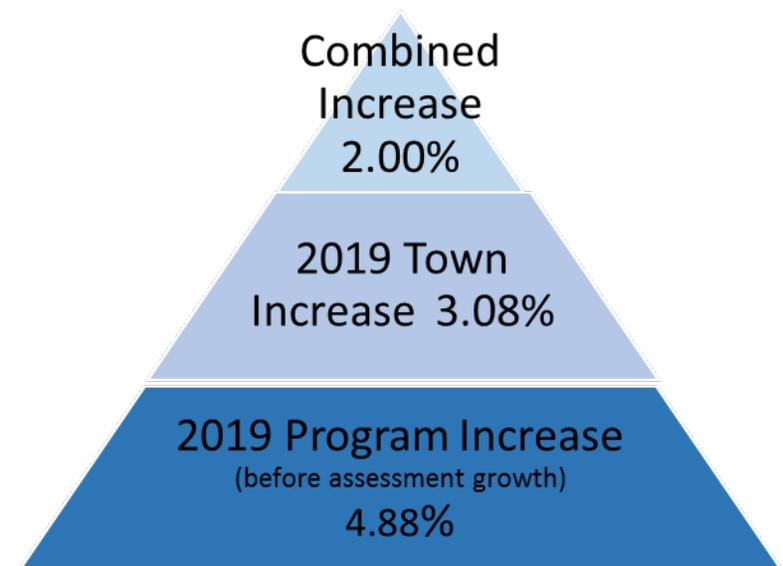
As in prior years, the 2020 budget has been prepared using a performance based program based budgeting (PB2) methodology. PB2 focuses on programs rather than departments and traditional line item budgeting. Emphasis is on the allocation of resources to programs based on desired outcomes and measurement of actual program results against expected outcomes. Performance measures are included in the budget document for all town programs.

Overall, the 2020 operating and capital budgets ensure the town's strong financial position is maintained and our residents continue to receive the programs and services they value. The 2020 budget has been prepared in accordance with Council direction to prepare the budget with an overall property tax increase in line with inflation.

The total proposed 2020 tax increase to the town's budget net of assessment growth is 3.08%. When combined with the proposed increase for the Region and Education the overall tax increase is 2.00%.

Assessment growth resulting from additional properties added to the roll or expansions/additions to existing properties reduces the overall tax increase. The 2020 staff recommended budget includes assessment growth of 1.80%, resulting in a proposed 3.08% tax increase for the town's portion. The increase in property values does not provide additional revenue to the town. The tax rate is adjusted to ensure the town raises the same tax revenue under the new property values as it did prior to the reassessment.

Over the past several months, detailed work was completed to review previous year's spending and revenue trends and adjust program budgets where necessary to bring them in line with actuals. As a result, there are several pressures that had to be accommodated within the proposed budget. These include, rising costs due to market conditions for various materials, supplies and utilities, increasing pressure on personnel budgets to ensure front line staff coverage in town operations and reductions to Transit and Planning revenue to bring them in line with recent trends. Other pressures include, operating impacts of the new Fire Station #8 and Southeast Community



# Executive Summary

Centre which are both schedule to open in 2020. Costs related to new infrastructure assumed through subdivisions in North Oakville such as road, sidewalk and street tree maintenance and neighborhood parks, parkettes and trails has also added pressure. Finally increased software costs related to new systems and rising maintenance fees have been incorporated.

In order to help mitigate the impact of these budget pressures as well as future impacts as the town grows and evolves, the Corporate Leadership plan was developed to support continuous improvement, innovation and sustainability. One of the main objectives of the Plan is to promote continuous improvement across the organization which encourages staff to look for opportunities to increase efficiency and streamline processes. Various efficiencies identified during 2019 have been incorporated in the proposed 2020 budget. In addition, several service reviews were undertaken in 2019, and implementation plans or next steps identified. Phase 2 of the reviews will be undertaken during 2020. Staff will identify reduction targets to be achieved through the phase 2 work to be incorporated in the 2021 staff recommended budget.

The program business plans include a detailed budget for 2020 and a forecast by program and service for 2021 and 2022. Business plans for each program provide information on the purpose of the program, define existing service levels and identify strategic initiatives linked to the town's strategic plan. PB2 performance measures for each program are also included in the business plans.

In addition to the performance measures included in the budget document, the town achieved ISO 37120 platinum certification with the World Council on City Data in 2016, 2017 and 2018. ISO 37120 Sustainable Development of Communities: Indicators for City Services and Quality of Life is comprised of 100 performance measures that track a city's progress in delivering services and ensuring quality of life for its community. Platinum certification acknowledges that the town has achieved the highest standard in data collection and research to drive the delivery of high quality programs and services to the community.

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

# Executive Summary

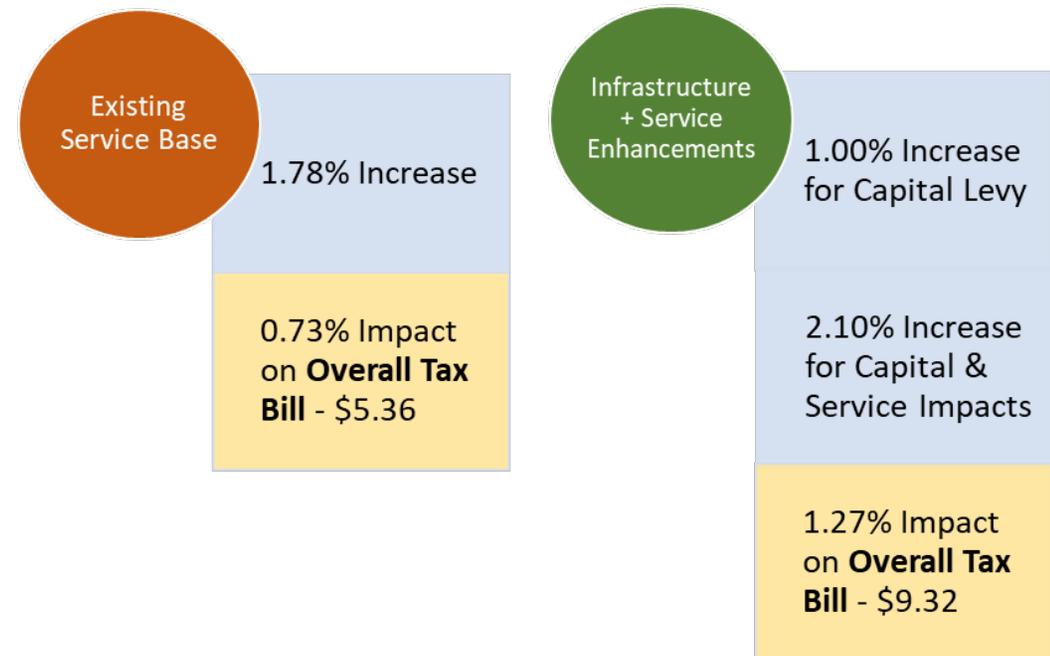
## OVERALL TOWN BUDGET

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

The Existing Service Base provides for the same level of service as provided in 2019. Program spending at this level reflects the costs to deliver the same level of service as previous years. Increases in program spending and resulting tax levy requirements are driven by the rising costs of materials and supplies, contracted and other purchased services as well as labour costs. Changes in revenue from user fees and other sources also impact the tax requirement.

In addition, the base budget includes the impact of decisions made in previous years such as the annualized impact of service adjustments and capital works such as new facilities & parks. Overall, in order to maintain existing service levels, the tax levy requirement for this component is an increase of \$ 3.5 million over 2019 or 1.78% increase on the town's base budget. This has an impact on the overall tax bill of 0.73% or \$5.36 per \$100,000 of assessment.

The second component of the budget, Infrastructure and Service Enhancements, is the increased funding for the maintenance and replacement of aging infrastructure, demands for new infrastructure and service enhancements required as the town grows. This includes the additional 1% capital levy as well as the operating impacts of new facilities, parks, roads and other infrastructure resulting from completed capital projects or assumed through the development process. Overall, impacts related to Infrastructure and Service Enhancements total \$6.1 million or 3.1% increase on the town's base budget (before assessment growth). This has an impact on the overall tax bill of 1.27% or \$9.32 per \$100,000 of assessment.



# Executive Summary

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

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

Purpose	Share of Tax Bill	\$ Increase	% Increase on Tax Levy	Impact on Total Bill	\$ Increase per \$100,000 of Assessment
<b>Town of Oakville</b>					
Inflationary Impacts/Revenue Adjustment		\$ 2,988,200	1.51%	0.62%	\$4.55
Annualized Impact of 2019 Service Adjustments		\$ 284,400	0.14%	0.06%	\$0.43
Tax Stabilization Funding Removed		\$ 2,600,000	1.32%	0.54%	\$3.96
Operational Efficiencies/Strategies		\$ (2,349,500)	-1.19%	-0.49%	(\$3.58)
			0.00%	0.00%	\$0.00
<b>Total Base Operating Budget</b>		<b>\$ 3,523,100</b>	<b>1.78%</b>	<b>0.73%</b>	<b>\$5.36</b>
Capital Levy		\$ 1,976,400	1.00%	0.41%	\$3.01
Operating Costs for New Infrastructure/Growth		\$ 4,095,600	2.07%	0.85%	\$6.23
Budget Committee Referrals-Service Enhancements		\$ 54,900	0.03%	0.01%	\$0.08
2020 Assessment Growth		\$ (3,557,500)	-1.80%	-0.74%	(\$5.41)
<b>Total Town of Oakville*</b>	<b>41.0%</b>	<b>\$ 6,092,500</b>	<b>3.08%</b>	<b>1.26%</b>	<b>\$9.27</b>
<b>Region of Halton**</b>	<b>37.1%</b>		2.00%	0.74%	\$5.45
<b>Education</b>	<b>21.9%</b>		0.00%	0.00%	\$0.00
<b>Total *</b>				<b>2.00%</b>	<b>\$14.73</b>

\*Exclusive of reassessment impacts

\*\* Region of Halton total tax increase

# Executive Summary

## Inflationary Impacts/Revenue Adjustments

Inflationary pressures and adjustments on the town's base budget total 1.89%. This has been partially offset by an increase to program rates and fees and revenue adjustments bringing the net increase to 1.51%, resulting in an increase of 0.62% on the overall tax bill or an increase of \$4.55 on each \$100,000 of assessment.

One of the largest drivers of inflationary impacts is the town's personnel costs which are driven by collective agreements with the town's five unions. These contracts provide for annual cost of living increases, as well as movement through salary grids and negotiated benefit coverage. The town typically negotiates longer term contracts to ensure stability. In 2019, the collective agreement with CUPE 136 was settled and CUPE 1329 is still underway. Resulting impacts of the various agreements have been incorporated into the 2020 budget. Other adjustments to personnel include an inflationary increase to part-time wages and over-time required for coverage. Personnel costs account for 47% of gross expenditures and represent the largest component of inflationary increases.

The net personnel budget reflects an adjustment of \$0.9 million to reflect the time positions are vacant due to employee turnover within the organization.

Many of the materials and supplies that the town uses are construction related or are driven by market conditions and more recently tariffs. This has resulted in an increase to the construction price index for Toronto of 3.3% from Q3 2018 to Q3 2019 representing a significant impact on the cost of materials. There is also increased pressure on the budget due to rising costs for utilities, supplies and contracted services. Costs for vehicle parts and contracted services such as winter control, vehicle maintenance and building maintenance have also experience increases across various services. One area that has been monitored closely throughout the year has been fuel rates. The average fuel rate for the past twelve months has been trending well below the \$1.05 per litre rate used to prepare the 2019 budget, resulting in savings of approximately \$300,000 in 2019. In addition, crude oil futures are forecasted to continue to decline throughout 2020 to as low as \$51.00 a barrel. As a result, fuel rates have been reduced for the 2020 budget to reflect an average fuel rate of \$1.00 per litre, resulting in a budget reduction of \$196,000 to the base budget.



## Inflationary Impacts

- Inflationary pressures and adjustments on the town's base budget total 1.9%.
- Offset by revenue adjustments bringing the net increase to 1.51%.
- Resulting in an overall increase of 0.62% on the tax bill or \$4.55 on each \$100,000 of assessment.

# Executive Summary

## Activity Revenue

The 2020 base budget incorporates proposed rates and fee increases. Rates and fees will be reviewed by the Budget Committee and its recommendations will be forwarded to Council for approval. Many of these fee increases are effective January 1, 2020 and are required to maintain or improve the cost recovery of town programs and offset the impact of rising costs where possible. The fee increases, if approved as proposed, result in an additional \$1.4 million in revenue. In addition to fee increases, volume adjustments were made to program revenue budgets where applicable. Adjustments were made in Recreation and Building Services that result in increased revenue, however there are several programs where revenue was reduced to bring it in line with current and expected activity levels. The most notable reduction was seen in Planning and Building as a result of recent downward trends in development activity when compared to previous years. In total, the fee increases combined with volume adjustments net in an overall increase in activity revenue of \$ \$0.7 million. This excludes any new revenues incorporated as part of impacts from capital.

## Annualized Impact of 2019 Service Adjustments

The 2020 base budget includes the phased-in impact of service enhancements approved in 2019. They include the last portion of the funding to implement the Municipal Enforcement Strategy as well as the annualized costs to operate the Sixteen Mile Library branch that recently opened in May. These costs total \$284,400, adding 0.14% to the town tax levy, resulting in a 0.06% increase on the overall tax bill or \$0.43 per \$100,000 of assessment.

## Operational Efficiencies

As part of the 2019 budget, \$2.1 million in tax stabilization funding was included to reduce the tax levy increase in lieu of efficiencies to be found in future budgets. In addition, \$0.5 million was incorporated into the Recreation budget in 2018 while work to improve cost recovery ratios was undertaken. In total, \$2.6 million of tax stabilization funding has been removed from the 2020 budget. In order to achieve the efficiency savings the Corporate Leadership plan focused on promoting continuous improvement across the organization to encourage staff to review what and how services are delivered. As a result, \$2.3 million in operational efficiencies or strategies have been identified for 2020, which will be annualized in 2021 for a total of \$2.5 million. As an example, through the Recreation services review, efficiency savings of \$0.6 million have been identified which streamline services and optimize underutilized capacity. Initiatives include identifying positions from various units to be reallocated to the Southeast Community Centre to minimize operating impacts as well as streamlining of operations for concessions, outdoor pool maintenance, and camps as well as new facility rental

# Executive Summary

opportunities. Other smaller scale reviews result in operational savings in Emergency Services, Parks & Open Spaces, Oakville Transit and Infrastructure Maintenance. In addition, a corporate budget strategy has been developed to bring larger expenditure areas in line with typical or average spending by completing line by line review. In 2020, the base budget for software licenses and software maintenance has been reduced which reflects the elimination of underutilized licenses and consolidation of one off programs to corporate systems. Finally, as a result of the CAO's leadership review the two finance divisions were combined into one department and the Environmental Policy division was consolidated into Strategic Policy and Communications, thereby eliminating two Director positions. Detailed descriptions of the various efficiencies have been identified in each program Business Plan. The operational efficiencies/strategies reduce the town's base budget by 1.19%, resulting in a decrease of 0.49% or (\$3.58) per \$100,000 on the overall tax bill.

## Capital Driven Operating Costs for New Infrastructure & Growth

The 2020 budget includes the operating costs for new infrastructure and programs completed as part of the capital budget as well as infrastructure assumed by the town as new developments are completed. The 2020 operating impacts total \$3.9 million and include the partial year impacts of the new Fire Station #8 and Southeast Community Centre which are both scheduled to open in the fall of 2020. Other capital impacts include the cost of maintaining new neighbourhood parks, parkettes and trails, staffing and software support costs for new technology solutions, additional specialized transit buses and the operation and replacement of new fleet equipment. Growth impacts of \$0.5 million include three new positions (2 Fire Prevention Officers, 1 Public Education Officer) as recommended in the 2016 Fire Master Plan, the re-instatement of Route 1 to North Oakville as well as winter control, hydro for streetlights and tree maintenance related to new subdivisions.

These impacts add 2.07% to the town's base budget, resulting in an increase of 0.85% on the overall tax bill or an increase of \$6.23 per \$100,000 of assessment.

## Budget Committee Referrals – Service Enhancements

The Fire Department conducts a Fire Master Plan (FMP) to provide the Town of Oakville with a strategic plan to guide the Fire Department for a ten-year period. The current FMP was



## Operating Cost of New

- Service Enhancements from 2020 total \$55k
- 2020 impacts for new infrastructure total \$4.1M
- Increase of 2.1% on town programs
- Resulting in an overall increase of 0.86% on the tax bill or \$6.31 on each \$100,000 of assessment.

# Executive Summary

presented to council in 2016 and recommended a number of new positions to address future growth of the town and operational needs. The plan was approved by council with impacts to be brought forward to future budget committees. One of the positions recommended was an IT Support/Data Analyst to support all computer software utilized by the fire department, validate the data, extract and prepare reporting on KPIs for the department. This analysis will help determine the current levels of service as measured by the KPIs, enabling the team to identify areas where efficiencies and improvement can be made. A partial year impact for this position has been incorporated into the 2020 budget with an anticipated start date of July 1<sup>st</sup>.

## Capital Levy

The town implemented a 1.00% capital levy in 1996. This program recognized the need to set aside additional funding to pay for both the replacement of aging infrastructure as well as demands for infrastructure enhancements. A capital levy policy is considered a best practice in municipal financing and helps ensure that funding is available to replace assets as required based on the town's asset management plan. The capital levy has a 1.00% impact on the town's tax rate, or 0.41% impact on the total tax rate or \$3.01 per \$100,000 of assessment.

## Assessment Growth from New Development

New development within the town results in an increase in the town's assessment base. New assessment generates additional tax revenue without an increase in the town's tax rate. Based on current information, assessment growth of 1.80% is expected for 2020. As part of prudent financial planning, a policy (procedure) was implemented as part of the 2017 budget process to align the assessment growth recognized in the budget with the growth impacts of that current year. The difference has been budgeted as a transfer to the Tax Stabilization reserve to be used in future years when budgetary pressures result in increases higher than inflation. In 2020, the growth related impacts are aligned with the assessment growth therefore, no additional transfer to reserve has been budgeted. The 1.80% assessment growth reduces the overall tax bill by 0.74% or \$5.41 per \$100,000 of household assessment.

# Executive Summary

## SUMMARY

The proposed 2020 budget results in a 3.08% tax increase on the town's share of the property tax bill after assessment growth. The town budget represents approximately 41.0% of the total property tax bill. Therefore, the proposed increase equates to a 1.26% increase on the total property tax bill or \$9.27 per \$100,000 of assessment. When combined with the projected increase for the Region of Halton of 2.0% and assuming no increase in education rates is the total proposed property tax increase is 2.00% or \$14.73 per \$100,000 of assessment, which is in line with inflation.

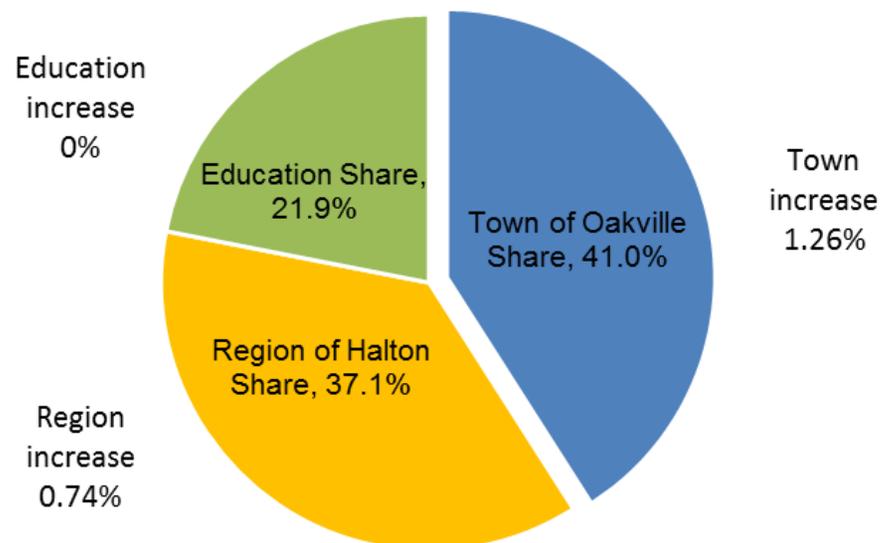
## PERFORMANCE BASED PROGRAM BASED BUDGET

The 2020 budget was prepared using the performance based program based budgeting (PB2) methodology. The 2020 budget and the forecasts for 2021 and 2022 focus on programs, and the services within each program, rather than departments and line item expenditures. In preparing the 2020 budget and 2021 and 2022 forecasts, emphasis is on allocating resources to programs based on the goals and objectives to be achieved by the program.

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

The program business plans and resulting program budgets are based on achieving the priorities in the town's strategic plan and each new initiative in the budget is tied to a strategic objective. Performance measures have been included in each business plan. The measures show the five year trend for key outcomes based on the approved budget for the program. The business plans also provide information on the purpose of the program, services delivered by the program and the funding required to deliver the program based on Council approved service levels.

## Total Property Tax Increase - 2.00%



# Executive Summary

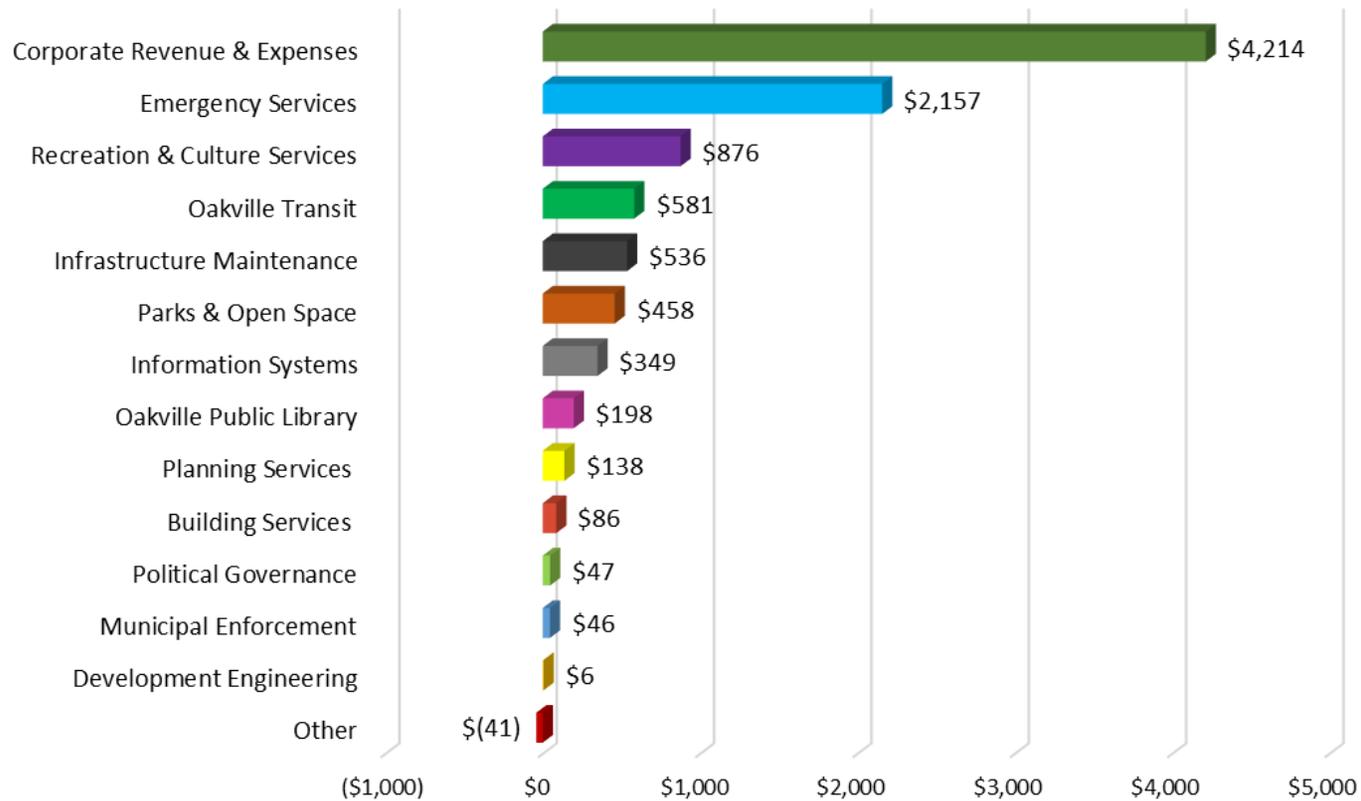
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## **Program Budget Highlights**

The net base budget has increased by \$ 9.6 million. As illustrated in Table 2 below, the largest program increases are seen in Emergency Services, Recreation and Culture and Oakville Transit. Corporate Revenue and Expenses reflects the capital levy and the \$2.1 million removal of tax stabilization funding. The drivers of the increases are discussed in the following section:

# Executive Summary

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



# Executive Summary



## **Emergency Services - \$2.2 million – 5.9%**

Includes Fire Prevention, Training, Emergency Planning as well as Suppression. The main driver of the increase is the \$1.8 million in capital and growth impacts related to the new Fire Station #8 scheduled to open in the fall of 2020, as well as additional positions incorporated as recommended in the 2016 Fire Master Plan which include: 2 Fire Prevention Officers, 1 Public Education Officer to support the growth of North Oakville and an IT Data Analyst to support the data integrity of fire systems and generate KPI reports. Operational efficiency has been incorporated resulting from a process review of fire related fee recoveries which results in increased revenues.



## **Recreation and Culture - \$0.88 million – 4.9%.**

Includes Recreation and Culture Hubs, Cultural Services and Program Development and Support. The largest driver of the increase is due to the operating impact of the Southeast Community Centre scheduled to open in the fall of 2020. Other cost drivers include inflationary increases for personnel costs, instructor and performer fees and temporary revenue reduction due to rehabilitation work at River Oaks arena. Efficiency savings of \$0.6 million have been identified including the reallocation of positions from various units to Southeast Community Centre, streamlining of operations for concessions, outdoor pool maintenance, and camps as well as new facility rental opportunities. In addition, revenues have been adjusted in 2020 to reflect upward trend in program registrations, memberships and ice rentals as well as a fee increase.



## **Oakville Transit - \$0.58 million – 2.5%.**

Includes Transit Operations, Fleet and Maintenance and Planning and Accessible Services. The primary driver of the increase are capital and growth impacts for additional specialized buses, costs associated with new technology projects submitted to the Investing in Canada Infrastructure Program (ICIP) grant and the re-introduction of Route 1 to North Oakville. In addition, revenue has been reduced slightly (1.7%) to reflect 2019 ridership. Efficiency savings related to the annualization of route adjustments implemented in 2019, as well as a reduction of taxi usage due to the optimization of trip planning from the new scheduling software help to offset budget increases.

# Executive Summary



## **Infrastructure Maintenance - \$0.53 million – 2.3%.**

Includes Traffic and Works Operations, Fleet Services and Facilities & Admin. The 2020 budget includes contractual increases for winter control which have been offset by efficiency savings of \$67,200 found in streamlining winter patrol operations and contracted maintenance costs for traffic operations. Also included are capital and growth impacts associated with maintenance of new roads assumed through subdivisions in North Oakville as well as town road works such as road widenings, new sidewalks and bike lanes. Savings have also been identified through energy management initiatives completed at the facilities.



## **Parks & Open Spaces - \$0.46 million – 2.6%**

Includes Parks Planning and Development, Parks Maintenance and Forestry services. The primary driver of the increase are cost associated with growth impacts required to support new neighbourhood parks, village squares, trails as well as street trees planted in new North Oakville subdivisions. In particular, Fowley Park, Buttonbush Park, William Rose Park, Featherstone Parkette and Bowbeer Park. Also within the base budget, efficiency savings related to streamlining operations for in-ground garbage receptacles, botanical supplies, pest management and sign contract services have been incorporated. Finally, sportfield revenues have been increased to reflect the upward trend in usage.



## **Planning and Development Programs - \$0.23 million – 6.3%**

Includes Planning, Building and Development Engineering programs. The combined increase for these programs is relatively small compared to other programs but is a higher percentage. Revenue in these programs is budgeted based on a historical average volumes in order to help mitigate large variance swings resulting from the unpredictable development activity. Over the past couple years volume in planning applications, building permits and committee of adjustment requests have been on a downward trend. As a result, 2020 revenues in these areas reflect lower average volumes.

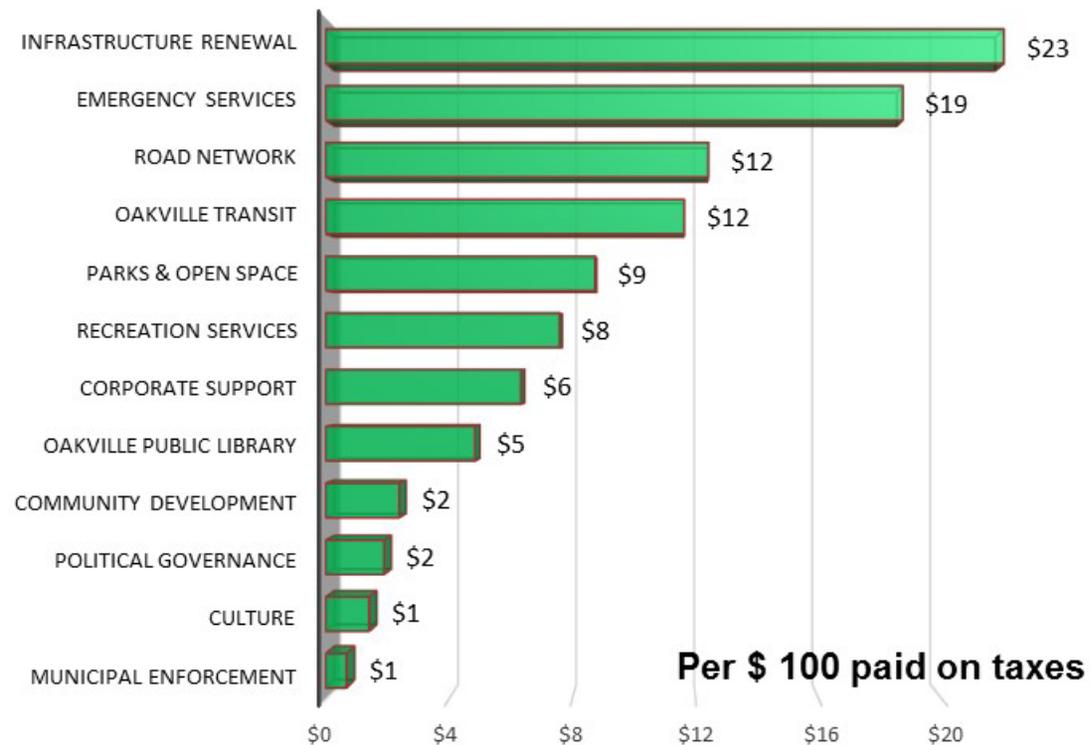
The balance of the increase is spread between the remaining programs. Further details can be found in the program business plans.

# Executive Summary

## 2020 Tax Levy Requirement

The total 2020 tax levy requirement to support town programs is \$ 207,287,900 and is shown by program in Table 10. The forecasts for 2021 and 2022 are shown in Table 12. Table 3 below shows how much of each tax dollar is spent on specific town services. The largest share of the tax dollar is spent on Infrastructure Renewal followed by Emergency Services.

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



# Executive Summary

## 2020 BUDGET COMMITTEE PROCESS

The recommendations included in this book reflect the direction to date provided by Council through its Budget Committee. The budget process provides the Committee with the opportunity to provide further direction and request additional information from staff. The following meetings have been scheduled for the review of the 2020 Operating and Capital Budgets:

- November 19, 2019
  - Distribution of Operating Budget Document and Overview Presentation
  - Rates and Fees
  - Staff Presentations
- November 21, 2019
  - Staff Presentations
- December 3, 2019 – 9:30 am and 7:00pm
  - Public Delegations
- December 10, 2019
  - Deliberations and Recommendations
- Council Approval – December 16, 2019

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

## Total 2020 Operating Expenditures by Cost Component

The gross expenditures proposed in the 2020 operating budget total \$345.8 million including service adjustments for the town's programs.

Table 4 shows the town's total 2020 base operating budget expenditures by cost component. In total gross expenditures have increased by \$8.5 million. The details are provided in Table 9. The forecast budget for 2021 and 2022 is shown in Table 11.

# Executive Summary

Salaries and Benefits account for 47% or \$162.6 million of the operating budget. This is an increase of \$4.9 million over 2019 as a result of anticipated wage and benefit costs, movement through salary grids, and the cost of positions required as a result of growth in the municipality and new capital infrastructure.

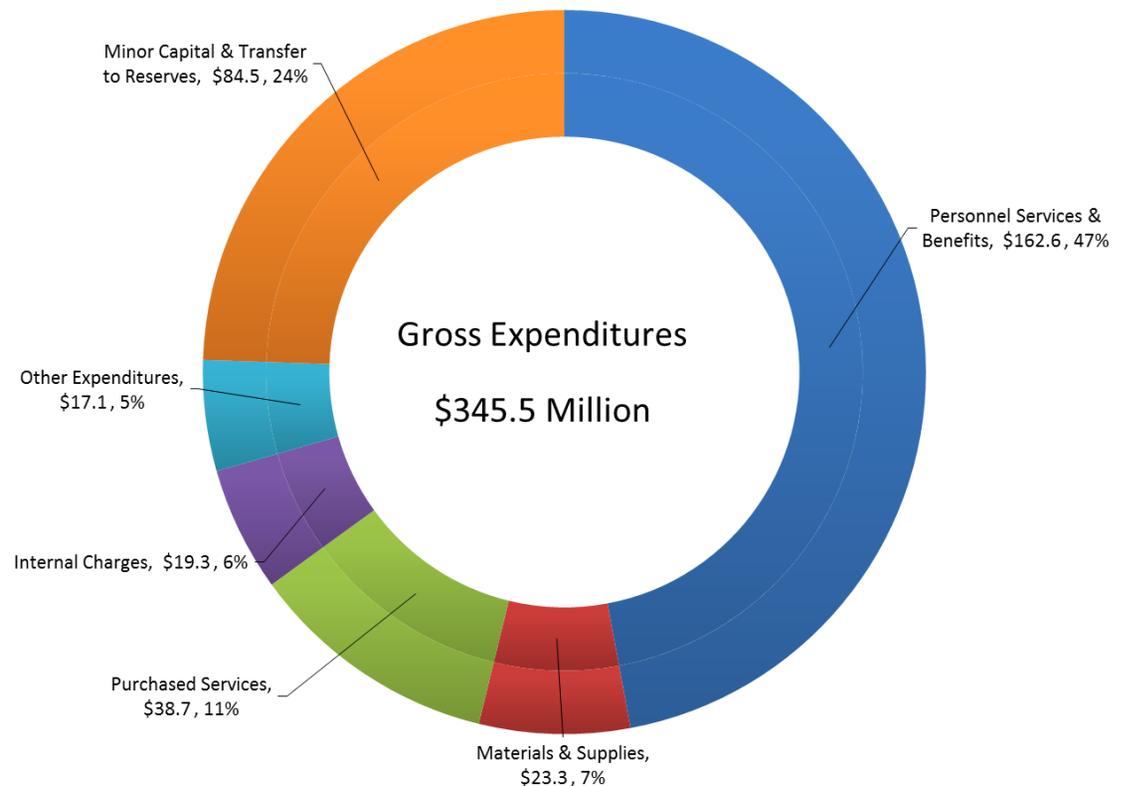
**Table 4 - Total 2020 Operating Expenditures by Cost Component**

Purchased Services totals \$38.7 million and includes costs for items such as communication, contracted services, professional fees, training and development, insurance and printing. They comprise 11% of the budget and have increased by \$1.0 million due to inflationary pressures, contract renewal costs for winter control and additional software licenses related to new systems and technology.

Materials and Supplies include expenditures for utilities, fuel, vehicle parts, office supplies, construction and other materials. They represent 7% of the town's gross expenditures and have increased by \$0.2 million. Most expenditure items in this category have risen in line with inflation, however, a reduction to the fuel rates to reflect recent pricing has been incorporated.

Other Expenditures include community grants, rebates, financial expenses and debt charges. Other expenditures have decreased by \$(0.2) million partially due a reduction in debt charges as old debt is paid off and a reduction to rebates related to the election.

Minor Capital and Transfers to Reserves including provisions for future expenditures (e.g. equipment replacement and transfers to tax stabilization reserves) account for 24% of expenditures and have increased by \$2.0 million which represents the capital levy.



# Executive Summary

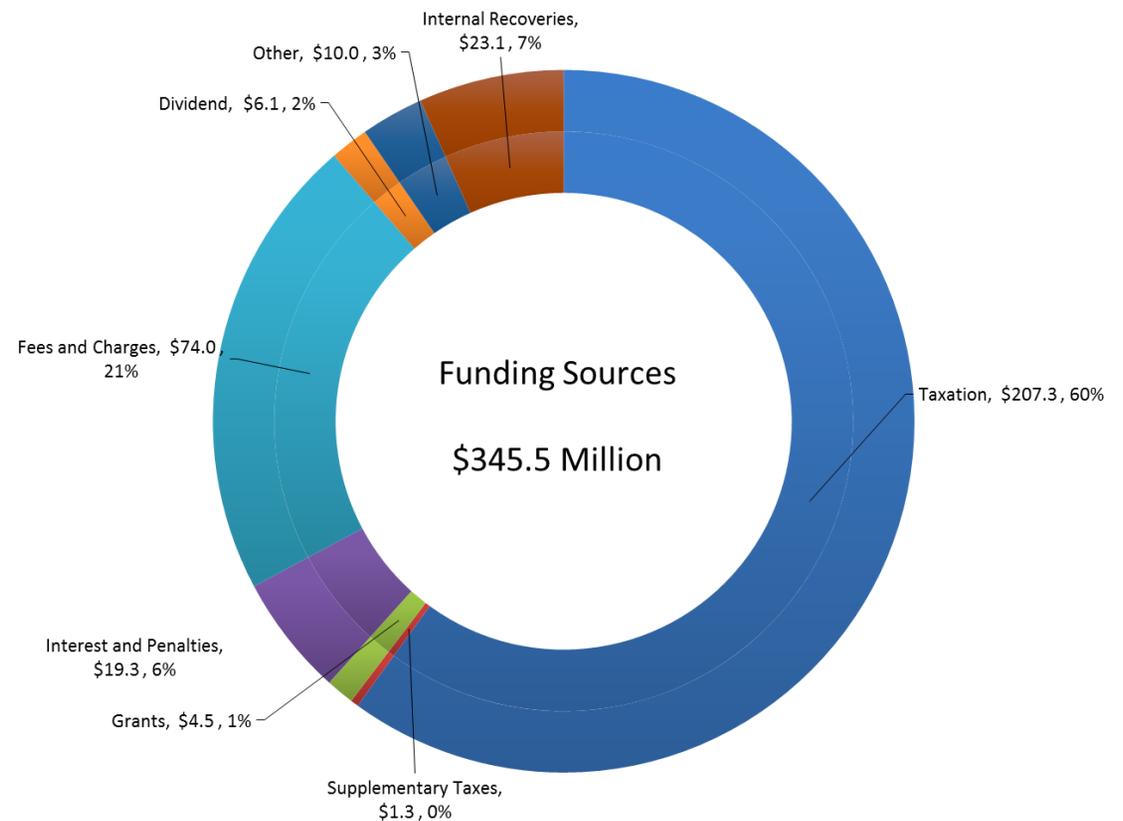
## Total 2020 Operating Revenues

The increase in expenditures is offset by an increase in revenues including activity revenue which has increased by \$0.9 million. Activity revenue includes items such as Recreation and Culture user fees, Transit fares and Planning application fees.

**Table 5 - Total 2020 Operating Revenues by Type**

Table 5 illustrates the funding sources for the 2020 operating budget. Taxation revenues provide 60% (2019 – 59%) of the funding. Fees and charges are the next largest source of funding at \$74.3 million or 21%. Included in the fees and charges are increases to maintain cost recovery ratios for all programs.

The 2020 budget includes a \$6.1 million dividend from Oakville Hydro of which \$1.9 million is included in the base budget. The balance of the dividend is transferred to the hydro reserve which supports the hospital debt charges.



# Executive Summary

## BUDGET COMMITTEE REFERRALS

During the course of 2019, items have been referred to the Budget Committee for consideration. The referrals are listed below for consideration by the Budget Committee.

**Table 6 - 2020 Budget Committee Referrals**

Item	Date of Meeting	Outstanding	2020 Budget Update
Fire Master Plan Implementation Report	2018 Budget Committee 11/23/2017	That the Fire Department bring forward the operating and capital initiatives to the respective future budget committee(s) for approval, as outlined in the implementation years identified in Appendix A.	Included in the 2020 Operating Budget
2019 Coronation Park Events	CSC 04/23/2019	That staff consult with the BIAs regarding a summer concert series at Coronation Park in 2020 and report back to Council on opportunities and costs as part of the 2020 budget process.	Update Provided in Commissioner Presentation
Canada Day Transportation Plan	Special Council 06/10/2019	That the town consult with the Bronte BIA and report back to council with options for the 2020 event in Q4 2019.	Update Provided in Commissioner Presentation
Infrastructure Funding Announcements	Council 04/02/2019	That staff report back on the use of the remaining one-time additional gas tax funding on civil related projects such as roads, active transportation infrastructure, bridges, storm sewers and erosion protection as part of the budget process.	Included in the 2020 Capital Budget

# Executive Summary

Item	Date of Meeting	Outstanding	2020 Budget Update
Traffic Calming and Speed Limit Review	CSC 06/17/2019	<p>That staff be directed to provide a report to the 2020 Budget Committee on the implementation of Automated Speed Enforcement (photo radar), including an analysis of the capacity to process the resulting Provincial Offences Act caseload, and estimated budget implications.</p> <p>That staff be directed to provide a report to the 2020 Budget Committee with the proposed criteria, inventory and the costs associated with additional 40 km/h zones at limited high pedestrian generator areas (e.g. Business Improvement Areas (BIAs) and major active parks on local and minor collector roads).</p> <p>That staff be directed to provide a report to the 2020 Budget Committee with a multi-year Major Road Elementary School Zone Traffic Calming Program, including short-term installation of fixed Radar Speed Display Signs (RSDS) at elementary schools on major collector and minor arterial roads.</p>	Report included on the November 21 <sup>st</sup> , 2019 Agenda
Speers Road Reconstruction from Third Line to Fourth Line - Request for Additional Funds	ASC 06/17/2019	That staff report to the 2020 Budget Committee on changes to capital project estimation practices as a result of lessons learned	Report included on the November 21 <sup>st</sup> , 2019 Agenda
Investing in Canada Infrastructure Program – Transit	Council 10/22/2019	That the transit capital projects identified in this report be referred to the 2020 Budget Committee.	Included in the 2020 Capital Budget

# Executive Summary

<b>Item</b>	<b>Date of Meeting</b>	<b>Outstanding</b>	<b>2020 Budget Update</b>
Stormwater Master Plan Study	CSC 10/15/19	That staff prioritize recommended community/area improvement projects and incorporate same into the 2020 capital budget and capital forecast; and	Included in the 2020 Capital Budget

# Executive Summary

## FORECAST FOR 2021 AND 2022

The Budget Document also includes a forecast of the 2021 and 2022 operating budgets, incorporating inflation, related expenditure increases and the increased operating costs resulting from capital projects undertaken in 2020 and 2021.

The forecasted increase for 2021 is 2.81% and 2.79% in 2022 net of assessment growth, for base budget purposes only. In order to bring the budget in line with inflation, deferred assessment growth from the prior years of -0.77% in 2021 and -0.23% in 2022 will be used. The net overall increase including the Region and education is projected to be 2% in both years.

These increases are largely due to new infrastructure constructed as part of the capital budget or assumed as part of developments. The operating impacts from capital include Southeast Community Centre, Fire Station 8, new parks and trails, road widenings and additional transit buses. In addition, the 2020 budget includes impacts resulting from the Fire Master plan update presented to council in December 2017. Table 7 shows the total base budget increase for 2020, 2021 and 2022 by cost driver.

**Table 7 - Forecast Budget Increase**

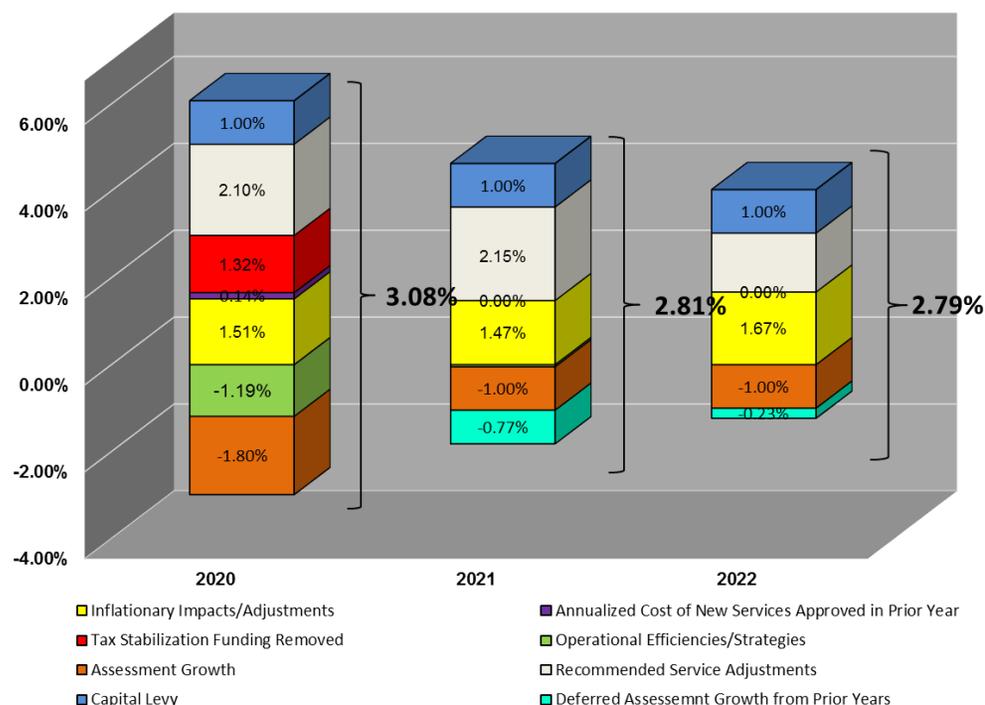


Table 8 shows the projected overall tax impact in 2021 and 2022, including the town’s base budget and the forecast increases for the Region of Halton and Education tax requirements. As noted above, the overall increase including the region and education is projected to be 2%.

# Executive Summary

Table 8 – Overall Tax Impact

Purpose	Overall Share of Tax Bill	2020 Requested Budget	2021 Forecast Budget	2022 Forecast Budget
<b>Town of Oakville</b>				
Inflationary Impacts/Revenue Adjustments		1.51%	1.47%	1.67%
Annualized Impact of 2019 Service Adjustments		0.14%	0.00%	0.00%
Tax Stabilization Funding Removed		1.32%	0.00%	0.00%
Operational Efficiencies/Strategies		-1.19%	-0.05%	0.00%
		0.00%		
<b>Total Base Operating Budget</b>		<b>1.78%</b>	<b>1.43%</b>	<b>1.67%</b>
Capital Levy		1.00%	1.00%	1.00%
Operating Costs for New Infrastructure/Growth		2.07%	2.13%	1.36%
Budget Committee Referrals - Service Enhancements		0.03%	0.03%	0.00%
<b>Deferred Assessment Growth from Prior Years</b>			<b>-0.77%</b>	<b>-0.23%</b>
New Assessment Growth		-1.80%	-1.00%	-1.00%
<b>Total Town of Oakville*</b>	<b>41.0%</b>	<b>3.08%</b>	<b>2.81%</b>	<b>2.79%</b>
<b>Region of Halton**</b>	<b>37.1%</b>	2.00%	2.30%	2.30%
<b>Education</b>	<b>21.9%</b>	0.00%	0.00%	0.00%
<b>Overall Tax Bill Impact (%)<sup>(2)</sup></b>		<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>
<b>Overall Tax Bill Impact (\$'s per \$100,000 of assessment)<sup>(3)</sup></b>		<b>\$14.73</b>	<b>\$15.01</b>	<b>\$15.27</b>

# Executive Summary

**Table 9 - 2020 Operating Budget by Program**

	2019 Restated Budget	2020 Base Budget	Base Budget Change (%)	Capital and Growth Impact	2020 Requested Budget	2019-2020 Change (\$)	2019-2020 Change (%)
<b>EXPENDITURE BY PROGRAM</b>							
Political Governance	3,903,200	3,950,400	1.21%	-	3,950,400	47,200	1.21%
Administrative Executive Management	1,975,500	1,931,100	-2.25%	-	1,931,100	(44,400)	-2.25%
Service Oakville	1,127,200	1,176,100	4.34%	-	1,176,100	48,900	4.34%
Strategy, Policy & Communications	2,038,000	2,001,000	-1.82%	-	2,001,000	(37,000)	-1.82%
Human Resources	2,830,400	2,881,500	1.81%	-	2,881,500	51,100	1.81%
Regulatory Services	744,500	756,700	1.64%	-	756,700	12,200	1.64%
Financial Services	7,154,600	7,140,100	-0.20%	-	7,140,100	(14,500)	-0.20%
Legal Services	2,360,100	2,357,100	-0.13%	-	2,357,100	(3,000)	-0.13%
Information Systems	11,523,300	11,324,300	-1.73%	550,900	11,875,200	351,900	3.05%
Facilities & Construction Management	4,327,300	4,542,300	4.97%	-	4,542,300	215,000	4.97%
Emergency Services	37,136,900	37,656,400	1.40%	1,772,900	39,429,300	2,292,400	6.17%
Recreation and Culture	38,863,300	38,572,200	-0.75%	1,122,400	39,694,600	831,300	2.14%
Oakville Public Library	10,694,000	10,742,600	0.45%	95,600	10,838,200	144,200	1.35%
Parks & Open Space	22,554,300	22,667,300	0.50%	679,200	23,346,500	792,200	3.51%
Cemeteries	1,135,100	1,140,000	0.43%	-	1,140,000	4,900	0.43%
Harbours	2,052,700	2,092,300	1.93%	-	2,092,300	39,600	1.93%
Infrastructure Maintenance	35,636,100	36,051,100	1.16%	242,300	36,293,400	657,300	1.84%
Infrastructure Planning & Improvements	3,789,200	3,796,400	0.19%	-	3,796,400	7,200	0.19%
Parking	4,582,600	4,591,400	0.19%	78,900	4,670,300	87,700	1.91%
Municipal Enforcement	2,580,800	2,744,600	6.35%	-	2,744,600	163,800	6.35%
Oakville Transit	35,007,400	35,071,100	0.18%	349,000	35,420,100	412,700	1.18%
Strategic Business Services	1,207,300	1,248,000	3.37%	-	1,248,000	40,700	3.37%
Building Services	10,663,100	10,353,600	-2.90%	54,100	10,407,700	(255,400)	-2.40%
Planning Services	6,952,100	7,348,500	5.70%	-	7,348,500	396,400	5.70%
Development Engineering	4,831,700	4,861,100	0.61%	-	4,861,100	29,400	0.61%
Economic Development	1,833,400	1,744,200	-4.87%	-	1,744,200	(89,200)	-4.87%
Corporate Revenue & Expenses	79,806,900	81,918,100	2.65%	(69,900)	81,848,200	2,041,300	2.56%
<b>Total EXPENDITURE BY PROGRAM</b>	<b>337,311,000</b>	<b>340,659,500</b>	<b>0.99%</b>	<b>4,875,400</b>	<b>345,534,900</b>	<b>8,223,900</b>	<b>2.44%</b>

# Executive Summary

**Table 10 – 2020 Operating Budget – Tax Levy by Program**

	2019 Restated Budget	2020 Base Budget	Base Budget Change (%)	Capital and Growth Impact	2020 Requested Budget	2019-2020 Change (\$)	2019-2020 Change (%)
<b>TAX LEVY BY PROGRAM</b>							
Political Governance	3,891,600	3,938,800	1.21%	-	3,938,800	47,200	1.21%
Administrative Executive Management	1,934,500	1,931,100	-0.18%	-	1,931,100	(3,400)	-0.18%
Service Oakville	957,400	1,003,000	4.76%	-	1,003,000	45,600	4.76%
Strategy, Policy & Communications	2,038,000	2,001,000	-1.82%	-	2,001,000	(37,000)	-1.82%
Human Resources	2,824,200	2,877,500	1.89%	-	2,877,500	53,300	1.89%
Regulatory Services	344,500	337,200	-2.12%	-	337,200	(7,300)	-2.12%
Financial Services	5,746,300	5,615,900	-2.27%	-	5,615,900	(130,400)	-2.27%
Legal Services	2,281,000	2,288,400	0.32%	-	2,288,400	7,400	0.32%
Information Systems	11,165,700	10,963,300	-1.81%	550,900	11,514,200	348,500	3.12%
Facilities & Construction Management	2,931,400	2,960,500	0.99%	-	2,960,500	29,100	0.99%
Emergency Services	36,651,800	37,036,300	1.05%	1,772,900	38,809,200	2,157,400	5.89%
Recreation and Culture	17,798,300	17,700,900	-0.55%	973,500	18,674,400	876,100	4.92%
Oakville Public Library	9,855,100	9,957,000	1.03%	95,600	10,052,600	197,500	2.00%
Parks & Open Space	17,493,400	17,306,300	-1.07%	645,000	17,951,300	457,900	2.62%
Cemeteries	161,500	164,500	1.86%	-	164,500	3,000	1.86%
Harbours	-	-	0.00%	-	-	-	0.00%
Infrastructure Maintenance	22,811,500	23,201,800	1.71%	145,200	23,347,000	535,500	2.35%
Infrastructure Planning & Improvements	2,327,500	2,399,600	3.10%	-	2,399,600	72,100	3.10%
Parking	-	(6,800)	0.00%	6,800	-	-	0.00%
Municipal Enforcement	1,361,200	1,407,200	3.38%	-	1,407,200	46,000	3.38%
Oakville Transit	23,547,500	23,779,800	0.99%	349,000	24,128,800	581,300	2.47%
Strategic Business Services	333,500	349,100	4.68%	-	349,100	15,600	4.68%
Building Services	115,500	201,400	74.37%	-	201,400	85,900	74.37%
Planning Services	2,752,600	2,890,700	5.02%	-	2,890,700	138,100	5.02%
Development Engineering	762,900	768,700	0.76%	-	768,700	5,800	0.76%
Economic Development	833,400	744,200	-10.70%	-	744,200	(89,200)	-10.70%
Corporate Revenue & Expenses	26,717,600	31,055,600	16.24%	(124,000)	30,931,600	4,214,000	15.77%
<b>Total TAX LEVY BY PROGRAM</b>	<b>197,637,900</b>	<b>202,873,000</b>	<b>2.65%</b>	<b>4,414,900</b>	<b>207,287,900</b>	<b>9,650,000</b>	<b>4.88%</b>
<b>Assessment Growth</b>							<b>-1.80%</b>
<b>Tax Levy Requirement</b>							<b>3.08%</b>

# Executive Summary

**Table 11 – 2020 – 2022 Operating Budget by Program**

	2020 Requested Budget	2021 Forecast Requested	2020-2021 Change (%)	2022 Forecast Requested	2021-2022 Change (%)
<b>GROSS EXPENDITURES</b>					
Political Governance	3,950,400	4,032,300	2.1%	4,713,800	16.9%
Administrative Executive Management	1,931,100	1,977,700	2.4%	2,025,500	2.4%
Service Oakville	1,176,100	1,200,900	2.1%	1,226,000	2.1%
Strategy, Policy & Communications	2,001,000	2,045,900	2.2%	2,092,800	2.3%
Human Resources	2,881,500	2,946,900	2.3%	3,013,900	2.3%
Regulatory Services	756,700	771,000	1.9%	785,900	1.9%
Financial Services	7,140,100	7,293,800	2.2%	7,452,400	2.2%
Legal Services	2,357,100	2,411,000	2.3%	2,467,000	2.3%
Information Systems	11,875,200	12,345,700	4.0%	12,844,600	4.0%
Facilities & Construction Management	4,542,300	4,673,000	2.9%	4,766,200	2.0%
Emergency Services	39,429,300	41,374,100	4.9%	42,277,200	2.2%
Recreation and Culture	39,694,600	41,764,900	5.2%	43,434,600	4.0%
Oakville Public Library	10,838,200	11,046,500	1.9%	11,306,900	2.4%
Parks & Open Space	23,346,500	24,483,100	4.9%	25,408,700	3.8%
Cemeteries	1,140,000	1,159,500	1.7%	1,326,400	14.4%
Harbours	2,092,300	2,132,600	1.9%	2,173,500	1.9%
Infrastructure Maintenance	36,293,400	37,939,300	4.5%	39,517,900	4.2%
Infrastructure Planning & Improvements	3,796,400	3,872,500	2.0%	3,952,300	2.1%
Parking	4,670,300	4,775,200	2.2%	4,919,500	3.0%
Municipal Enforcement	2,744,600	2,799,200	2.0%	2,854,800	2.0%
Oakville Transit	35,420,100	36,980,200	4.4%	38,632,400	4.5%
Strategic Business Services	1,248,000	1,275,100	2.2%	1,302,800	2.2%
Building Services	10,407,700	10,613,900	2.0%	10,824,500	2.0%
Planning Services	7,348,500	7,268,800	-1.1%	7,418,600	2.1%
Development Engineering	4,861,100	4,959,200	2.0%	5,060,600	2.0%
Economic Development	1,744,200	1,759,600	0.9%	1,775,200	0.9%
Corporate Revenue & Expenses	81,848,200	82,098,600	0.3%	79,849,700	-2.7%
<b>Total GROSS EXPENDITURES</b>	<b>345,534,900</b>	<b>356,000,500</b>	<b>3.0%</b>	<b>363,423,700</b>	<b>2.1%</b>

# Executive Summary

**Table 12 – 2020 – 2022 Operating Budget – Tax Levy by Program**

	2020 Requested Budget	2021 Forecast Requested Budget	2020-2021 Change (%)	2022 Forecast Requested Budget	2021-2022 Change (%)
<b>TAX LEVY</b>					
Political Governance	3,938,800	4,020,600	2.1%	4,084,100	1.6%
Administrative Executive Management	1,931,100	1,977,700	2.4%	2,025,500	2.4%
Service Oakville	1,003,000	1,024,300	2.1%	1,049,300	2.4%
Strategy, Policy & Communications	2,001,000	2,045,900	2.2%	2,092,800	2.3%
Human Resources	2,877,500	2,942,800	2.3%	3,009,700	2.3%
Regulatory Services	337,200	343,000	1.7%	349,300	1.8%
Financial Services	5,615,900	5,743,200	2.3%	5,874,900	2.3%
Legal Services	2,288,400	2,341,600	2.3%	2,397,500	2.4%
Information Systems	11,514,200	11,979,600	4.0%	12,473,300	4.1%
Facilities & Construction Management	2,960,500	3,065,900	3.6%	3,133,400	2.2%
Emergency Services	38,809,200	40,746,300	5.0%	41,641,500	2.2%
Recreation and Culture	18,674,400	19,540,300	4.6%	20,368,900	4.2%
Oakville Public Library	10,052,600	10,254,900	2.0%	10,509,300	2.5%
Parks & Open Space	17,951,300	19,022,600	6.0%	19,888,100	4.5%
Cemeteries	164,500	167,700	1.9%	171,600	2.3%
Infrastructure Maintenance	23,347,000	24,567,800	5.2%	25,817,600	5.1%
Infrastructure Planning & Improvements	2,399,600	2,447,700	2.0%	2,499,500	2.1%
Municipal Enforcement	1,407,200	1,435,300	2.0%	1,463,700	2.0%
Oakville Transit	24,128,800	25,419,900	5.4%	26,793,600	5.4%
Strategic Business Services	349,100	358,200	2.6%	367,600	2.6%
Building Services	201,400	205,100	1.8%	209,000	1.9%
Planning Services	2,890,700	2,952,900	2.2%	3,016,400	2.2%
Development Engineering	768,700	785,500	2.2%	803,800	2.3%
Economic Development	744,200	759,600	2.1%	775,200	2.1%
Corporate Revenue & Expenses	30,931,600	31,032,600	0.3%	32,527,300	4.8%
<b>Total TAX LEVY</b>	<b>207,287,900</b>	<b>215,181,000</b>	<b>3.8%</b>	<b>223,342,900</b>	<b>3.8%</b>
<b>Assessment Growth</b>			<b>-1.00%</b>		<b>-1.00%</b>
<b>Total Tax Levy Requirement</b>	<b>207,287,900</b>	<b>215,181,000</b>	<b>2.8%</b>	<b>223,342,900</b>	<b>2.8%</b>

# Executive Summary

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

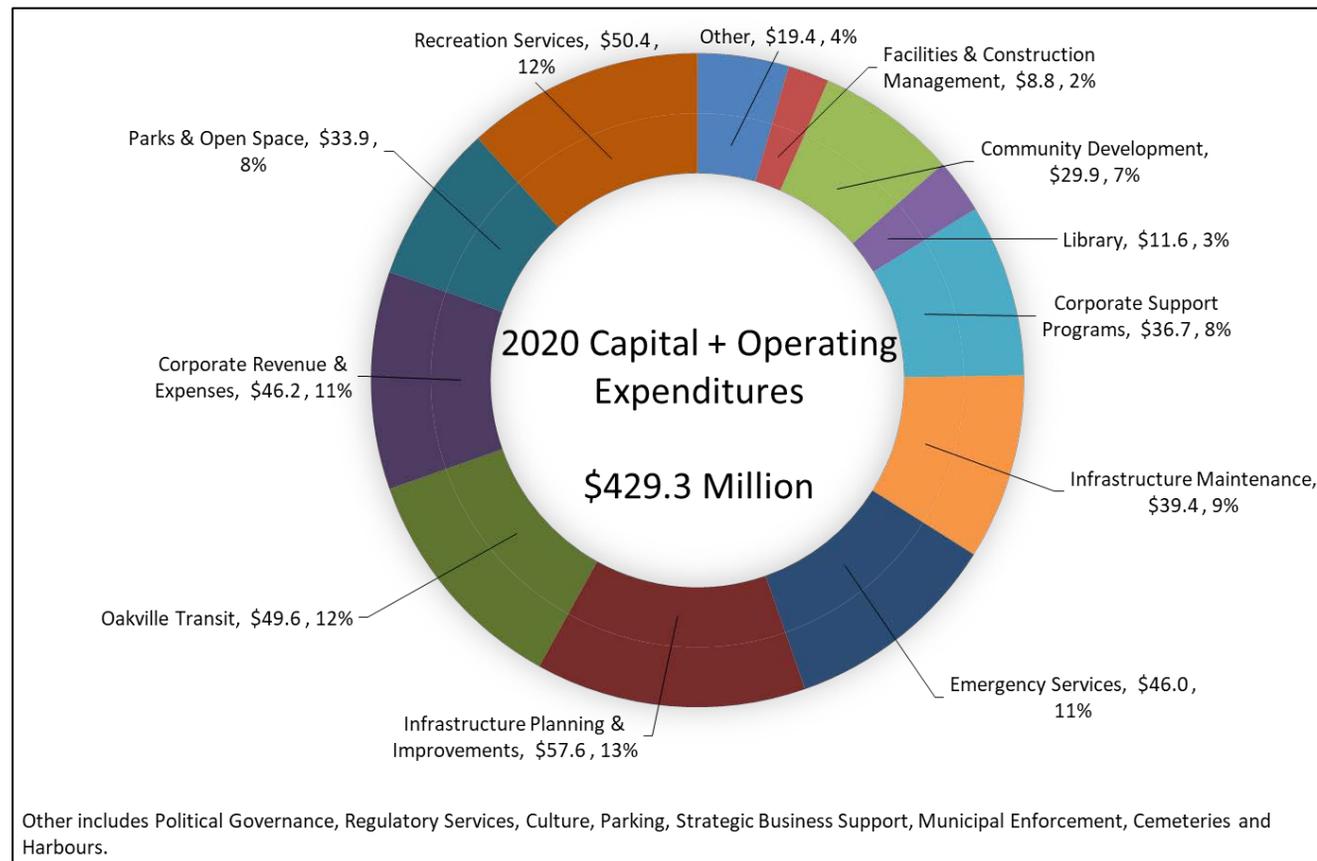
	2019 Budget	2020 Base Budget	Base Budget Change (%)	Capital and Growth Impact	2020 Requested Budget	2019-2020 Change (%)	Forecast 2021 Budget	Forecast 2020 Budget
<b>SOURCES OF REVENUE</b>								
Corporate Revenue								
Taxation	197,637,900	202,873,000	2.6%	4,414,900	207,287,900	4.9%	215,181,000	223,342,900
Supplementary Taxes	1,250,000	1,250,000	0.0%	-	1,250,000	0.0%	1,250,000	1,250,000
Local Improvement Collections	-	-	-	-	-	-	-	-
Payments in Lieu of Taxes	4,474,700	4,474,700	0.0%	-	4,474,700	0.0%	4,474,700	4,474,700
General Provincial Grants	-	-	-	-	-	-	-	-
Income from Investments	11,634,200	11,634,200	0.0%	-	11,634,200	0.0%	11,634,200	11,634,200
POA Halton Court Fines	976,000	976,000	0.0%	-	976,000	0.0%	1,015,400	1,015,400
Tax Penalty & Interest	3,000,000	3,000,000	0.0%	-	3,000,000	0.0%	3,121,200	3,121,200
Oakville Hydro Revenue	11,616,800	11,616,800	0.0%	-	11,616,800	0.0%	11,653,000	11,653,000
Subdivision Agreement Fees	-	-	-	-	-	-	-	-
One-time Revenue	-	-	-	-	-	-	-	-
Fund Balance and Transfer	9,128,900	9,106,400	-0.2%	-	9,106,400	-0.2%	9,076,800	5,151,400
<b>Total Corporate Revenue</b>	<b>239,718,500</b>	<b>244,931,100</b>	<b>2.2%</b>	<b>4,414,900</b>	<b>249,346,000</b>	<b>4.0%</b>	<b>257,406,300</b>	<b>261,642,800</b>
<b>Departmental Revenue &amp; Reserve Trfs</b>								
	<b>75,016,200</b>	<b>72,759,700</b>	<b>-3.0%</b>	<b>284,800</b>	<b>73,044,500</b>	<b>-2.6%</b>	<b>74,878,500</b>	<b>77,594,400</b>
<b>Internal Recoveries</b>								
	<b>22,576,300</b>	<b>22,968,700</b>	<b>1.7%</b>	<b>175,700</b>	<b>23,144,400</b>	<b>2.5%</b>	<b>23,715,700</b>	<b>24,186,500</b>
<b>TOTAL REVENUE</b>	<b>337,311,000</b>	<b>340,659,500</b>	<b>1.0%</b>	<b>4,875,400</b>	<b>345,534,900</b>	<b>2.4%</b>	<b>356,000,500</b>	<b>363,423,700</b>

# Executive Summary

## 2020 TOTAL EXPENDITURES

Table 14 sets out the 2020 expenditure needs for all programs for both operating and capital. Total combined gross spending in 2020 is projected at \$429.3 million.

**Table 14 – 2020 Capital & Operating Expenditures**



# Executive Summary

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

	Total Project Budget	Development Charges	Gas Tax Funding	Program Specific RFs	Grants and Other Revenues	Total External Financing	Total Town Reserves	Building Maintenance Reserve Fund	Capital Levy	Long Term Financing	Total Corporate Financing	Total Proposed Financing
<b>CORPORATE INITIATIVES</b>												
Corporate Initiatives	856,000	0	(50,000)	0	0	(50,000)	0	0	(806,000)	0	(806,000)	(856,000)
<b>CORPORATE INITIATIVES</b>	<b>856,000</b>	<b>0</b>	<b>(50,000)</b>	<b>0</b>	<b>0</b>	<b>(50,000)</b>	<b>0</b>	<b>0</b>	<b>(806,000)</b>	<b>0</b>	<b>(806,000)</b>	<b>(856,000)</b>
<b>CORPORATE SERVICES</b>												
FCM	4,230,500	0	0	0	0	0	(588,000)	(2,348,500)	(1,294,000)	0	(4,230,500)	(4,230,500)
Finance	100,000	0	0	0	0	0	(100,000)	0	0	0	(100,000)	(100,000)
Information Systems	4,626,000	0	0	0	0	0	(52,300)	0	(4,573,700)	0	(4,626,000)	(4,626,000)
<b>CORPORATE SERVICES</b>	<b>8,956,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(740,300)</b>	<b>(2,348,500)</b>	<b>(5,867,700)</b>	<b>0</b>	<b>(8,956,500)</b>	<b>(8,956,500)</b>
<b>COMMUNITY SERVICES</b>												
Parks and Open Space	10,504,000	(900,000)	0	0	0	(900,000)	(3,244,000)	0	(6,360,000)	0	(9,604,000)	(10,504,000)
Cemeteries	116,000	0	0	(116,000)	0	(116,000)	0	0	0	0	0	(116,000)
Harbours	1,315,000	0	0	(114,000)	0	(114,000)	(101,000)	0	0	(1,100,000)	(1,201,000)	(1,315,000)
Emergency Services	6,567,000	(3,436,000)	0	0	0	(3,436,000)	(1,868,000)	(1,015,000)	(248,000)	0	(3,131,000)	(6,567,000)
Recreation and Culture	10,692,700	(1,753,700)	0	(591,000)	(220,000)	(2,564,700)	(5,421,300)	(1,774,700)	(932,000)	0	(8,128,000)	(10,692,700)
Oakville Public Library	755,000	(45,000)	0	0	0	(45,000)	(545,000)	0	(165,000)	0	(710,000)	(755,000)
Oakville Galleries	17,000	0	0	0	0	0	0	0	(17,000)	0	(17,000)	(17,000)
Infrastructure Maintenance	3,096,000	(414,000)	0	0	0	(414,000)	(1,208,000)	(458,000)	(1,016,000)	0	(2,682,000)	(3,096,000)
Oakville Transit	14,152,000	(180,700)	(2,645,300)	0	(4,106,500)	(6,932,500)	(6,377,500)	(92,000)	(750,000)	0	(7,219,500)	(14,152,000)
<b>COMMUNITY SERVICES</b>	<b>47,214,700</b>	<b>(6,729,400)</b>	<b>(2,645,300)</b>	<b>(821,000)</b>	<b>(4,326,500)</b>	<b>(14,522,200)</b>	<b>(18,764,800)</b>	<b>(3,339,700)</b>	<b>(9,488,000)</b>	<b>(1,100,000)</b>	<b>(32,692,500)</b>	<b>(47,214,700)</b>
<b>COMMUNITY DEVELOPMENT</b>												
Infrastructure Planning	59,315,000	(16,193,000)	(14,330,000)	0	(1,671,500)	(32,194,500)	(5,107,600)	0	(19,412,900)	(2,600,000)	(27,120,500)	(59,315,000)
Parking	1,076,000	0	0	(854,000)	(150,000)	(1,004,000)	(72,000)	0	0	0	(72,000)	(1,076,000)
Municipal Enforcement	191,000	0	0	0	0	0	(191,000)	0	0	0	(191,000)	(191,000)
Building Services	1,404,000	0	0	0	0	0	(1,404,000)	0	0	0	(1,404,000)	(1,404,000)
Planning Services	300,000	(270,000)	0	0	0	(270,000)	0	0	(30,000)	0	(30,000)	(300,000)
Strategic Business Services	100,000	0	0	0	0	0	(100,000)	0	0	0	(100,000)	(100,000)
<b>COMMUNITY DEVELOPMENT</b>	<b>62,386,000</b>	<b>(16,463,000)</b>	<b>(14,330,000)</b>	<b>(854,000)</b>	<b>(1,821,500)</b>	<b>(33,468,500)</b>	<b>(6,874,600)</b>	<b>0</b>	<b>(19,442,900)</b>	<b>(2,600,000)</b>	<b>(28,917,500)</b>	<b>(62,386,000)</b>
<b>TOTAL</b>	<b>119,413,200</b>	<b>(23,192,400)</b>	<b>(17,025,300)</b>	<b>(1,675,000)</b>	<b>(6,148,000)</b>	<b>(48,040,700)</b>	<b>(26,379,700)</b>	<b>(5,688,200)</b>	<b>(35,604,600)</b>	<b>(3,700,000)</b>	<b>(71,372,500)</b>	<b>(119,413,200)</b>

# Executive Summary

## 2020 CAPITAL BUDGET

The 2020 capital budget plan continues to implement objectives set out in various master plans and strategic goals while maintaining fiscal sustainability and ensuring the financial policies are adhered to. The 2020 capital budget has been developed with the following financing policies and assumptions:

- Debt re-payment levels including the hospital commitment remain within the council approved policy limits;
- Outstanding debt to reserve levels do not exceed the 1:1 ratio required to maintain AAA credit rating;
- The 1% Capital levy increase is maintained;
- Timing of Growth projects aligns with anticipated residential and non-residential development;
- Capital reserves are maintained at sufficient levels to minimize risk, support future initiatives and provide for unknown contingencies;
- Equipment reserves are maintained at sufficient levels to support on-going life cycle replacements;
- Building replacement reserve contributions are maintained and as new facilities are built contributions are increased and phased in over five years;

The total 2020 recommended gross capital budget is \$119.4 million. As indicated in the Table 16, \$60.7 million or 51% of the capital budget has been allocated to Infrastructure Renewal projects. Growth represents \$26.5 million or 22% of the total 2020 budget and Strategic Priorities represent \$21.9 million or 18% of the total 2020 budget.

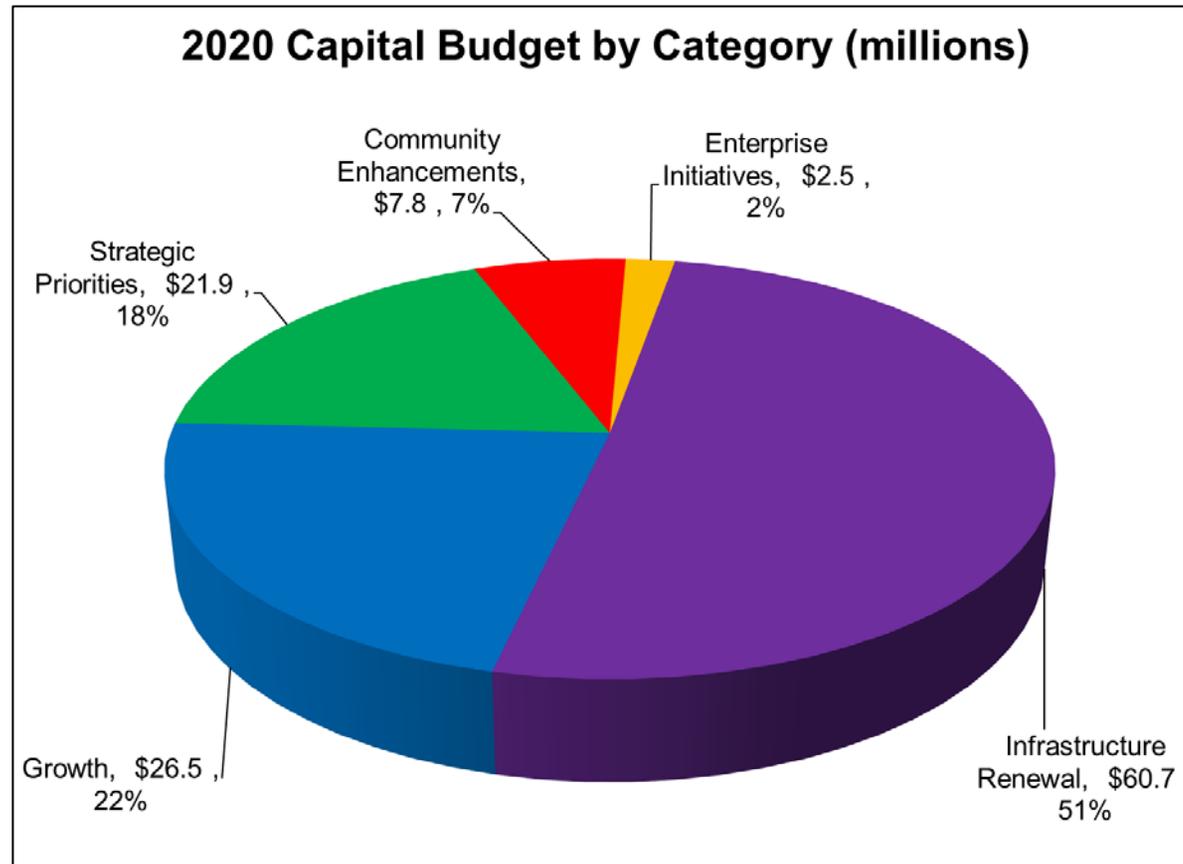
**Table 16 – Capital Forecast by Category (Millions)**

<b>Classification</b>	<b>2020</b>
Infrastructure Renewal	\$60.7
Growth	26.5
Strategic Priorities	21.9
Community Enhancements	7.8
Enterprise Initiatives	2.5
<b>Total</b>	<b>\$119.4</b>

# Executive Summary

## 2020 Capital Budget by Category

The 2020 capital budget and financial plan continues to implement objectives set out in the various master plans and strategic goals while maintaining fiscal sustainability and ensuring fiscal policies are adhered to. The 2020 capital budget totals \$119.4 million in gross expenditures. The following chart illustrates a breakdown by category.



*Note: Numbers may not add due to rounding in this chart and all subsequent charts.*

# Executive Summary

## Infrastructure Renewal, \$60.7 million



As illustrated in the chart, the budget for Infrastructure Renewal is \$60.7 million representing 51% of the total budget. Infrastructure renewal projects consist of various repairs and replacement for town facilities, vehicles and equipment as well as continuous improvements to roads, bridges, park amenities and systems and network infrastructure. These projects are necessary in order to ensure that the existing infrastructure remains in a state of good repair so that service delivery to Oakville residents is not impacted. Significant investments include:

- Vehicle & Equipment Replacements - \$13.8M
- Storm Water and Erosion Control - \$11.2M
- Facility Renewal - \$8.7M
- Road Preservation Program - \$8.1M
- Road & Bridge Improvements - \$6.2M

## Growth, \$26.5 million



Projects supporting growth of the town are of great importance with \$26.5 million allocated in this category and represent the second largest portion of the budget with 22% allocated in this category. As the town grows it is important that new infrastructure is in place to maintain current levels of service for its residents. Funding for new growth infrastructure has been allocated to:

- Speers Road Phase 2 – Widening and Active Transportation - \$4.8M
- North Service Road Reconstruction and Active Transportation - \$4.0M
- Kerr Street Widening and Grade Separation - \$3.4M
- Fire Station 8 - \$3.3M
- New Buses, Vehicles and Equipment - \$2.5M
- Active Transportation Initiatives - \$2.4M

## Strategic Priorities, \$21.9 million



These are projects that have been initiated by staff in order to achieve the goals set out in Council's strategic plan. Significant projects include:

- Downtown Lakeshore Reconstruction/Streetscape - \$10.8M
- EAB Management Program - \$2.2M
- Plan-It E-Services - \$1.4M

# Executive Summary

## Community Enhancements, \$7.8 million



This category includes \$7.8 million in improvements or enhancements to the community that increase the current level of service but are not entirely driven by growth. The timing of these projects has been carefully reviewed to ensure they are co-ordinated with other developments and include the following:

- South East Community Centre and Neighbourhood Park - \$7.1M
- Park Improvements - \$0.3M

## Enterprise Initiatives, \$2.5 million



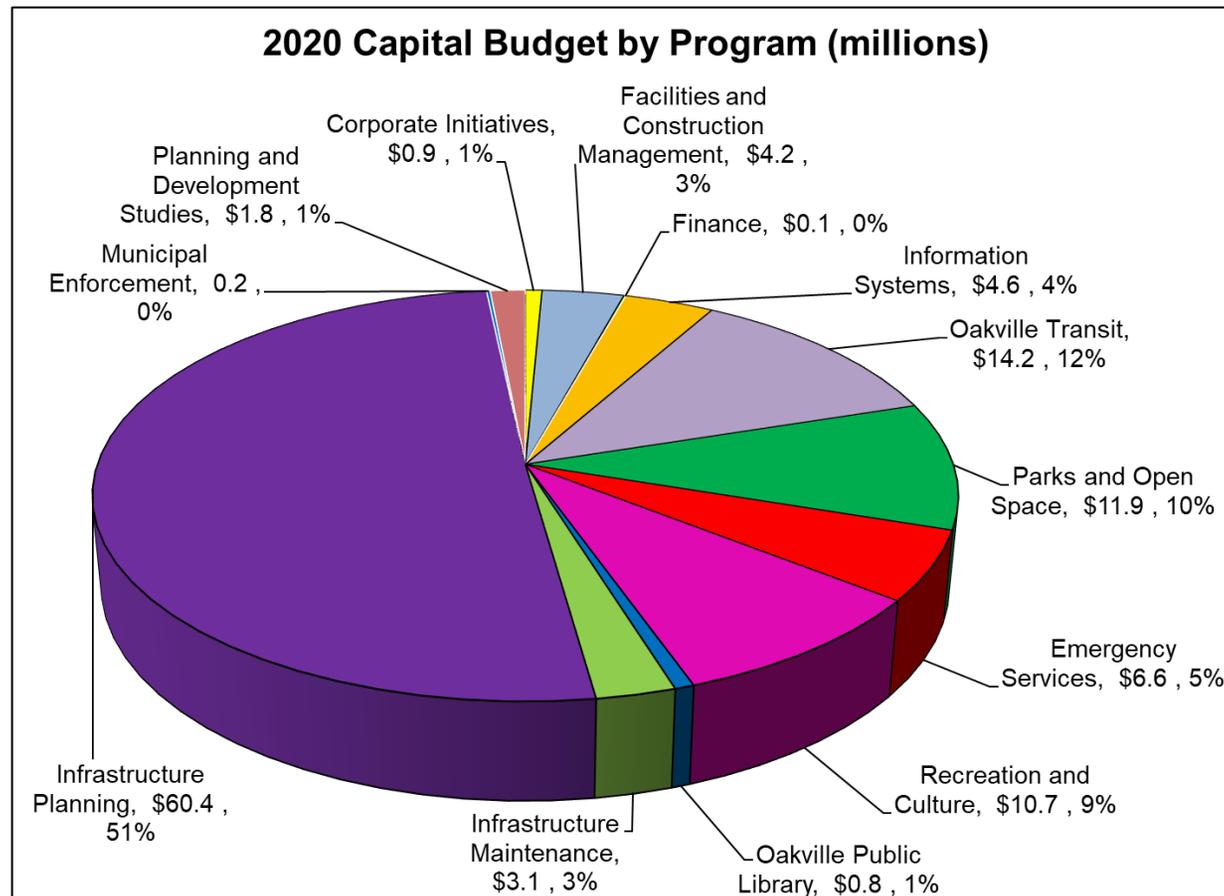
A total of \$2.5 million has been included in the capital plan to support ongoing initiatives in the town's three self-supported programs: Harbours, Cemeteries and Parking. Projects include:

- Dock Renewal - \$1.1M
- Parking and Harbours Vehicle and Equipment Replacement - \$0.5M
- EV Charging Stations - \$0.3M
- Seawall Installation and Rehabilitation Projects - \$0.2M

# Executive Summary

## 2020 Capital Budget by Program

While the previous sections have provided an overview of the capital budget by category, this section will focus on the budget by program area. Overall, the \$119.4 million in capital funding is allocated across the town's various programs and services based on maintenance needs, growth in the community and desired service enhancements as identified in various master plans. The following chart illustrates the 2020 capital budget for each program.



# Executive Summary

## Infrastructure Planning, \$60.4 million



As shown in the chart above, 51% is allocated to Infrastructure Planning program which includes work to maintain and expand the town's road network and active transportation with \$60.4 million. Storm water and erosion control projects total \$11.2M with the next largest project being the Downtown Lakeshore Reconstruction/Streetscape at \$10.8M. Also included is the annual Road Resurfacing & Preservation program (\$8.1M) and several road projects: Speers Road Phase 2 – Widening and Active Transportation (\$4.8M), North Service Road Reconstruction and Active Transportation (\$4.0) and Kerr Street Widening and Grade Separation (\$3.4M).

## Oakville Transit, \$14.2 million



The second largest program is Oakville Transit with \$14.2 million, or 12% of the total, which is required primarily to replace and refurbish bus and care-A-van fleet and equipment at an estimated cost of \$9.6 million. In addition, \$1.5 million has been included to purchase additional care-A-van fleet to expand service. Projects have been submitted for funding from the Investing in Canada Infrastructure Program (ICIP), which will begin the conversion to Battery Electric Buses (BEB's) as well as technology to improve the customer experience.

## Parks and Open Spaces, \$11.9 million



The third largest program is Parks and Open Spaces representing 10% of the total with \$11.9 million. Funding for capital works have been included to maintain park infrastructure, trails, and the tree canopy. Also included in this program are Harbours and Cemetery projects. The largest project in this program is the EAB management project with \$2.2 million.

# Executive Summary

## Recreation and Culture, \$10.7 million



The next largest program is Recreation and Culture with a total of \$10.7 million or 9%. The largest project is South East Community Centre at \$7.1 million. The balance of the projects ensure facilities are maintained in a state of good repair and that equipment is replaced at the end of its useful life.

## Emergency Services, \$6.6 million



The budget for Emergency Services includes a total of \$6.6 million required to maintain equipment and infrastructure as well as meet the growth needs of the town as set out in the 2016 Fire Master Plan. Construction of a new fire station in the Palermo area (Station 8) will continue in 2020 with an additional \$3.3M budgeted. In addition to the new fire station, \$1.7M has been budgeted to replace vehicles and equipment at the end of useful life.

## Information Systems, \$4.6 million



Information Systems budget totals \$4.6 million which includes \$1M for hardware evergreening, \$600K for Active Network Class registration and booking system replacement and \$500K for Amanda tax system replacement.

# Executive Summary

## Facilities and Construction Management, \$4.2 million



The Facilities and Construction Management budget totals \$4.2 million and includes projects to maintain facilities across the town in a state of good repair. This program is responsible for the replacement and renewal of the structural and electrical components of the buildings such as HVAC, roofs, foundations and surrounding site work (drives and pathways). It also includes funding for minor repairs and maintenance for smaller facilities under 12,000 square feet such as fire stations as well as heritage buildings.

The following table provides highlights of the type of projects included in the 2020 capital budget. These projects represent 64% of the 2020 capital budget.

2020 Capital Budget Top 10 Largest Capital Projects (\$ Millions)		
Program	Project	2020
Various	Vehicle and Equipment Replacements	\$13.8
Infrastructure Planning	Storm Water and Erosion Control	\$11.2
Infrastructure Planning	53321504 Downtown Lakeshore - Reconstruction/Streetscape	\$10.8
Various	Facility Renewal	\$8.7
Infrastructure Planning	53331903 Road Resurfacing and Preservation Program	\$8.1
Recreation & Culture	46601701 South East Community Centre	\$7.1
Infrastructure Planning	53311713 Speers Rd Phase 2 - Widening & Active Transportation	\$4.8
Oakville Transit	54411906 Replacement Buses	\$4.0
Infrastructure Planning	53311502 North Service Rd Reconstruction & Active Transportation	\$4.0
Infrastructure Planning	53310703 Kerr St Widening and Grade Separation	\$3.4
<b>Total</b>		<b>\$ 75.9</b>

# Executive Summary

## 2020 Capital Financing

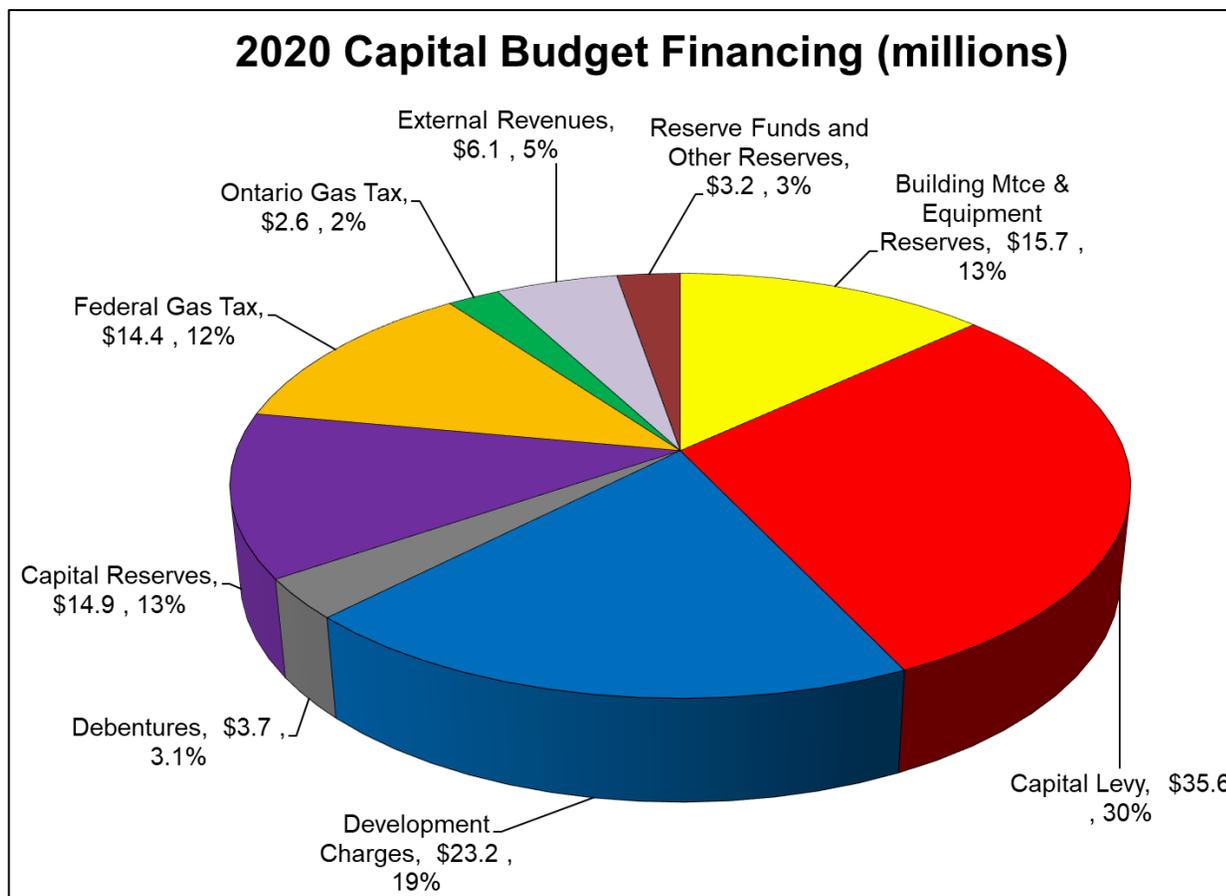
Financing of the 2020 capital budget is provided by several different funding sources as illustrated in the table below.

The Capital Levy is the largest portion of the funding with \$35.6 million or 30%. The Capital Levy is a primary source of funding for infrastructure renewal projects and allows capital work to be completed without the issuance of debt. The second largest source of funding is Development Charges which will finance \$23.2 million representing 19%. Other town funding sources include Equipment and Building Maintenance reserves at \$15.7 million, Capital reserves at \$14.9 million.

Federal Gas Tax totals \$14.4 million and has been used to fund larger infrastructure projects such as road rehabilitations and stormwater improvements.

Debt financing of \$3.7 million to finance the first phase of dock renewal and the second phase of the Downtown Lakeshore project which was pre-approved in 2019 is included.

Finally, with the announcement of the Investing in Canada Infrastructure Program (ICIP), funding related to the applications submitted for the Transit stream of \$6.1 million has been applied to those projects in 2020.



# Executive Summary

## Operating Impacts from Capital Projects

The chart illustrates the estimated operating requirements for 2020. The operating impacts include staff and operating costs required to operate new facilities as well as to support various technology initiatives. It is town policy to phase in the contribution to the Building Replacement and Repair reserve over a five year period for all new or refurbished buildings and contribute to equipment replacement reserves over the life of the asset. The operating requirements will have a direct impact on the tax levy requirements being considered in the Operating Budget and Business Plan. In 2020, impacts from capital total \$3.9 million and include 42.4 new FTE's. The following is a summary of the main drivers:

- Information Systems includes staffing to support various initiatives including traffic signal network maintenance, real-time scheduling and Intelligent Transportation Systems (ITS) upgrade and Plan-It E-Services; also included are operating impacts for software maintenance.
- Parks and Open Space funds include operational costs required to service new parks in North Oakville, including Fowley and William Rose Parks (Neighbourhood Parks 3 and 4) and three Village Squares.
- Emergency Services includes additional fire fighters and costs to operate the new fire station #8 located near Bronte Road and Dundas Street. In addition, increased transfers to reserves for building enhancements and new vehicles and equipment are incorporated.
- Recreation and Culture primarily includes staffing and operating costs for South East Community Centre.
- Oakville Public Library operating impacts are primarily related to staffing and operating costs for 16 Mile Branch.

<b>Operating Impacts by Program</b>	<b>2020 FTE</b>	<b>2020</b>
<b>Corporate Services</b>		
Information Systems	3.0	490,900
<b>Total Corporate Services</b>	<b>3.0</b>	<b>490,900</b>
<b>Community Services</b>		
Parks and Open Space	2.1	557,000
Emergency Services	20.0	1,500,000
Recreation and Culture	14.9	973,500
Oakville Public Library	1.0	95,600
Infrastructure Maintenance	-	21,800
Oakville Transit	1.4	279,100
<b>Total Community Services</b>	<b>39.4</b>	<b>3,427,000</b>
<b>Community Development</b>		
Parking	-	6,800
<b>Total Community Development</b>	<b>-</b>	<b>6,800</b>
<b>Corporate Revenue &amp; Expenses</b>		
Corporate Revenue & Expenses	-	(54,100)
<b>Total Corporate Revenue &amp; Expenses</b>	<b>-</b>	<b>(54,100)</b>
<b>Total Operating Impacts by Program</b>	<b>42.4</b>	<b>3,870,600</b>

# Executive Summary

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- Infrastructure Maintenance primarily includes costs to maintain new Parks vehicles as well as the additional operating dollars required to service new roads, sidewalks, streetlights and traffic signals as new roads are assumed through the development process as well as requirements from growth enhancements to arterial roads as identified in the Infrastructure Planning capital program.
- Oakville Transit includes staff to operate new care-A-van buses as well as transfers to reserves to maintain and replace the new buses.
- Parking primarily includes impacts to operate vehicles and transfers to reserves for their eventual replacement.
- Corporate Revenue & Expenses is an internal recovery for a staff position required to support the Plan-It E-Services initiatives that will flow to Building Service fees.

# Executive Summary

## Regulation 284/09

The Town of Oakville is required under Ontario Regulation 284/09 to report on amortization, post-employment benefits and solid waste landfill closures and post-closure expenses that are excluded from the annual budget. The town does not have a landfill within our level of authority therefore only includes the impact of amortization and post-employment liabilities.

The 2020 proposed budget excludes amortization expenses which are currently estimated at \$49.0 million. Amortization expenses are not budgeted as municipalities use traditional transfers to reserve and reserve funds and annual capital levy funding to repair, maintain and replace existing assets. Funds are held in reserve and reserve funds and balances are reviewed annually in order to ensure that funding levels are adequate for future asset replacements.

The 2020 proposed budget includes \$60.3 million in budgeted transfers directly to capital and reserves or reserve funds for the refurbishment and replacement of the town's capital assets. Based on analysis completed during the preparation of the 2020 capital budget and financing strategy, the annual budgeted transfer provides adequate funding for the major repairs and replacement of existing tangible capital assets. Infrastructure renewal needs have been identified based on life cycle information and prudent repair and maintenance standards. Currently, all identified infrastructure renewal needs in 2020 have been funded. It should also be noted that as part of the town's current budgeting practice, it is policy that as new assets are constructed or purchased for growth, additional transfers to reserve are built into the operating budget in the year the asset comes into service to ensure funding exists for the replacement of those assets. Included in the \$60.3 million noted above is \$0.67 million in increased transfers to reserves and reserve funds as a result of new capital assets.

The town has been required under PSAB to report post-employment liabilities within the financial statements for many years. Post-employment liabilities include both Workers Safety & Insurance Board (WSIB) and post-employment employee benefit liabilities. Actuarial reviews were conducted during 2016 which provided an updated estimate of the liability for financial reporting. The town's current estimated liability reported in its financial statements is \$33.2 million (\$30.6 million for post-employment benefits and \$2.6 million for WSIB). The town has budgeted to contribute a total of \$673,300 (\$377,600 for employee benefits and \$295,700 for WSIB) to its Post-Employment Reserve fund which has a forecasted balance of \$20.6 million at the end of 2019. Thus, the town has an estimated unfunded post-employment liability of \$12.6 million. There is no requirement to have full funding in place for the post-employment benefits but full funding is required for the WSIB, which the town has. The current year annual cost of employee benefit post-employment benefits is expensed as paid throughout the year and is budgeted at \$760,100.



**Program: Political Governance**

**Program Based Budget**

**2020 - 2022**

## Vision

- To be the most livable town in Canada.

## Mission

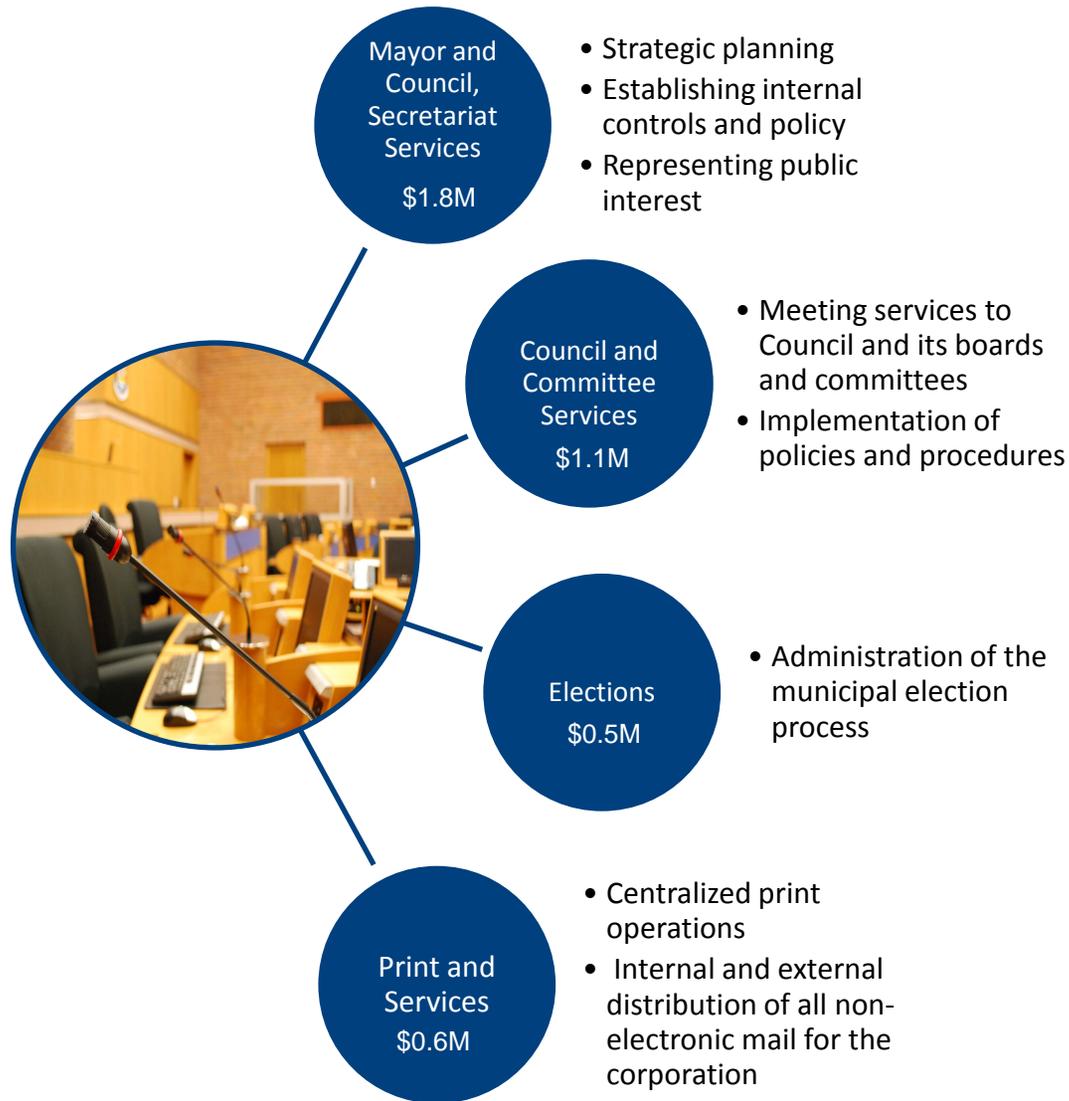
- We create and preserve Canada's most livable community that enhances the natural, cultural, social and economic environments. We achieve this by continuously improving programs and services that are both accessible and environmentally and fiscally sustainable.
- We are highly valued and widely celebrated due to the innovative and outstanding way we satisfy the needs of our residents, businesses and employees. As a result, the process is as fulfilling as the outcome.
- We ensure our staff receives the same level of respect, commitment and caring that they are expected to deliver to the community.

## Key Initiatives

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

# Program Services

Political Governance provides activities through the following services:



# Key Performance Indicators

## 1. Percentage of gross operating budget

2015	2016	2017	2018	2019
1.6%	1.5%	1.5%	1.9%	1.5%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

## 2. Percentage of total FTEs

2015	2016	2017	2018	2019
0.8%	0.8%	0.7%	0.7%	0.7%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
<b>How Calculated:</b> Total program FTEs including part-time / Total town FTEs including part-time.				

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

2015	2016	2017	2018	2019
95.7%	90.0%	96.1%	94.8%	90.5% (October 31, 2019)
<b>Why Important:</b> Monitors transparency in terms of time spent in closed session of Council.				
<b>How Calculated:</b> Total number of minutes spent in meetings/ total number of minutes spent in open session in camera.				

## Staffing Overview

Program: Political Governance	2019 Approved FTE	2020 Adjustments	2020 Reallocation	2020 Growth and Capital	2020 Total FTE	Net Change 2020 vs 2019
<b>Services/Activities:</b>						
Mayor and Council and Secretariat	0.0				0.0	0.0
Council and Committee Services	7.5				7.5	0.0
Elections	0.0				0.0	0.0
Print and Mail Services	4.3				4.3	0.0
<b>Total Political Governance</b>	<b>11.8</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>11.8</b>	<b>0.0</b>

For 2020, the total complement for Political Governance remains unchanged at 11.8 FTEs.

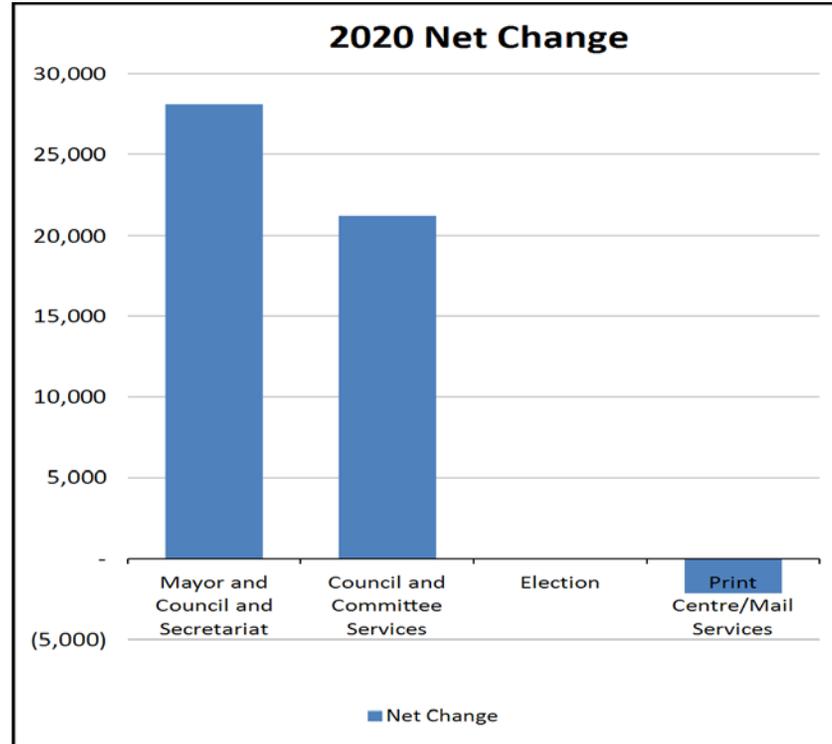
## Program Services Budget Overview

	2019 Restated Budget	Inflation & Adjustments	Budget Efficiencies	2020 Base Budget	2020 Base Increase \$	2020 Base Increase %	Capital and Growth Impact	2020 Requested Budget	2020 Requested Increase \$	2020 Requested Increase %
<b>Political Governance</b>										
Mayor and Council and Secretariat	1,755,100	28,100	-	1,783,200	28,100	1.6%	-	1,783,200	28,100	1.6%
Council and Committee Services	1,059,700	21,200	-	1,080,900	21,200	2.0%	-	1,080,900	21,200	2.0%
Election	450,000	-	-	450,000	0	0.0%	-	450,000	0	0.0%
Print Centre/Mail Services	626,800	7,100	(9,200)	624,700	(2,100)	(0.3%)	-	624,700	(2,100)	(0.3%)
<b>Total Political Governance</b>	<b>\$ 3,891,600</b>	<b>\$ 56,400</b>	<b>\$ (9,200)</b>	<b>\$ 3,938,800</b>	<b>\$ 47,200</b>	<b>1.2%</b>	<b>\$ -</b>	<b>\$ 3,938,800</b>	<b>\$ 47,200</b>	<b>1.2%</b>

In 2020, the Political Governance program increased by \$47,200 or 1.2% resulting in a net total budget of \$3,938,800. This increase is mainly driven by regular inflationary and contractual increases. The efficiency savings in the Print department is driven by lower requests from the Recreation and Culture program as the program brochure will primarily be on-line. The Mayor and Council and Secretariat represents the largest portion of the budget at \$1.8 million which are the costs for governance responsibilities including strategic planning, ensuring accountability and transparency, financial integrity and representing public interests. Council and Committee Services is the second largest portion at \$1.1 million which represents costs to perform Council/committee meeting services and facilitate the implementation of policies and procedures. Other services include Election at \$0.5 million and Print Centre and Mail Services at \$0.6 million.

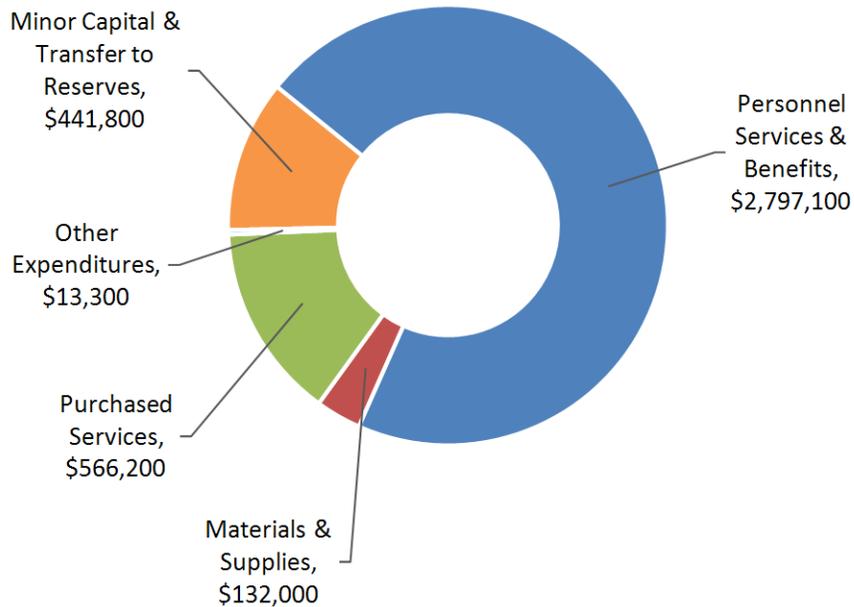
## Net Program Budget Change

- **Mayor and Council and Secretariat** has increased by \$28,100 due to inflationary and contractual increases.
- **Council and Committee** has increased by \$21,200. This increase is mainly due to inflationary and contractual increases.
- **Election** remains unchanged. 2019 being a non-election year, expenses as well as transfer to the election reserve are fairly constant. The current level of contribution to the reserve is sufficient to ensure funding is available to support future election costs.
- **Print Centre/Mail Services** has decreased by (\$2,100). Inflationary increases of \$7,100 have been offset with efficiency savings of \$9,200. The savings are due to Recreation and Culture program lower printing requests as the program brochure will primarily be on-line.

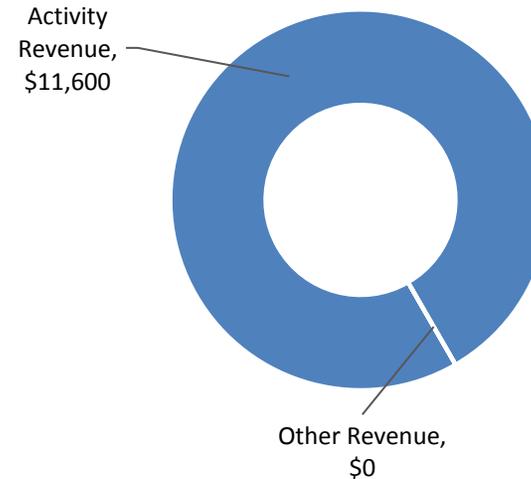


## 2020 Program Budget by Component – Net \$3,938,800

### 2020 Expenditures \$4.0M



### 2020 Revenues \$0.0M



In 2020, the Political Governance program's total expenditures is expected to be \$3,950,400 with a total revenues of \$11,600, for a net budget of \$3,938,800. The net change from the prior year is \$47,200 or 1.2%. The main drivers for these changes are noted below:

- **Personnel Services & Benefits** is the largest cost component of the budget at \$2.8 million, representing 70% of the total gross expenditures. In 2020 personnel costs have decreased by \$1,200. This is driven by a reduction in the Election Services with \$57,500 lower costs (non-election year). This decrease is partly offset by a \$56,300 increase due to inflationary and contractual increases.
- **Purchased Services** is the second largest expense component with a budget of \$566,200 which represents 14% of the total expenses budgeted. This is a reduction of (0.8%) or (\$4,600) year over year due to service efficiency savings in the Print department. The efficiency is a result of lower printing request from the Recreation and Culture program with a new focus of on-line program brochures.

- **Minor Capital & Transfers to Reserves** is budgeted at \$441,800 which is an increase of \$159,800 or 57% due to additional contribution to the Election Reserve fund.
- **Materials & Supplies** is budgeted to be at \$132,000 which is a decreased of \$8,100 compared to 2019 budget. This is driven by lower Election related costs as well as lower printing requests from the Recreation and Culture program.
- **Other Expenditures** will decrease by \$98,700 for a total budget of \$13,300. The decrease is driven by lower Municipal Election Grants.
- **Revenues** will remain unchanged from 2019 at \$11,600.

## 2021 - 2022 Operating Budget Forecast

<b>Political Governance</b>	<b>2020 Requested Budget</b>	<b>2021 Forecast</b>	<b>2020 - 2021 Change (%)</b>	<b>2022 Forecast</b>	<b>2021 -2022 Change (%)</b>
<b>Gross Expenditures By Service</b>					
Mayor and Council and Secretariat	1,790,600	1,835,900	2.5%	1,860,900	1.4%
Council and Committee Services	1,080,900	1,104,800	2.2%	1,130,400	2.3%
Election	450,000	450,000	0.0%	1,067,800	137.3%
Print Centre/Mail Services	628,900	641,600	2.0%	654,700	2.0%
<b>Total Gross Expenditures</b>	<b>3,950,400</b>	<b>4,032,300</b>	<b>2.1%</b>	<b>4,713,800</b>	<b>16.9%</b>
<b>Tax Levy By Service</b>					
Mayor and Council and Secretariat	1,783,200	1,828,400	2.5%	1,853,200	1.4%
Council and Committee Services	1,080,900	1,104,800	2.2%	1,130,400	2.3%
Election	450,000	450,000	0.0%	450,000	0.0%
Print Centre/Mail Services	624,700	637,400	2.0%	650,500	2.1%
<b>Total Tax Levy</b>	<b>3,938,800</b>	<b>4,020,600</b>	<b>2.1%</b>	<b>4,084,100</b>	<b>1.6%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	2,797,100	2,865,700	2.5%	3,519,300	22.8%
Materials & Supplies	132,000	134,550	1.9%	232,200	72.6%
Purchased Services	566,200	578,050	2.1%	830,100	43.6%
Internal Charges	-	-	0.0%	-	0.0%
Other Expenditures	13,300	11,300	(15.0%)	11,300	0.0%
Minor Capital & Transfer to Reserves	441,800	442,700	0.2%	120,900	(72.7%)
<b>Total Expenditures</b>	<b>3,950,400</b>	<b>4,032,300</b>	<b>2.1%</b>	<b>4,713,800</b>	<b>16.9%</b>
<b>Revenues By Type</b>					
Activity Revenue	11,600	11,700	0.9%	11,900	1.7%
Internal Recoveries	-	-	0.0%	-	0.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	-	-	0.0%	617,800	0.0%
<b>Total Revenues</b>	<b>11,600</b>	<b>11,700</b>	<b>0.9%</b>	<b>629,700</b>	<b>5,282.1%</b>
<b>Tax Levy</b>	<b>\$3,938,800</b>	<b>\$4,020,600</b>	<b>2.1%</b>	<b>\$4,084,100</b>	<b>1.6%</b>

Political Governance

## 2021 - 2022 Budget Forecast Highlights

- The 2021 net budget is projected to increase by 2.1% or \$ 81,800 primarily due to inflationary costs adjustments.
- The 2022 budget is increasing by \$ 63,500 or 1.6% which reflects inflationary increases to the cost of delivering services.

**Program: Administrative Executive Management**

**Program Based Budget**

**2020 - 2022**

## Vision

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

## Mission

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

## Key Initiatives

- Work with Council to implement the town's 2020-2022 strategic plan and report progress annually.
- Provide leadership on key town capital projects and strategic initiatives.
- Prepare annual operating budgets that achieves Council's target to align budgetary increase to the rate of inflation.
- Continue to undertake annual reviews of town business processes to ensure town provides its citizens with excellent value for their tax dollars.
- Prepare annual capital budgets and long-term capital forecast that ensure long-term financial stability and maintain sound infrastructure for the town.
- Continue to promote effective risk management, human resources management and sound management decision-making practices throughout the town.

## Program Services

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



CAO/Executive  
Management

\$1.9M

- Provides leadership and strategic direction, as implemented by Council, for the organization as a whole

# Key Performance Indicators

## 1. Percentage of gross operating budget

2015	2016	2017	2018	2019
0.9%	0.9%	0.9%	0.9%	0.8%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

## 2. Percentage of total FTEs

2015	2016	2017	2018	2019
0.6%	0.6%	0.6%	0.6%	0.6%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
<b>How Calculated:</b> Total program FTEs including part-time / Total town FTEs including part-time.				

## 3. Annual overall tax rate increase

2015	2016	2017	2018	2019
1.6%	1.6%	2.4%	1.75%	1.53%
<b>Why Important:</b> Overall tax rate increase is the increase residents see on their tax bill.				
<b>How Calculated:</b> Based on final overall tax increase as identified in the Region of Halton annual tax policy report.				
* In 2019, Council approved an increase of 1.99 per cent to the town's portion of the overall tax bill. When combined with the regional increase and the education tax rate, the property tax increase was 1.53 per cent compared to an inflation rate target of 2.0 per cent at time of budget preparation.				

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

2015	2016	2017	2018	2019
88%(2013 survey)	85%(2015 survey)	85%(2015 survey)	89%(2017 survey)	96%(2019 survey)
<b>Why Important:</b> The town is committed to surveying its residents to provide statistically valid measures of satisfaction. This data assists Council and town staff in allocating program funds to meet public expectations.				
<b>How Calculated:</b> Pollara Strategic Insights conducts a 20 minute survey of 800 residents every two years on behalf of the town to produce survey results that are accurate to within 3.5 per cent, 19 times out of 20. Next survey will be conducted in 2021.				

## 5. Employee turnover rate

2015	2016	2017	2018	2019
8.0%	4.9%	5.0%	4.4% (Sept. 30, 2018)	TBD
<b>Why Important:</b> Tracking employee turnover is important due to the financial costs associated with hiring, as well as impact on organizational effectiveness.				
<b>How Calculated:</b> Total employees leaving organization/Total program FTEs.				

## Staffing Overview

Program: Admin Executive Management	2019 Approved FTE	2020 Adjustments	2020 Reallocation	2020 Growth and Capital	2020 Total FTE	Net Change 2020 vs 2019
Services/Activities:						
CAO/Executive Management	10.0				10.0	0.0
<b>Total Admin Executive Management</b>	<b>10.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>10.0</b>	<b>0.0</b>

Overall, the total 2020 staff complement for this program is 10.0 FTE's. There is no change for this year.

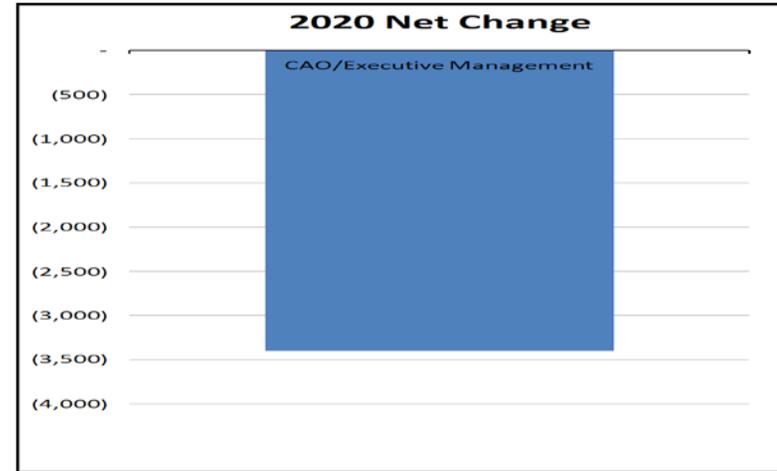
## Program Services Budget Overview

	2019 Restated Budget	Inflation & Adjustments	Budget Efficiencies	2020 Base Budget	2020 Base Increase \$	2020 Base Increase %	Capital and Growth Impact	2020 Requested Budget	2020 Requested Increase \$	2020 Requested Increase %
<b>Admin Executive Management</b>										
CAO/Executive Management	1,934,500	37,900	(41,300)	1,931,100	(3,400)	(0.2%)	-	1,931,100	(3,400)	(0.2%)
<b>Total Admin Executive Management</b>	<b>\$ 1,934,500</b>	<b>\$ 37,900</b>	<b>\$ (41,300)</b>	<b>\$ 1,931,100</b>	<b>\$ (3,400)</b>	<b>-0.2%</b>	<b>\$ -</b>	<b>\$ 1,931,100</b>	<b>\$ (3,400)</b>	<b>-0.2%</b>

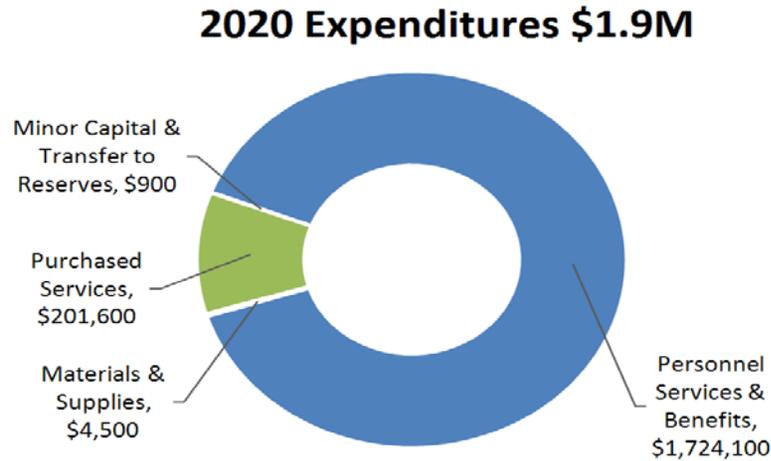
In 2020, the Administrative Executive Management program decreased by \$(3,400) or (.2)%, resulting in a net total budget of \$1,931,100. The CAO/Executive Management service area represents the costs of leadership and policy implementation to enable the organization to achieve Council's visions & goals.

## Net Program Budget Change

- **CAO/Executive Management** has decreased by \$ (3,400). Inflationary increases for personnel were offset with the reorganization of audit staff resulting in an overall departmental budget reduction.



## 2020 Program Budget by Component – Net \$1,931,100



In 2020, the Administrative Executive Management program's total expenditures are \$ 2,013,400 and total revenues are \$41,000, resulting in a net budget of \$1,931,100. The net change from the prior year is \$(3,400) or (.2)%. The main drivers for this increase are the following:

- **Personnel Services & Benefits** is the largest component of the budget at \$1.7 million, representing 90% of the total gross expenditures. Personnel increases have been included for inflationary and compensatory adjustments. The personnel budget decreased \$44,400, for budget efficiencies for Internal Audit.
- **External Revenues** has decreased by \$41,000 due to the elimination of internal audit services for Oakville Hydro.

## 2021 - 2022 Operating Budget Forecast

<b>Administrative Executive Management</b>	<b>2020 Requested Budget</b>	<b>2021 Forecast</b>	<b>2020-2021 Change (%)</b>	<b>2022 Forecast</b>	<b>2021-2022 Change (%)</b>
<b>Gross Expenditures By Service</b>					
CAO/Executive Management	1,931,100	1,977,700	2.4%	2,025,500	2.4%
<b>Total Gross Expenditures</b>	<b>1,931,100</b>	<b>1,977,700</b>	<b>2.4%</b>	<b>2,025,500</b>	<b>2.4%</b>
<b>Tax Levy By Service</b>					
CAO/Executive Management	1,931,100	1,977,700	2.4%	2,025,500	2.4%
<b>Total Tax Levy</b>	<b>1,931,100</b>	<b>1,977,700</b>	<b>2.4%</b>	<b>2,025,500</b>	<b>2.4%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	1,724,100	1,767,000	2.5%	1,811,000	2.5%
Materials & Supplies	4,500	4,500	0.0%	4,500	0.0%
Purchased Services	201,600	205,300	1.8%	209,100	1.9%
Internal Charges	-	-	0.0%	-	0.0%
Other Expenditures	-	-	0.0%	-	0.0%
Minor Capital & Transfer To Reserves	900	900	0.0%	900	0.0%
<b>Total Expenditures</b>	<b>1,931,100</b>	<b>1,977,700</b>	<b>2.4%</b>	<b>2,025,500</b>	<b>2.4%</b>
<b>Revenues By Type</b>					
Activity Revenue	-	-	0.0%	-	0.0%
Internal Recoveries	-	-	0.0%	-	0.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	-	-	0.0%	-	0.0%
<b>Total Revenues</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
<b>Tax Levy</b>	<b>\$1,931,100</b>	<b>\$1,977,700</b>	<b>2.4%</b>	<b>\$2,025,500</b>	<b>2.4%</b>

## 2021 - 2022 Budget Forecast Highlights

- The 2021 budget has been adjusted for inflationary increases primarily in personnel.
- The 2022 budget has been adjusted for inflationary increases primarily in personnel.

Administrative Executive Management

**Program: ServiceOakville**

**Program Based Budget**

**2020 - 2022**

## Vision

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

## Mission

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

## Key Initiatives

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

## Program Services

The program enhances the customer experience by:



ServiceOakville

\$1.0M

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

# Key Performance Indicators

## 1. Percentage of gross operating budget

2015	2016	2017	2018	2019
0.4%	0.4%	0.4%	0.5%	0.5%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

## 2. Percentage of total FTEs

2015	2016	2017	2018	2019
0.5%	0.5%	0.6%	0.6%	0.7%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
<b>How Calculated:</b> Total program FTEs including part-time / Total town FTEs including part-time				

## 3. Percentage of calls answered within 30 seconds

2015	2016	2017	2018	2019
83%	80%	77%	78%	73% (Sept. 30, 2019)
<b>Why Important:</b> This metric provides an accurate representation of the customers' experience. Set appropriately, it will meet callers' expectations for service, will keep the abandon rate less than 5%, and will minimize expenses.				
<b>How Calculated:</b> Service level = [ Number of calls answered within the service level threshold] / [Number of calls offered] * 100. Excluded are any calls where the caller hung up before waiting in queue for 6 seconds or less as well as those calls that were handled by a ServiceOakville CSR in less than 20 seconds.				

## 4. Abandon rate

2015	2016	2017	2018	2019
4%	5%	6%	5.5%	7% (Sept. 30, 2019)
<b>Why Important:</b> This measures the rate of callers' hanging up prior to reaching a customer service representative. Generally, the longer callers have to wait to be answered, the higher this number is. This is a good performance indicator of being appropriately staffed to handle call volume.				
<b>How Calculated:</b> Abandonment rate % = [Number of Calls offered – Number of Calls handled] / [Number of Calls offered] * 100. Excluded are any calls where the caller hung up before waiting in queue for 6 seconds or less.				

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

2015	2016	2017	2018	2019
89%	81%	77%	61%	63% (Sept. 30, 2019)
<b>Why Important:</b> A critical driver of customer satisfaction is having their issue addressed in a "one-and-done" capacity.				
<b>How Calculated:</b> The total number of CRM requests logged as "FCR" (First Call Resolution) + AIMS + PRESTO + Counter POS / Total number of cases handled (both FCR and SR – Service Requests + AIMS + PRESTO + Counter POS)				

## Staffing Overview

Program: ServiceOakville	2019 Approved FTE	2020 Adjustments	2020 Reallocation	2020 Growth and Capital	2020 Total FTE	Net Change 2020 vs 2019
ServiceOakville	11.8				11.8	0.0
<b>Total ServiceOakville</b>	<b>11.8</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>11.8</b>	<b>0.0</b>

Overall, the total staff complement for this program is 11.8 FTEs, which is unchanged from 2019.

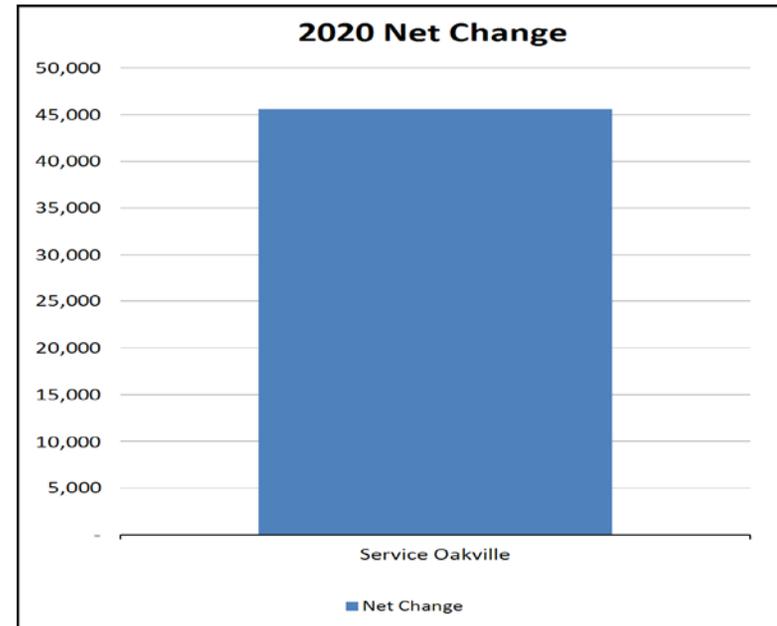
## Program Services Budget Overview

	2019 Restated Budget	Inflation & Adjustments	Budget Efficiencies	2020 Base Budget	2020 Base Increase \$	2020 Base Increase %	Capital and Growth Impact	2020 Requested Budget	2020 Requested Increase \$	2020 Requested Increase %
Service Oakville	957,400	45,600	-	1,003,000	45,600	4.8%	-	1,003,000	45,600	4.8%
<b>Total Service Oakville</b>	<b>\$ 957,400</b>	<b>\$ 45,600</b>	<b>\$ -</b>	<b>\$ 1,003,000</b>	<b>\$ 45,600</b>	<b>4.8%</b>	<b>\$ -</b>	<b>\$ 1,003,000</b>	<b>\$ 45,600</b>	<b>4.8%</b>

Overall the ServiceOakville program has a net budget of \$1,003,000, which provides the cost to deliver a one-window approach to customer service that tracks and handles walk-in, email and telephone inquiries on behalf of several programs including Road and Works, Parks and Open Space, Municipal Enforcement, Parking Operations, Development Engineering, Engineering and Construction and Tourism. Staff are equipped and trained to answer inquiries on behalf of partner departments and log all service requests through the town's Customer Relationship Management (CRM) application. This application is integrated into the town's work order management system to provide efficient and effective service delivery to residents. The 2020 budget has increased \$45,600 or 4.8% primarily due to several position re-grades and inflationary adjustments for personnel. Expense reallocations to align current program requirements were also completed.

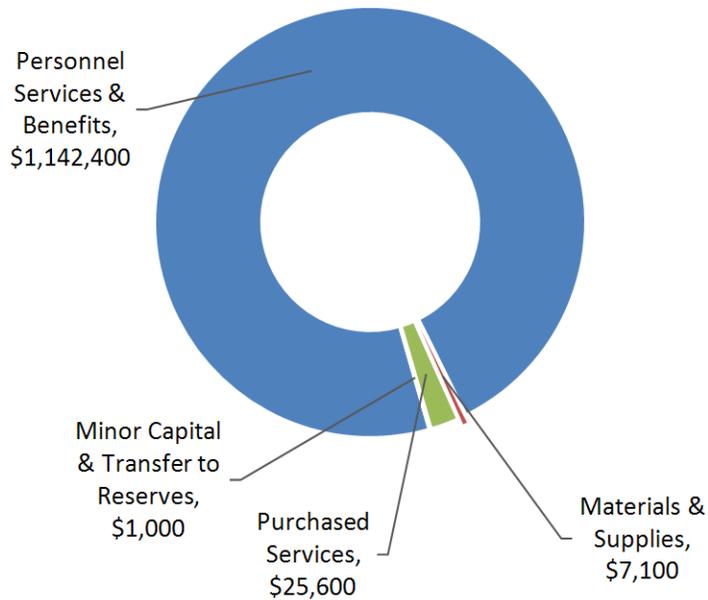
## Net Program Budget Change

- **Service Oakville** has increased by \$45,600. This includes several position re-grades & inflationary adjustments for personnel, along with expense reallocations.

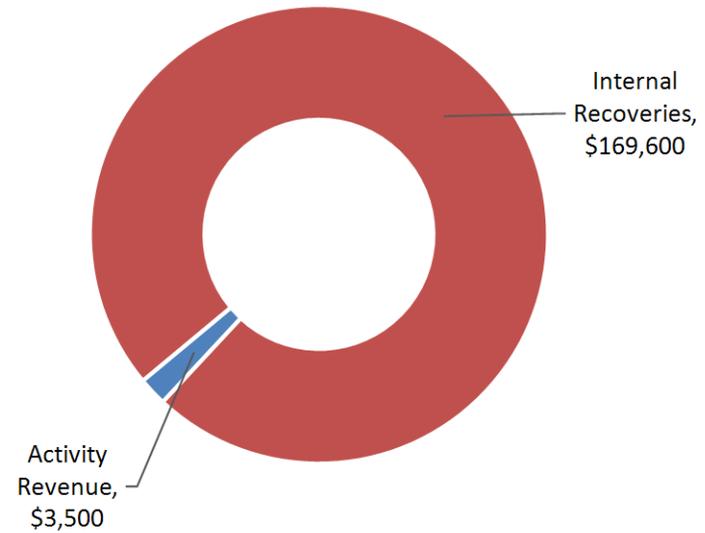


## 2020 Program Budget by Component – Net \$1,003,000

### 2020 Expenditures \$1.2M



### 2020 Revenues \$0.2M



The ServiceOakville program's total expenditures are \$1,176,100; total revenues are \$173,100, resulting in a net budget of \$1,003,000. In 2020, the budget increased \$45,600 or 4.8%. The main components of the budget are:

- **Personnel Services & Benefits** represents 97% of the total gross expenditures. In 2020, personnel costs increased \$49,200 as a result of compensatory and inflationary increases, which includes salary adjustments for position re-grades.
- **Internal Recoveries** represents 98% of the total revenue, which have increased by \$3,300 for inflation.

## 2021 - 2022 Operating Budget Forecast

Service Oakville	2020 Requested Budget	2021 Forecast	2020-2021 Change (%)	2022 Forecast	2021-2022 Change (%)
<b>Gross Expenditures By Service</b>					
Service Oakville	1,176,100	1,200,900	2.1%	1,226,000	2.1%
<b>Total Gross Expenditures</b>	<b>1,176,100</b>	<b>1,200,900</b>	<b>2.1%</b>	<b>1,226,000</b>	<b>2.1%</b>
<b>Tax Levy By Service</b>					
Service Oakville	1,003,000	1,024,300	2.1%	1,049,300	2.4%
<b>Total Tax Levy</b>	<b>1,003,000</b>	<b>1,024,300</b>	<b>2.1%</b>	<b>1,049,300</b>	<b>2.4%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	1,142,400	1,166,800	2.1%	1,191,500	2.1%
Materials & Supplies	7,100	7,200	1.4%	7,300	1.4%
Purchased Services	25,600	25,900	1.2%	26,200	1.2%
Internal Charges	-	-	0.0%	-	0.0%
Other Expenditures	-	-	0.0%	-	0.0%
Minor Capital & Transfer To Reserves	1,000	1,000	0.0%	1,000	0.0%
<b>Total Expenses</b>	<b>1,176,100</b>	<b>1,200,900</b>	<b>2.1%</b>	<b>1,226,000</b>	<b>2.1%</b>
<b>Revenues By Type</b>					
Activity Revenue	3,500	3,600	2.9%	3,700	2.8%
Internal Recoveries	169,600	173,000	2.0%	173,000	0.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	-	-	0.0%	-	0.0%
<b>Total Revenues</b>	<b>173,100</b>	<b>176,600</b>	<b>2.0%</b>	<b>176,700</b>	<b>0.1%</b>
<b>Tax Levy</b>	<b>\$1,003,000</b>	<b>\$1,024,300</b>	<b>2.1%</b>	<b>\$1,049,300</b>	<b>2.4%</b>

## 2021 - 2022 Budget Forecast Highlights

- The 2021-2022 forecasted budgets reflects inflationary increases to the cost of service delivery.

## 2020 Recommended Capital Budget

New Salesforce CRM was installed in late 2017 and enhanced in 2018. Through the Leadership plan and Service Oakville expansion, we expect that there will be 3 additional feature updates in 2020 and a conversion to Sales Force Lightning where additional consulting, Business Analysis and Project Management resources will be required. The conversion to Lightning will allow for increased efficiency through automation and an enhanced customer experience with self-serve options for citizens.

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2020	2020
36101906	Salesforce Upgrade and Enhancement	Infrastructure Renewal	312,000	
<b>TOTAL</b>			<b>312,000</b>	



**Program: Strategy, Policy and Communications**

**Program Based Budget**

**2020 - 2022**

## Vision

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

## Mission

- To provide corporate leadership by creating and maintaining an effective strategic framework to help the town achieve its strategic goals and objectives, support accessible and responsive communications to the community, and support corporate and community climate change actions.

## Key Initiatives

- Continue refresh of oakville.ca including implementing new content management system, developing governance framework to support online services, new navigation and search features, and improving web content accessibility to meet or exceed public expectations and web standards.
- Continue to develop and implement effective communications strategies to support town programs and services, ensure open and transparent government, and increase public awareness and understanding on town priorities and emerging issues.
- Continue to encourage civic participation by supporting public engagement through multiple channels and tools.
- Report to Council on progress toward implementing Council's 2019-22 strategic plan.
- Continue to lead town's Climate Change strategy development and implementation.
- Report to Council on the completion of Community Energy Plan.

## Program Services

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



Strategy, Policy  
and  
Communications  
\$2.0M

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

# Key Performance Indicators

## 1. Percentage of gross operating budget

2015	2016	2017	2018	2019
1.0%	1.0%	1.0%	0.5%	0.8%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

## 2. Percentage of total FTEs

2015	2016	2017	2018	2019
0.6%	0.6%	0.6%	0.6%	0.6%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
<b>How Calculated:</b> Total program FTEs including part-time / Total town FTEs including part-time.				

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

2015	2016	2017	2018	2019
86% (2015 survey)	86% (2015 survey)	84% (2017 survey)	84% (2017 survey)	80% (2019 survey)
<b>Why Important:</b> To track overall citizen satisfaction with town performance, identify merging issues, and help set strategic priorities for the future. Public engagement is a key component of open and transparent governance; it helps us to develop and deliver quality programs and services; and is important to Oakville achieving its vision of being the most livable town in Canada.				
<b>How Calculated:</b> To gather the opinions of local residents in the most comprehensive and efficient way, Pollara Strategic Insights conducted a 20-minute telephone survey among 808 randomly-selected residents of the Town of Oakville. The next survey will take place in 2021.				

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

2015	2016	2017	2018	2019
736,100 visitors viewed a total of 3,711,134 pages averaging 2.6 pages per visit	806,467 visitors viewed a total of 3,856,706 pages averaging 2.5 pages per visit	761,707 visitors viewed a total of 4,055,718 pages averaging 2.5 pages per visit	882,099 visitors viewed a total of 4,249,445 pages averaging 2.3 pages per visit	747,142 visitors viewed a total of 3,537,519 pages averaging 1.95 pages per visit Sept. 30, 2019
<b>Why Important:</b> Oakville.ca is the town's primary tool to provide information to residents, and 73 percent of respondents to the town's 2017 Citizen Survey identified <a href="http://oakville.ca">oakville.ca</a> as their preferred way to access town information.				
<b>How Calculated:</b> The town uses Google web analytics to track web statistics.				

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

2015	2016	2017	2018	2019
25,028	34,185	41,294	53,774	61,367 (Sept. 30, 2019)
<p><b>Why Important:</b> Social media is now used by almost 91 percent of Canadians, with two-thirds of Canadians accessing social media from their smartphone or tablet. Facebook remains the most popular social account in Canada followed by LinkedIn, Google+, Instagram and Twitter, and are effective channels for the town to engage in two-way communications with residents.</p>				
<p><b>How Calculated:</b> Twitter and Facebook analytical tools are used to calculate totals.</p>				

## 6. Climate Action: Corporate Greenhouse Gas Emissions

2015	2016	2017	2018	2019
17,097				
<p><b>Why Important:</b> The town is committed to greenhouse gas (GHG) emission reduction and is a member of the Partners for Climate Protection program. Our strategies and actions are designed to reduce energy consumption and GHG emissions, and lessen our impact on the environment and climate change. Council approved a corporate GHG emission reduction of 80 per cent below 2014 levels by 2050. By measuring GHG emissions from town operations against 2014 levels, we are able to track our progress toward reaching our reduction targets.</p>				
<p><b>How Calculated:</b> Corporate Greenhouse gas emissions (equivalent Carbon Dioxide or eCO<sub>2</sub>) are calculated from the use of electricity, natural gas and fossil fuels in town operations. This includes town-owned facilities, the municipal vehicle fleet and streetlights. Electricity and natural gas use are tracked through utility bills. Gasoline and diesel fuel use are tracked through our corporate fuel system. This measure is calculated every two years.</p>				

## 7. Climate Action: Community Energy Use per Capita

2015	2016	2017	2018	2019
	184 GJ per person			
<p><b>Why Important:</b> The town is a partner in the implementation of the Community Energy Plan (CEP). A member of Council is appointed to the Oakville Energy Plan Task Force committee. The committee's energy vision is "founded on community collaboration and innovation, Oakville's sustainable energy future is clean, affordable and resilient.</p>				
<p><b>How Calculated:</b> Community Energy Use per Capital reflects all electricity, natural gas, diesel and gasoline use in the industrial, commercial, institutional and transportation sectors within the municipal boundary of Oakville. Energy use here encompasses energy consumed from generation to end-use. The base year for the CEP is 2016, this measure will be calculated with the update to the CEP.</p>				

## 8. Climate Action: Community Greenhouse Gas Emissions per capita

2015	2016	2017	2018	2019
	6.6 tonnes GHG per person			
<p><b>Why Important:</b> The town is a partner in the implementation of the Community Energy Plan. A member of Council is appointed to the Oakville Energy Plan Task Force committee. The committees energy vision is "founded on community collaboration and innovation, Oakville's sustainable energy future is clean, affordable and resilient.</p>				
<p><b>How Calculated:</b> Community Greenhouse Gas (GHG) per person reflect the greenhouse gas emissions from all homes, buildings and transportation activity within the municipal boundary of Oakville. This number reflects the greenhouse gases caused by the use of electricity, natural gas, diesel and gasoline in the industrial, commercial, institutional and transportation sectors. The base year for the CEP is 2016, this measure will be calculated with the update to the CEP.</p>				

## Staffing Overview

Program: Strategy, Policy & Communications Services/Activities:	2019 Approved FTE	2020 Adjustments	2020 Reallocation	2020 Growth and Capital	2020 Total FTE	Net Change 2020 vs 2019
Communications	6.8		1.0		7.8	1.0
Strategy & Policy	3.0	(0.4)	(1.0)		1.6	(1.4)
Sustainability and Government Relations	5.6	(1.0)			4.6	(1.0)
<b>Total Strategy, Policy &amp; Communications</b>	<b>15.4</b>	<b>(1.4)</b>	<b>0.0</b>	<b>0.0</b>	<b>14.0</b>	<b>(1.4)</b>

Overall the total 2020 staff complement for this program is 14.0 FTE, which decreased by one eliminated position and reduced part-time hours that provided budget efficiencies for this program.

## Program Services Budget Overview

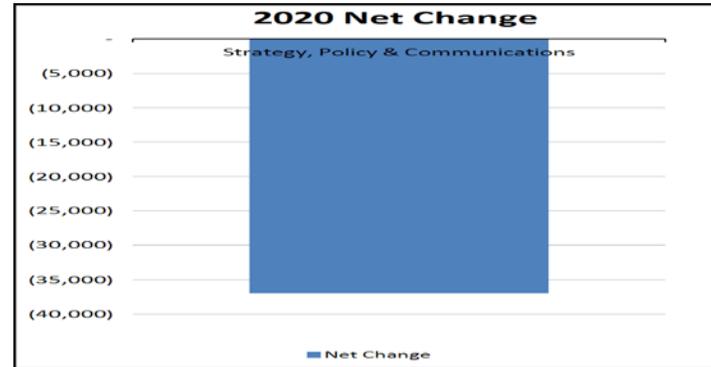
	2019 Restated Budget	Inflation & Adjustments	Budget Efficiencies	2020 Base Budget	2020 Base Increase \$	2020 Base Increase %	Capital and Growth Impact	2020 Requested Budget	2020 Requested Increase \$	2020 Requested Increase %
<b>Strategy, Policy &amp; Communications</b>										
Communications	834,400	18,900	68,000	921,300	86,900	10.4%	-	921,300	86,900	10.4%
Climate Action	709,200	69,200	(63,600)	714,800	5,600	0.8%	-	714,800	5,600	0.8%
Strategy & Policy	494,400	13,500	(143,000)	364,900	(129,500)	(26.2%)	-	364,900	(129,500)	(26.2%)
<b>Total Strategy, Policy &amp; Communi</b>	<b>\$ 2,038,000</b>	<b>\$ 101,600</b>	<b>\$ (138,600)</b>	<b>\$ 2,001,000</b>	<b>\$ (37,000)</b>	<b>-1.8%</b>	<b>\$ -</b>	<b>\$ 2,001,000</b>	<b>\$ (37,000)</b>	<b>-1.8%</b>

The Strategy, Policy & Communications program has a net budget of \$2,001,000 which represents the cost to support the development and execution of Council's strategic plan and to help create awareness and promote the town's many diverse programs and services through strategic communication plans and materials. In addition, the department supports the town's commitment to climate action and sustainability.

In 2019, the former Environmental Policy program merged with Strategy, Policy and Communications and was renamed Climate Action. This amalgamation streamlined several areas which led to budget efficiencies of \$138,600 and includes the eliminated Director of Environmental Policy position. As a result, the 2020 budget decreased \$(37,000) or (1.8)%.

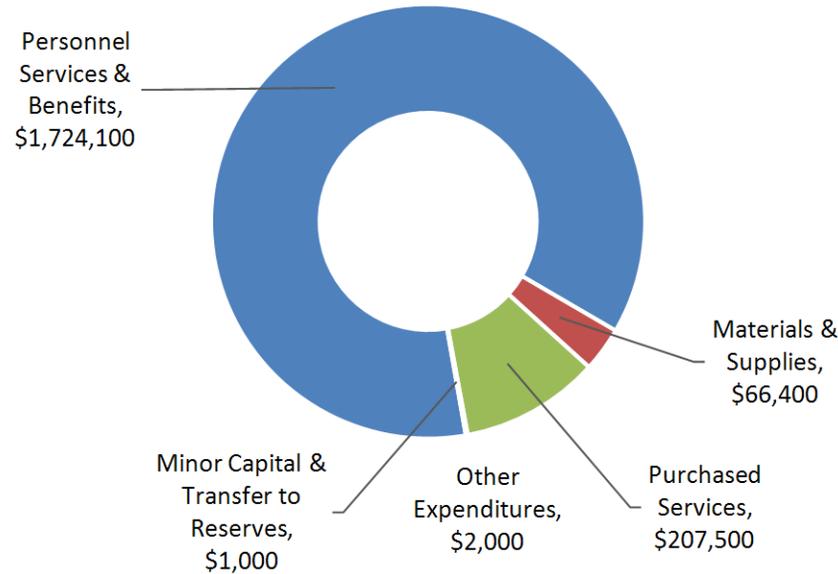
## Net Program Budget Change

- **Strategy, Policy and Communication** has decreased \$(37,000), primarily due to budget efficiencies in personnel and inflationary adjustments for salaries and benefits.



## 2020 Program Budget by Component – Net \$2,001,000

### 2020 Expenditures \$2.0M



The Strategy, Policy and Communication program's total expenditures are \$2,001,000. This program has no revenues. In 2020, the budget has decreased by \$(37,000) or (1.8)%. The main drivers for this increase are the following:

- **Personnel Services & Benefits** is the largest cost component of the budget at \$1.7 million, representing 86% of total gross expenditures. In 2020, personnel costs have increased \$5,000. This includes a re-grade, compensatory increases and position reallocations.
- **Materials and Supplies** has increased by \$14,300 for educational supplies and special events supplies. This aligns with current trends.
- **Purchased Services** has decreased by \$38,900 for consultants fees and miscellaneous purchased services.
- **Minor Capital and Transfer to Reserves** has decreased by \$16,300 due to eliminated transfer to reserves for Environmental Initiatives.

## 2021 - 2022 Operating Budget Forecast

	2020 Requested Budget	2021 Forecast	2020 - 2021 Change (%)	2022 Forecast	2021 - 2022 Change (%)
<b>Strategy, Policy &amp; Communications</b>					
<b>Gross Expenditures By Service</b>					
Strategy, Policy & Communications	2,001,000	2,045,900	2.2%	2,092,800	2.3%
<b>Total Gross Expenditures</b>	<b>2,001,000</b>	<b>2,045,900</b>	<b>2.2%</b>	<b>2,092,800</b>	<b>2.3%</b>
<b>Tax Levy By Service</b>					
Strategy, Policy & Communications	2,001,000	2,045,900	2.2%	2,092,800	2.3%
<b>Total Tax Levy</b>	<b>2,001,000</b>	<b>2,045,900</b>	<b>2.2%</b>	<b>2,092,800</b>	<b>2.3%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	1,724,100	1,763,600	2.3%	1,805,100	2.4%
Materials & Supplies	66,400	67,800	2.1%	69,200	2.1%
Purchased Services	207,500	211,500	1.9%	215,500	1.9%
Internal Charges	-	-	0.0%	-	0.0%
Other Expenditures	2,000	2,000	0.0%	2,000	0.0%
Minor Capital & Transfer To Reserves	1,000	1,000	0.0%	1,000	0.0%
<b>Total Expenses</b>	<b>2,001,000</b>	<b>2,045,900</b>	<b>2.2%</b>	<b>2,092,800</b>	<b>2.3%</b>
<b>Revenues By Type</b>					
Activity Revenue	-	-	0.0%	-	0.0%
Internal Recoveries	-	-	0.0%	-	0.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	-	-	0.0%	-	0.0%
<b>Total Revenues</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
<b>Tax Levy</b>	<b>\$2,001,000</b>	<b>\$2,045,900</b>	<b>2.2%</b>	<b>\$2,092,800</b>	<b>2.3%</b>

## 2021 - 2022 Budget Forecast Highlights

- The 2021 net budget is projected to increase by 2.2% or \$44,900 and reflects inflationary increases to the cost of delivering services.
- The 2022 net budget is projected to increase by 2.3% or \$46,900 and reflects inflationary increases to the cost of delivering services.

## 2020 Recommended Capital Budget

The Web Based Services project was launched in 2011 to completely redevelop the Oakville.ca website. Base functionality was created with the initial site built in 2011, while phase two in 2012 continued to enhance the website's functionality. Work will continue on enhancements to site functionality and online services including improvements to online documents and forms, a new Corporate KPI dashboard and application development. Also, the Integrated Community Sustainability will be updated which provides for enhanced community planning for sustainability.

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2020	2020
22101801	Integrated Community Sustainability Plan	Strategic Priorities	50,000	
21101801	Web Based Services - Ph2	Strategic Priorities	494,000	
<b>TOTAL</b>			<b>544,000</b>	

**Program: Economic Development**

**Program Based Budget**

**2020 - 2022**



## Program Services

Economic Development is a department of the Town of Oakville. Oakville Tourism Partnership Inc.(Visit Oakville) is an external not-for-profit organization that has been financially supported by the Town; its office is located within the Economic Development department. With the introduction of the Municipal Accommodation Tax in January 2019, Visit Oakville gained a new source of revenue and will be transitioning to a self-supported role in 2020.



# Key Performance Indicators

## 1. Percentage of gross operating budget

2015	2016	2017	2018	2019
0.3%	0.3%	0.4%	0.3%	0.6%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

## 2. Percentage of total FTEs

2015	2016	2017	2018	2019
0.3%	0.3%	0.3%	0.3%	0.2%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTE's.				
<b>How Calculated:</b> Total program FTEs including part-time / Total town FTEs including part-time.				

## 3. Industrial occupancy rate

2015	2016	2017	2018	2019
98.0% Q4	97.2% Q4	97.4% Q4	99.0% Q4	97.0% (Sept. 30, 2019)
<b>Why Important:</b> Provides information about industrial activity and the availability of existing space for new investment.				
<b>How Calculated:</b> Source: CBRE Limited Industrial Market reports which provide vacancy rates.				

## 4. Office occupancy rate

2015	2016	2017	2018	2019
79.0% Q4	74.4% Q4	77.8% Q4	80.8% Q4	82.8% (Sept. 30, 2019)
<b>Why Important:</b> Provides information about commercial activity and the availability of existing space for new investment.				
<b>How Calculated:</b> Source: CBRE Limited Oakville Office Market reports which provide office vacancy rates (direct and sublet).				

## 5. Square feet of industrial development

2015	2016	2017	2018	2019
134,189	66,002	263,322	80,619	93,255 (Sept. 30, 2019)
<b>Why Important:</b> Measure of the industrial development activity in Oakville for economic development analysis and review of initiatives.				
<b>How Calculated:</b> Town of Oakville Building Permit data – new construction and additions (excludes alterations).				

## 6. Square feet of commercial development

2015	2016	2017	2018	2019
358,104	676,366	303,961	484,340	162,332 (Sept. 30, 2019)
<b>Why Important:</b> Measure of the commercial development activity in Oakville for economic development analysis and review of initiatives.				
<b>How Calculated:</b> Town of Oakville Building Permit data – new construction and additions (excludes alterations).				

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

2015	2016	2017	2018	2019
4,226	4,349	4,332	4,255	4,186 (June 2019)
<b>Why Important:</b> (ISO 37120 supporting indicator of economic health) – licensed businesses				
<b>How Calculated:</b> Source: Canadian Business Patterns, Statistics Canada, Data on statistical establishments as at December 2018 and June 2019 respectively.				

## Staffing Overview

Program: Economic Development	2019 Approved FTE	2020 Adjustments	2020 Reallocation	2020 Growth and Capital	2020 Total FTE	Net Change 2020 vs 2019
Economic Development	4.0				4.0	0.0
Tourism	0.0				0.0	0.0
<b>Total Economic Development</b>	<b>4.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>4.0</b>	<b>0.0</b>

The total staff complement for Economic Development is 4.0 FTEs. There are no changes for 2020 and no FTEs associated with Tourism.

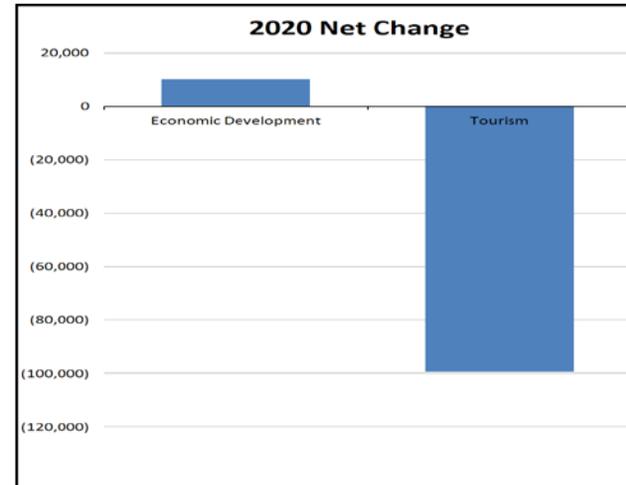
## Program Services Budget Overview

	2019 Restated Budget	Inflation & Adjustments	Budget Efficiencies	2020 Base Budget	2020 Base Increase \$	2020 Base Increase %	Capital and Growth Impact	2020 Requested Budget	2020 Requested Increase \$	2020 Requested Increase %
<b>Economic Development</b>										
Economic Development	732,100	10,300	-	742,400	10,300	1.4%	-	742,400	10,300	1.4%
Tourism	101,300	-	(99,500)	1,800	(99,500)	(98.2%)	-	1,800	(99,500)	(98.2%)
<b>Total Economic Development</b>	<b>\$ 833,400</b>	<b>\$ 10,300</b>	<b>\$ (99,500)</b>	<b>\$ 744,200</b>	<b>\$ (89,200)</b>	<b>0.0%</b>	<b>\$ -</b>	<b>\$ 744,200</b>	<b>\$ (89,200)</b>	<b>0.0%</b>

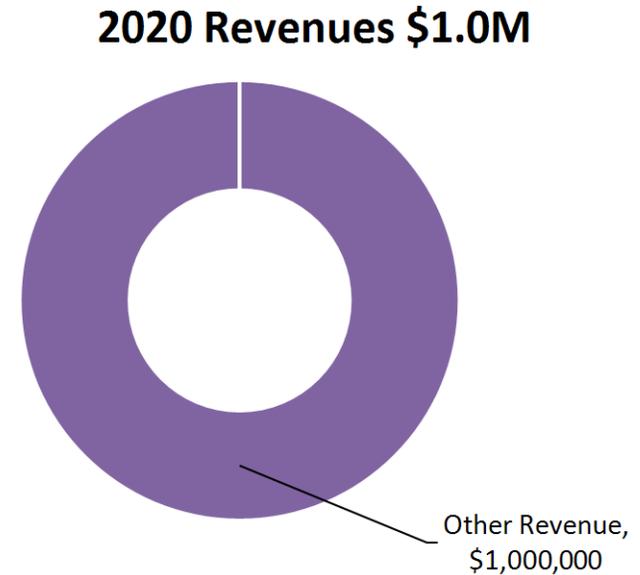
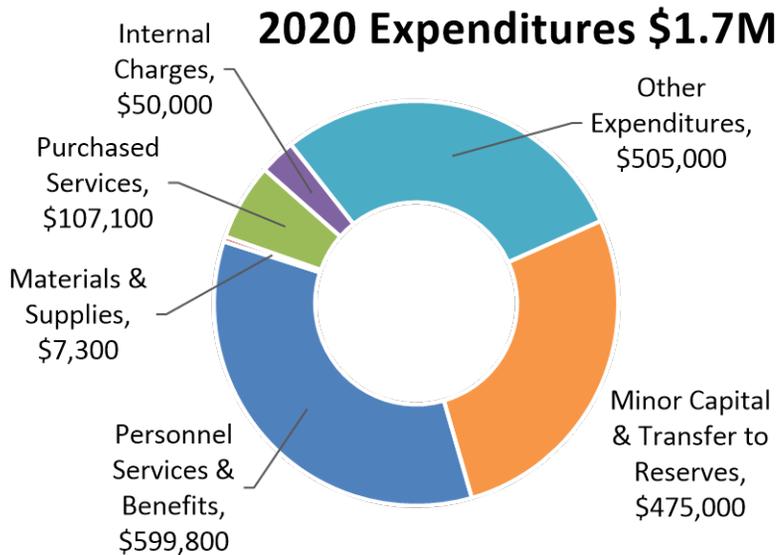
Overall, the Economic Development program has a net budget of \$744,200 which is a decrease of \$(89,200) or (10.7)%. The decrease in the base budget is a result of a budget efficiency to eliminate the Visit Oakville tourism grant which was replaced with the Municipal Accommodation Tax. The Economic Development program includes initiatives for investment attraction as well as business retention and expansion, primarily related to commercial and industrial development. This includes marketing, lead servicing, research, business development in targeted industry sectors, and customer service. Salary and benefits are the main driver of the Economic Development budget. Tourism services are delivered by an arms-length organization which will now be funded from the Municipal Accommodation Tax (MAT).

## Net Program Budget Change

- **Economic Development** has increased by \$10,300 over 2019 primarily due to inflationary costs for salaries and benefits.
- **Tourism** has a (\$99,500) reduction from budget efficiencies. In 2019, a new Municipal Accommodation Tax (MAT) was introduced. The tax revenue is split evenly with Visit Oakville, which allows them to become self-supporting, thus all grant funding from the town has been removed.



## 2020 Program Budget by Component – Net \$744,200



In 2020, the Economic Development program’s total expenditures are \$1,744,200, and \$1 million in revenues for Tourism, resulting in a net budget of \$744,200. The net change from the prior year is \$(89,200) or (10.7)%. The main drivers are the following:

- **Personnel Services and Benefits** make up 34% of the total expenditures and is the main driver of the budget. Personnel costs have increased by \$11,300 due to anticipated contractual increases and inflationary increases for salaries and benefits.
- **Purchased Services** make up 6% of total expenditures and mainly consist of consultant fees and promotion expenses to provide economic development services to the town. Purchased Services have decreased by \$(1,000) due to a reduction in training expenditures.
- **Other Expenditures** make up 29% of total expenditures and consist of a \$500,000 Municipal Accommodation Tax flow through for tourism. Previous \$99,500 grant funding for Visit Oakville has been removed as the program becomes self-sufficient from the MAT revenues.
- **Minor Capital & Transfer to Reserves** make up 27% of total expenditures and includes distribution of MAT, 50% to Visit Oakville and 50% to a town tourism reserve.
- **Internal Charges** make up 3% of expenditures which represents a flow through to the Finance department for administration of the MAT program.
- **Revenues** consist of the 4% Municipal Accommodation Tax.

## 2021 - 2022 Operating Budget Forecast

	2020 Requested Budget	2021 Forecast	2020 - 2021 Change (%)	2022 Forecast	2021 - 2022 Change (%)
<b>Economic Development</b>					
<b>Gross Expenditures By service</b>					
Economic Development	742,400	757,800	2.1%	773,400	2.1%
Tourism	1,001,800	1,001,800	0.0%	1,001,800	0.0%
<b>Total Gross Expenditures</b>	<b>1,744,200</b>	<b>1,759,600</b>	<b>0.9%</b>	<b>1,775,200</b>	<b>0.9%</b>
<b>Tax Levy By Service</b>					
Economic Development	742,400	757,800	2.1%	773,400	2.1%
Tourism	1,800	1,800	0.0%	1,800	0.0%
<b>Total Tax Levy</b>	<b>744,200</b>	<b>759,600</b>	<b>2.1%</b>	<b>775,200</b>	<b>2.1%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	599,800	612,600	2.1%	625,600	2.1%
Materials & Supplies	7,300	7,400	1.4%	7,500	1.4%
Purchased Services	107,100	109,000	1.8%	110,900	1.7%
Internal Charges	50,000	50,000	0.0%	50,000	0.0%
Other Expenditures	505,000	505,600	0.1%	506,200	0.1%
Minor Capital & Transfer To Reserves	475,000	475,000	0.0%	475,000	0.0%
<b>Total Expenses</b>	<b>1,744,200</b>	<b>1,759,600</b>	<b>0.9%</b>	<b>1,775,200</b>	<b>0.9%</b>
<b>Revenues By Type</b>					
Activity Revenue	-	-	0.0%	-	0.0%
Internal Recoveries	-	-	0.0%	-	0.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	1,000,000	1,000,000	0.0%	1,000,000	0.0%
<b>Total Revenues</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>0.0%</b>	<b>1,000,000</b>	<b>0.0%</b>
<b>Tax Levy</b>	<b>\$744,200</b>	<b>\$759,600</b>	<b>2.1%</b>	<b>\$775,200</b>	<b>2.1%</b>

## 2021 - 2022 Budget Forecast Highlights

- The 2021 net budget is projected to increase by 2.1% or \$ 15,400 and reflects inflationary increases to the cost of delivering services.
- The 2022 net budget is projected to increase by 2.1% or \$ 15,600 and reflects inflationary increases to the cost of delivering services.

Economic Development



**Program: Human Resources**

**Program Based Budget**

**2020 - 2022**

### Vision

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

### Mission

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

### Key Initiatives

- Support implementation of the Leadership Plan objective to Build a Dynamic and Resilient Workforce with specific attention to workforce planning and organizational structure reviews.
- Support implementation of multiple service review recommendations.
- Conduct employee engagement survey.

## Program Description

Human Resources assists in the achievement of the town's corporate priorities by advocating for human resource policies, programs and practices that enhance the effectiveness and satisfaction of individuals, groups and teams in the town's administration and contribution to an organization that has a competitive advantage in the employment market place.



# Key Performance Indicators

## 1. Percentage of gross operating budget

2015	2016	2017	2018	2019
1.2%	1.2%	1.1%	1.2%	1.2%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

## 2. Percentage of total FTEs

2015	2016	2017	2018	2019
1.1%	1.0%	1.0%	1.0%	1.0%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
<b>How Calculated:</b> Total program FTEs including part-time / Total town FTEs including part-time.				

## 3. Average days per short term disability claims

2015	2016	2017	2018	2019
29.0	28.9	32.1	33.6	29.6 (Sept 30, 2019)
<b>Why Important:</b> Indicates trends in case managed short term disability absences. Includes only medical absences that are managed corporately by Human Resources.				
<b>How Calculated:</b> Total number of case-managed short term disability days/Total number of case-managed short term disability claims.				

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

2015	2016	2017	2018	2019
81%	80%	74%	84%	97% (Sept 30, 2019)
<b>Why Important:</b> Reflects the value and relevance of the training and development programs to the participants.				
<b>How Calculated:</b> Summary of data from training program evaluation sheets (self-evaluation of level of knowledge pre and post learning).				

## 5. Claims settled prior to grievance arbitration

2015	2016	2017	2018	2019
96%	91%	73%	74%	48% (Sept 30, 2019)
<b>Why Important:</b> Shows the effectiveness of the relationship in resolving disputes with the bargaining units.				
<b>How Calculated:</b> Percentage of grievances settled prior to arbitration.				

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

2015	2016	2017	2018	2019
2.1	2.3	1.9	2.1	2.5 (Sept 30, 2019)
<b>Why Important:</b> Assesses the effectiveness of our safety program.				
<b>How Calculated:</b> (# of incidents X 200,000 hours) / total number of worker hours. 200,000 represents the total annual hours for 100 staff as per industry standard.				

## 7. Ministry of Labour orders

2015	2016	2017	2018	2019
2	0	3	2	1 (Sept 30, 2019)
<b>Why Important:</b> Indicator of the effectiveness of organization's health and safety practices.				
<b>How Calculated:</b> Number of orders issued, to ensure compliance, by the Ministry of Labour.				

## Staffing Overview

Program: Human Resources	2019 Approved FTE	2020 Adjustments	2020 Reallocation	2020 Growth and Capital	2020 Total FTE	Net Change 2020 vs 2019
Administration and Policy Development	1.0				1.0	0.0
Advisory Services	10.0				10.0	0.0
Organizational Development	2.0				2.0	0.0
Reward and Recognition	2.0				2.0	0.0
Health, Safety & Wellness	1.1				1.1	0.0
<b>Total Human Resources</b>	<b>16.1</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>16.1</b>	<b>0.0</b>

Overall, the total 2020 staff complement for Human Resources is 16.1 FTEs. This remains unchanged from 2019.

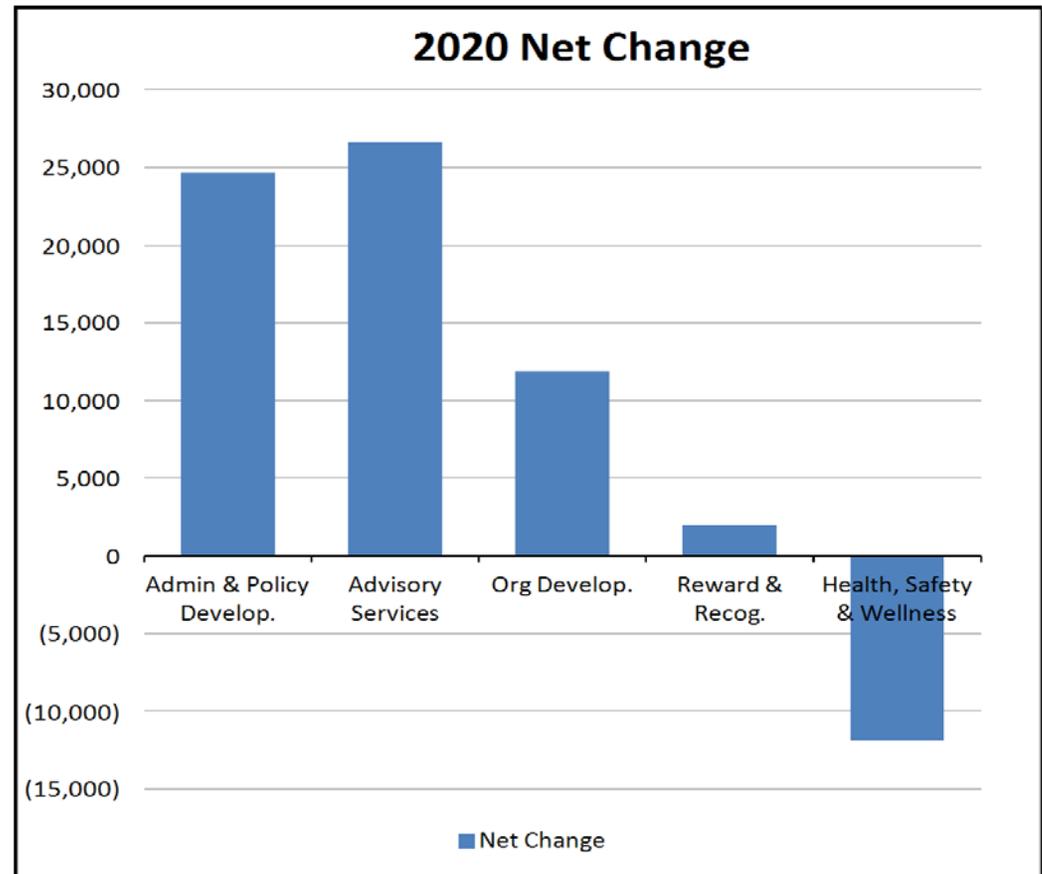
## Program Services Budget Overview

	2019 Restated Budget	Inflation & Adjustments	Budget Efficiencies	2020 Base Budget	2020 Base Increase \$	2020 Base Increase %	Capital and Growth Impact	2020 Requested Budget	2020 Requested Increase \$	2020 Requested Increase %
<b>Human Resources</b>										
Administration and Policy Development	236,700	24,700	-	261,400	24,700	10.4%	-	261,400	24,700	10.4%
Advisory Services	1,532,900	26,600	-	1,559,500	26,600	1.7%	-	1,559,500	26,600	1.7%
Organizational Development	403,200	11,900	-	415,100	11,900	3.0%	-	415,100	11,900	3.0%
Reward and Recognition	308,500	2,000	-	310,500	2,000	0.6%	-	310,500	2,000	0.6%
Health, Safety & Wellness	342,900	(11,900)	-	331,000	(11,900)	(3.5%)	-	331,000	(11,900)	(3.5%)
<b>Total Human Resources</b>	<b>\$ 2,824,200</b>	<b>\$ 53,300</b>	<b>\$ -</b>	<b>\$ 2,877,500</b>	<b>\$ 53,300</b>	<b>1.9%</b>	<b>\$ -</b>	<b>\$ 2,877,500</b>	<b>\$ 53,300</b>	<b>1.9%</b>

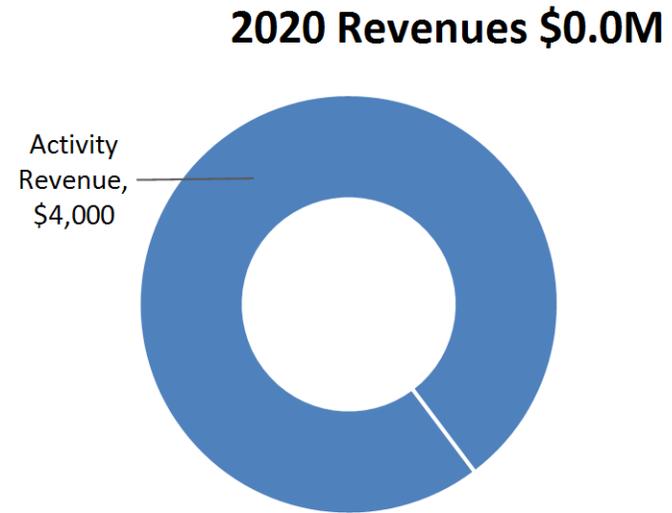
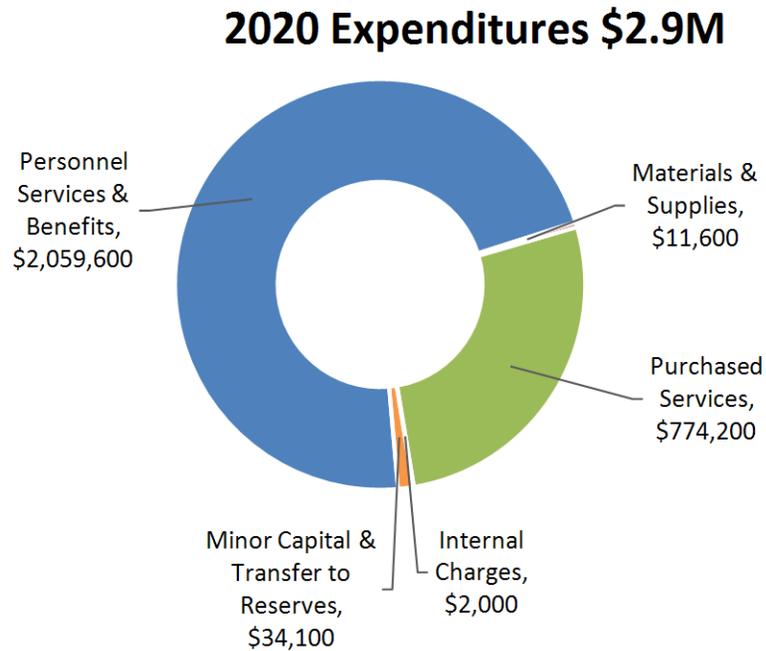
The 2020 budget increased by \$53,300 or 1.9% resulting in a net total budget of \$ 2,877,500. The budget reflects a careful consideration of expenditures required to fulfill the business plan, based on a five year historical analysis. In addition, several budget adjustments were completed to reallocate resources for the entire program.

## Net Program Budget Change

- **Administration & Policy Development** has increased by \$24,700 due to a new subscription service planned for 2020 to assist organization and employees.
- **Advisory Services** has increased by \$26,600 due to increased legal fees, as the cost of mediations and negotiations with various town labour groups continue to rise.
- **Organization Development** has increased by \$11,900. Salary adjustments and budget reallocations are included.
- **Reward and Recognition** has increased by \$2,000. Compensation increases are included.
- **Health, Safety & Wellness** has decreased by \$(11,900), primarily due to reduced professional fees.



## 2020 Program Budget by Component – Net \$ 2,877,500



In 2020, Human Resources program's total expenditures are \$2,881,500 and total revenues are \$ 4,000, resulting in a net budget of \$ 2,877,500. The net change from the prior year is \$53,300 or 1.9%. The main drivers for this change are the following:

- **Personnel Services and Benefits** is the largest component of the budget at \$2.1 million representing 71% of the total gross expenditures. In 2020, personnel costs have increased by \$41,100. This increase is primarily from inflationary increases.
- **Purchased Services** is the second largest component of the budget at \$0.8 million and includes corporate training, recruitment, staff & volunteer recognition, legal fees and professional fees. In 2020, Purchased Services increased by \$18,800. This is primarily attributable to the increasing cost of mediations and negotiations with various town labour groups.
- **Activity Revenue** is budgeted at \$4,000, which is registration fees for town staff fitness classes.

## 2021 - 2022 Operating Budget Forecast

Human Resources	2020 Requested Budget	2021 Forecast	2020 - 2021 Change (%)	2022 Forecast	2021 - 2022 Change (%)
<b>Gross Expenditures By Service</b>					
Administration and Policy Development	261,400	267,500	2.3%	273,700	2.3%
Advisory Services	1,559,500	1,595,300	2.3%	1,632,100	2.3%
Organizational Development	415,100	424,200	2.2%	433,600	2.2%
Reward and Recognition	310,500	317,800	2.4%	325,200	2.3%
Health, Safety & Wellness	335,000	342,100	2.1%	349,300	2.1%
<b>Total Gross Expenditures</b>	<b>2,881,500</b>	<b>2,946,900</b>	<b>2.3%</b>	<b>3,013,900</b>	<b>2.3%</b>
<b>Tax Levy By Service</b>					
Administration and Policy Development	261,400	267,500	2.3%	273,700	2.3%
Advisory Services	1,559,500	1,595,300	2.3%	1,632,100	2.3%
Organizational Development	415,100	424,200	2.2%	433,600	2.2%
Reward and Recognition	310,500	317,800	2.4%	325,200	2.3%
Health, Safety & Wellness	331,000	338,000	2.1%	345,100	2.1%
<b>Total Tax Levy</b>	<b>2,877,500</b>	<b>2,942,800</b>	<b>2.3%</b>	<b>3,009,700</b>	<b>2.3%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	2,059,600	2,108,900	2.4%	2,159,300	2.4%
Materials & Supplies	11,600	11,900	2.6%	12,200	2.5%
Purchased Services	774,200	789,300	2.0%	804,900	2.0%
Internal Charges	2,000	2,000	0.0%	2,000	0.0%
Other Expenditures	-	-	0.0%	-	0.0%
Minor Capital & Transfer To Reserves	34,100	34,800	2.1%	35,500	2.0%
<b>Total Expenses</b>	<b>2,881,500</b>	<b>2,946,900</b>	<b>2.3%</b>	<b>3,013,900</b>	<b>2.3%</b>
<b>Revenues By Type</b>					
Activity Revenue	4,000	4,100	2.5%	4,200	2.4%
Internal Recoveries	-	-	0.0%	-	0.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	-	-	0.0%	-	0.0%
<b>Total Revenues</b>	<b>4,000</b>	<b>4,100</b>	<b>2.5%</b>	<b>4,200</b>	<b>2.4%</b>
<b>Tax Levy</b>	<b>\$2,877,500</b>	<b>\$2,942,800</b>	<b>2.3%</b>	<b>\$3,009,700</b>	<b>2.3%</b>

Human Resources

## **2021 - 2022 Budget Forecast Highlights**

- The 2021 net budget is projected to increase by 2.3% or \$ 65,300 and reflects inflationary increases to the cost of delivering services.
- The 2022 net budget is projected to increase by 2.3% or \$ 66,900 and reflects inflationary increases to the cost of delivering services.

**Program: Financial Services**

**Program Based Budget**

**2020 - 2022**

## Vision

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

## Mission

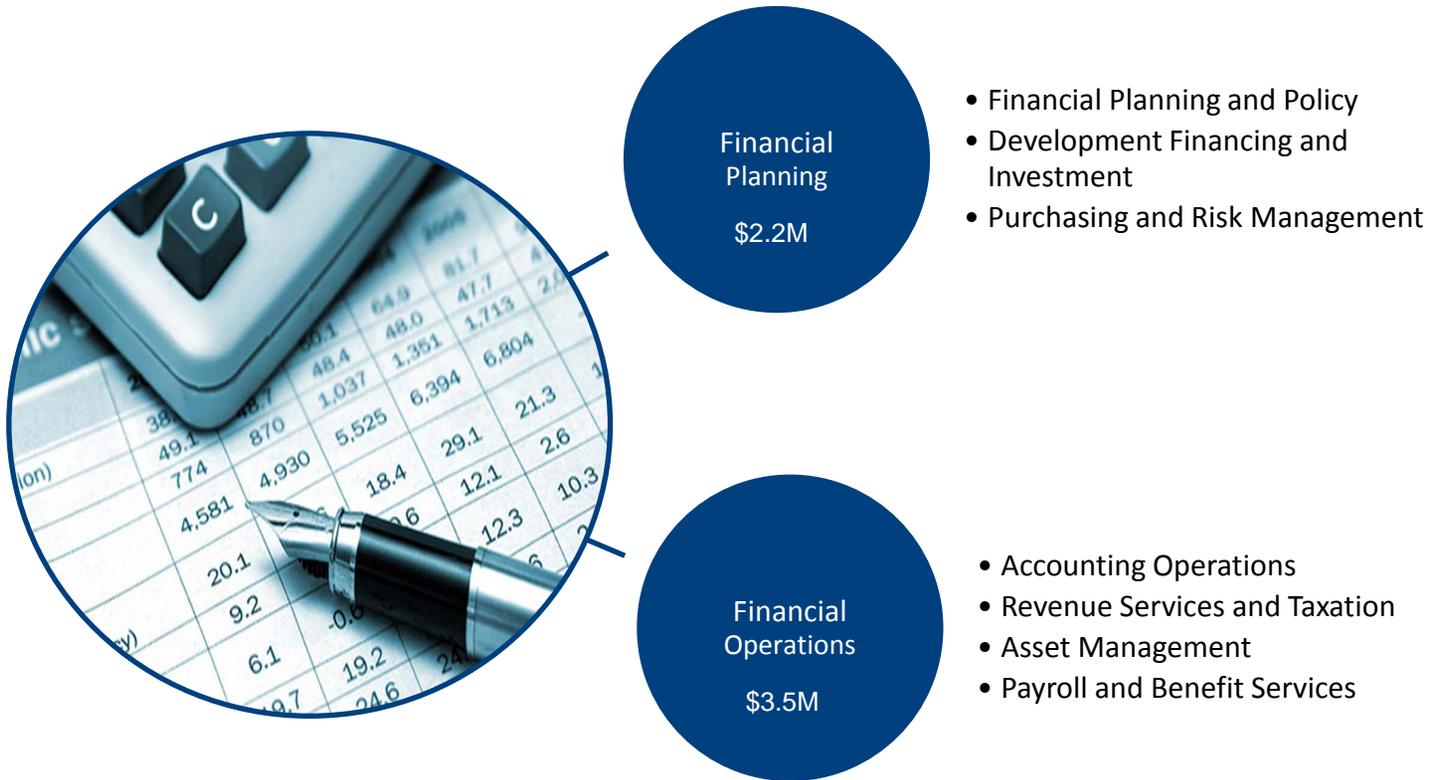
- To provide financial services to support the Corporation, in order to assist in the delivery of town programs and to ensure compliance with government policies.

## Key Initiatives

- Review impact of Bill 108 on Long Term Financial Plan.
- Develop Community Benefit Charge Strategy and By-law in accordance with Bill 108 regulations.
- Work with MPAC to ensure the town's needs are met and the tax roll is accurate.
- Continue to implement Asset Management changes related to Ministry guidelines (Reg. 588).
- Develop a Level of Service Framework as part of the Asset Management Plan.
- Prepare annual operating budget and forecast in line with Council guideline.
- Prepare Capital Budget to ensure long-term financial stability.
- Support implementation of Corporate Leadership Plan.
- Develop customized dashboards for senior management to provide key financial and program information.

## Program Services

The Financial Services teams provides professional financial and accounting, payroll and benefits, revenue and taxation, procurement and asset management support services and advice; develops financial policy and short and long-term financial plans to ensure sustainable funding for the town's programs and services; and fulfills the statutory duties of the Treasurer. The services provided are based on key operating and financial principles, which ensure fiscal responsibility, prudent financial management, compliance with legislation and regulations and corporate consistency. The Deputy Treasurer ensure that quality services are provided in a manner aligned with Council-approved policies and directions.



## Key Performance Indicators

### 1. Percentage of gross operating budget

2015	2016	2017	2018	2019
2.9%	3.0%	3.1%	3.0%	3.0%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

### 2. Percentage of total FTEs

2015	2016	2017	2018	2019
3.7%	3.6%	3.6%	3.6%	3.5%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
<b>How Calculated:</b> Total program FTEs including part-time / Total town FTEs including part-time				

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

2015	2016	2017	2018	2019
21%	21%	20%	20.59%	21.05% (Sept. 30, 2019)
<b>Why Important:</b> GFOA recommends, at a minimum, that governments regardless of size, maintain unrestricted fund balances in their general fund of no less than two months of own source revenues to provide sufficient liquidity and protect against unforeseen events. This is equivalent to approximately 17%.				
<b>How Calculated:</b> Total Stabilization Reserves divided by total town own revenue.				

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

2015	2016	2017	2018	2019
4.6%	5.3%	5.3%	4.69%	4.43% (Sept. 30, 2019)
<b>Why Important:</b> Debt service ratio is an indication of financial flexibility of the organization. The Ministry of Housing limit is 25% and Council Policy is 12%.				
<b>How Calculated:</b> Total long-term debt servicing costs divided by total own source revenue. Values are provided from the FIR.				

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

2015	2016	2017	2018	2019
67%	71%	70%	75.9%	TBD
<b>Why Important:</b> Own-source revenue is an indication of the town's ability to plan effectively and demonstrates control over own resources.				
<b>How Calculated:</b> Own-source revenue divided by total revenue, where own source revenues includes all permit, user fees and taxes collected.				

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

2015	2016	2017	2018	2019
95.9%	97.2%	97.4%	97.2%	TBD
<b>Why Important:</b> Provides an indicator of the financial health of the community at end of each fiscal year.				
<b>How Calculated:</b> (Total taxes levied in year – taxes receivable on current year levy)/Total taxes levied in year				

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

2015	2016	2017	2018	2019
-0.6%	-0.9%	-1.0%	-1.9%	TBD
<b>Why Important:</b> Ensures proper budget practices are followed and spending is in accordance with approved budget.				
<b>How Calculated:</b> Net variance on town programs excluding Corporate Revenue & Expenses/ Approved budget				

## 8. Achieve full expected life of assets

2015	2016	2017	2018	2019
76.09%	77.9%	72%	78%	83% (Sept. 30 ,2019)
<b>Why Important:</b> To ensure that all Tangible Capital Assets are set up with the correct useful life and that they are disposed of with a NBV of zero. Having the correct useful life enables the town to better plan replacements and schedule preventative maintenance and the associated costs at the correct time.				
<b>How Calculated:</b> (# of disposed assets at end of Useful Life or greater/Total # of TCA disposed * 100)				

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

2015	2016	2017	2018	2019
Achieved	Achieved	Achieved	Achieved	TBD
<b>Why Important:</b> An unqualified opinion indicates the town is preparing the financial statements in accordance with the Public Sector Accounting Standards and that there are no significant control deficiencies				
<b>How Calculated:</b> External auditors provide an opinion after the interim and final audit of the annual statements, which is presented to Council.				

## 10. Return on Investment Portfolio

2015	2016	2017	2018	2019
3.1%	3.0%	3.0%	3.05%	2.7% (Sept 30, 2019)
<b>Why Important:</b> Provides a measure of the effectiveness of the investment program to earn a reasonable rate of return on investment of its cash resources having regard to market, legislative and policy constraints. These earnings provide non-tax contributions to operations, reserve funds and trust funds.				
<b>How Calculated:</b> Average annual rate of return				

## Staffing Overview

<b>Program: Financial Services</b>	<b>2019 Approved FTE</b>	<b>2020 Adjustments</b>	<b>2020 Reallocation</b>	<b>2020 Growth and Capital</b>	<b>2020 Total FTE</b>	<b>Net Change 2020 vs 2019</b>
<b>Services/Activities:</b>						
Administration	3.3	(1.0)	(0.3)		2.0	(1.3)
Asset Management	6.0				6.0	0.0
Accounting Operations	9.0		(0.7)		8.3	(0.7)
Payroll and Benefit Services	7.0				7.0	0.0
Revenue and Taxation	10.6		1.0		11.6	1.0
Financial Planning and Policy	10.2		2.0		12.2	2.0
Development Financing and Investment	3.0				3.0	0.0
Purchasing and Risk Management	8.0				8.0	0.0
<b>Total Financial Services</b>	<b>57.1</b>	<b>(1.0)</b>	<b>2.0</b>	<b>0.0</b>	<b>58.1</b>	<b>1.0</b>

The total 2020 staff complement for Financial Services is 58.1 FTEs, which increased 1.0 FTE from 2019. As a result of the CAO's leadership review the two finance divisions were combined into one department, thereby eliminating one Director position. In Financial Planning, two positions were reallocated from the Information Systems program to assist with dashboard development and systems data analytics. Other minor staffing re-alignments between finance units were implemented to streamline roles and responsibilities.

## Program Services Budget Overview

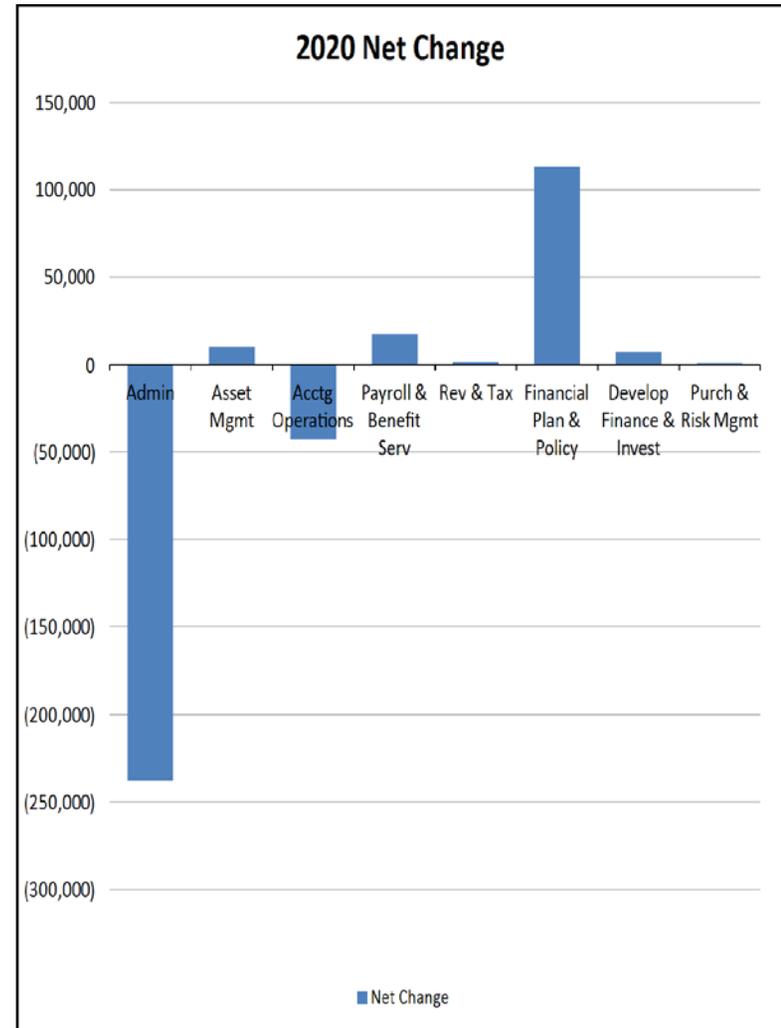
	2019 Restated Budget	Inflation & Adjustments	Budget Efficiencies	2020 Base Budget	2020 Base Increase \$	2020 Base Increase %	Capital and Growth Impact	2020 Requested Budget	2020 Requested Increase \$	2020 Requested Increase %
<b>Financial Services</b>										
Administration	602,200	(42,200)	(195,600)	364,400	(237,800)	(39.5%)	-	364,400	(237,800)	(39.5%)
Asset Management	735,800	10,300	-	746,100	10,300	1.4%	-	746,100	10,300	1.4%
Accounting Operations	926,900	(42,700)	-	884,200	(42,700)	(4.6%)	-	884,200	(42,700)	(4.6%)
Payroll & Benefit Services	758,700	17,300	-	776,000	17,300	2.3%	-	776,000	17,300	2.3%
Financial Planning & Policy	966,000	113,000	-	1,079,000	113,000	11.7%	-	1,079,000	113,000	11.7%
Revenue & Taxation	682,500	1,300	-	683,800	1,300	0.2%	-	683,800	1,300	0.2%
Development Financing & Investments	218,700	7,300	-	226,000	7,300	3.3%	-	226,000	7,300	3.3%
Purchasing & Risk Management	855,500	900	-	856,400	900	0.1%	-	856,400	900	0.1%
<b>Total Financial Services</b>	<b>\$ 5,746,300</b>	<b>\$ 65,200</b>	<b>\$ (195,600)</b>	<b>\$ 5,615,900</b>	<b>\$ (130,400)</b>	<b>-2.3%</b>	<b>\$ -</b>	<b>\$ 5,615,900</b>	<b>\$ (130,400)</b>	<b>-2.3%</b>

In 2020, the Financial Services program decreased by \$(130,400) or (2.3)% resulting in a net total budget of \$ 5,615,900. In 2019, the Financial Operations and Financial Planning divisions consolidated into one department. As a result, the director of Financial Operations position was eliminated which provides an efficiency savings of \$195,600.

Financial Services has several service areas including Administration, Asset Management, Accounting Operations, Payroll & Benefits Services, Revenue & Taxation, Financial Planning & Policy, Development Financing & Investments, Purchasing Services and Risk Management. The budget above allows for staffing and resources to provide guidance and support to front line program areas to ensure prudent financial management, compliance with legislation and regulations and long-term financial stability.

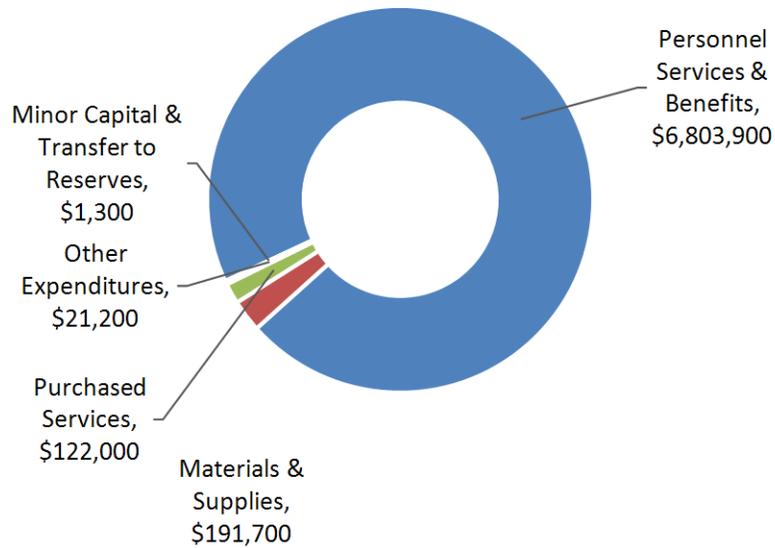
## Net Program Budget Change

- **Administration** has decreased by \$(237,800) primarily related to one position elimination, Director of Financial Operations.
- **Asset Management** has increased by \$10,300 for inflationary and step increases on salaries and benefits.
- **Accounting Operations** has decreased by \$(42,700), primarily due to one eliminated position. Personnel adjustments for inflationary increases and reallocations included.
- **Payroll & Benefit Services** has increased by \$17,300 for inflationary and step increases on salaries and benefits.
- **Revenue & Taxation** increased by \$1,300. External revenues increased to align with current trends, which is partially offset by personnel adjustments for inflationary increases and reallocations.
- **Financial Planning & Policy** increased by \$113,000, primarily related to two positions reallocated from Information Systems. Inflationary increases on personnel are also included.
- **Development Financing & Investments** increased \$7,300 for inflation on salaries and benefits. Minor reallocations included.
- **Purchasing & Risk Management** increased \$900 for inflation on salaries and benefits, along with expense reallocations.

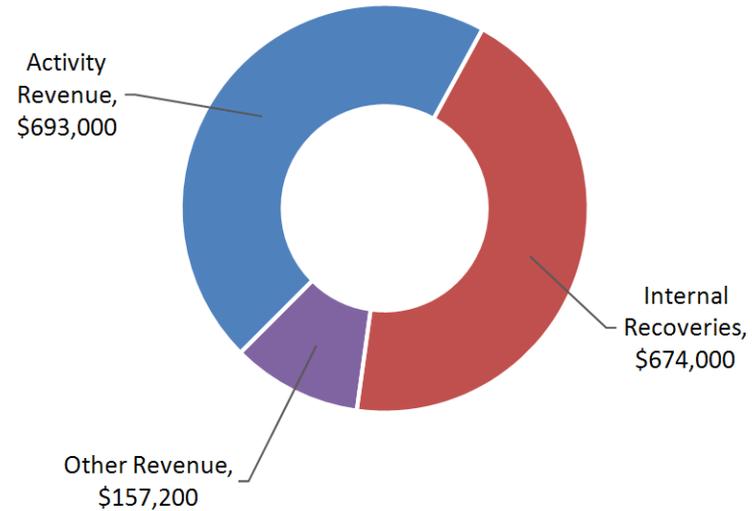


## 2020 Program Budget by Component – Net \$ 5,615,900

### 2020 Expenditures \$7.1M



### 2020 Revenues \$1.5M



In 2020, Financial Services program's total expenditures are \$7,140,100 and total revenues are \$ 1,524,200, resulting in a net budget of \$ 5,615,900. The net change from 2019 is \$(130,400) or (2.3)%. The main drivers for this change are noted in the details below:

- **Personnel Services and Benefits** is the largest component totaling \$6.8 million, representing 95% of the total gross expenditures. In 2020, personnel services increased by \$800. This includes the eliminated Director position, which mitigates compensatory increases and salary adjustments.
- **Activity Revenue** is 46% of total revenues at \$ 693,000. This includes fees for tax statements, tax special charges and ownership change fees. In 2020, revenues increased by \$43,200 to align with current trends and forecasted volumes.
- **Internal Recoveries** are 44% of total revenues at \$ 674,000. This represents capital recoveries for staff time spent on developing the 10 Year Capital Forecast, the Development Charges Study and overall capital reporting and project variance management. The budget for 2020 has increased by \$72,700 for inflation on personnel costs and minor adjustments to staffing recoveries. The increase also includes \$50,000 for the new Municipal Accommodation Tax (MAT), which was previously budgeted under Corporate Revenue.
- **Other Revenue** is 10% of total revenues at \$ 157,200. It accounts for the investment interest recovery for Development Financing & Investments.

## 2021 - 2022 Operating Budget Forecast

Financial Services	2020 Requested Budget	2021 Forecast	2020 - 2021 Change (%)	2022 Forecast	2021 - 2022 Change (%)
<b>Gross Expenditures By Service</b>					
Administration	364,400	372,800	2.3%	381,400	2.3%
Asset Management	746,100	761,400	2.1%	777,300	2.1%
Accounting Operations	884,200	903,100	2.1%	922,700	2.2%
Payroll & Benefit Services	776,000	792,900	2.2%	810,100	2.2%
Revenue & Taxation	1,423,600	1,453,600	2.1%	1,485,200	2.2%
Financial Planning & Policy	1,595,000	1,630,600	2.2%	1,667,200	2.2%
Development Financing & Investments	386,400	394,800	2.2%	403,300	2.2%
Purchasing & Risk Management	964,400	984,600	2.1%	1,005,200	2.1%
<b>Total Gross Expenditures</b>	<b>7,140,100</b>	<b>7,293,800</b>	<b>2.2%</b>	<b>7,452,400</b>	<b>2.2%</b>
<b>Tax Levy By Service</b>					
Administration	364,400	372,800	2.3%	381,400	2.3%
Asset Management	746,100	761,400	2.1%	777,300	2.1%
Accounting Operations	884,200	903,100	2.1%	922,700	2.2%
Payroll & Benefit Services	776,000	792,900	2.2%	810,100	2.2%
Revenue & Taxation	683,800	700,000	2.4%	717,500	2.5%
Financial Planning & Policy	1,079,000	1,104,300	2.3%	1,130,400	2.4%
Development Financing & Investments	226,000	234,300	3.7%	242,700	3.6%
Purchasing & Risk Management	856,400	874,400	2.1%	892,800	2.1%
<b>Total Tax Levy</b>	<b>5,615,900</b>	<b>5,743,200</b>	<b>2.3%</b>	<b>5,874,900</b>	<b>2.3%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	6,803,900	6,951,500	2.2%	7,103,700	2.2%
Materials & Supplies	191,700	195,500	2.0%	199,400	2.0%
Purchased Services	122,000	124,000	1.6%	126,200	1.8%
Internal Charges	-	-	0.0%	-	0.0%
Other Expenditures	21,200	21,500	1.4%	21,800	1.4%
Minor Capital & Transfer To Reserves	1,300	1,300	0.0%	1,300	0.0%
<b>Total Expenses</b>	<b>7,140,100</b>	<b>7,293,800</b>	<b>2.2%</b>	<b>7,452,400</b>	<b>2.2%</b>
<b>Revenues By Type</b>					
Activity Revenue	693,000	706,900	(2.0%)	721,100	(2.0%)
Internal Recoveries	674,000	686,500	1.9%	699,200	1.8%
Grants	-	-	0.0%	-	0.0%
Other Revenue	157,200	157,200	0.0%	157,200	0.0%
<b>Total Revenues</b>	<b>1,524,200</b>	<b>1,550,600</b>	<b>1.7%</b>	<b>1,577,500</b>	<b>1.7%</b>
<b>Tax Levy</b>	<b>\$5,615,900</b>	<b>\$5,743,200</b>	<b>2.3%</b>	<b>\$5,874,900</b>	<b>2.3%</b>

Financial Services

## 2021 - 2022 Budget Forecast Highlights

- The 2021 net budget is projected to increase by 2.3% or \$ 127,300 and reflects inflationary increases to the cost of delivering services.
- The 2022 net budget is projected to increase by 2.3% or \$ 131,700 and reflects inflationary increases to the cost of delivering services.

## 2020 Recommended Capital Budget

Bill 108, the More Homes, More Choice Act, 2019 introduces a new Community Benefit Charges (CBC) under the Planning Act and makes changes to the planning process, conservation authorities, endangered species legislation, environmental assessments and to the Ontario Heritage Act. The 2020 budget is to determine the impact that the CBC will have on the town and its finances.

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2020	2020
33102001	Community Benefit Charge Strategy and Bylaw	Infrastructure Renewal	100,000	
<b>TOTAL</b>			<b>100,000</b>	



**Program: Regulatory Services**

**Program Based Budget**

**2020 - 2022**

## Vision

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

## Mission

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

## Key Initiatives

- Provide legislative functions and services in accordance with provincial legislative requirements, municipal by-laws and Council direction.
- Administer marriage and lottery licences in accordance with the applicable legislation and town by-laws.
- Provide customer service related to burial permits, liquor clearances, civil marriages and Municipal Freedom of Information in accordance with the applicable legislation and town by-laws.
- Administer the corporate records management program.

## Program Services

Regulatory Services are provided by the Clerk's department and address a variety of functions in accordance with provincial legislative requirements, municipal by-laws and Council direction, including marriage and lottery licensing, Corporate Records Management, Municipal Freedom of Information administration; civil marriage services; information and customer services such as issuance of burial permits and document commissioning.



Legislative  
Services  
\$0.3M

- Corporate Records Management
- Freedom of Information
- Marriage Licences
- Burial Permits
- Civil Marriage Services
- Document Commissioning

# Key Performance Indicators

## 1. Percentage of gross operating budget

2015	2016	2017	2018	2019
0.4%	0.4%	0.4%	0.3%	0.3%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

## 2. Percentage of total FTEs

2015	2016	2017	2018	2019
1.1%	1.0%	0.4%	0.4%	0.4%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
<b>How Calculated:</b> Total program FTEs including part-time / Total town FTEs including part-time.				

## Staffing Overview

Program: Regulatory Services	2019 Approved FTE	2020 Adjustments	2020 Reallocation	2020 Growth and Capital	2020 Total FTE	Net Change 2020 vs 2019
Legislative Services	5.8				5.8	0.0
<b>Total Regulatory Services</b>	<b>5.8</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>5.8</b>	<b>0.0</b>

For 2020, the total complement for Legislative Services remains unchanged at 5.8 FTE.

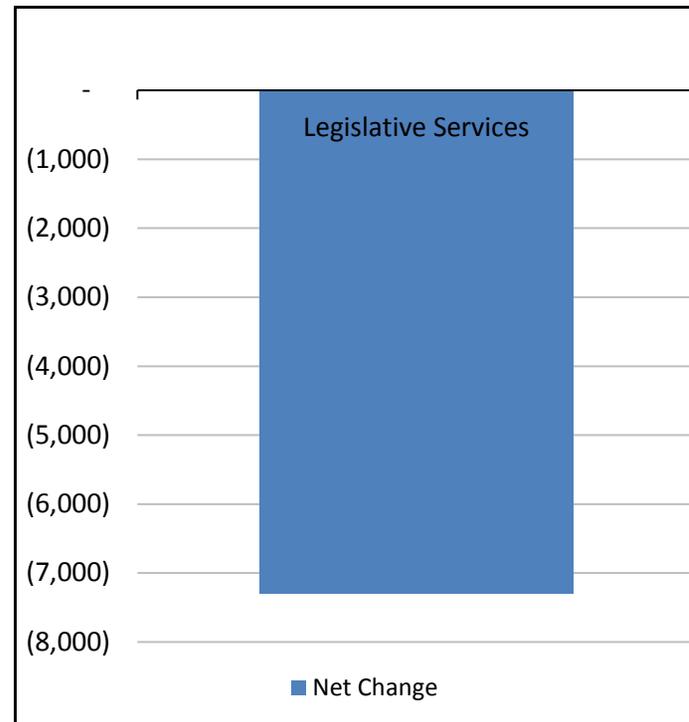
## Program Services Budget Overview

	2019 Restated Budget	Inflation & Adjustments	Budget Efficiencies	2020 Base Budget	2020 Base Increase \$	2020 Base Increase %	Capital and Growth Impact	2020 Requested Budget	2020 Requested Increase \$	2020 Requested Increase %
Regulatory Services										
Legislative Services	344,500	(7,300)	-	337,200	(7,300)	(2.1%)	-	337,200	(7,300)	(2.1%)
<b>Total Regulatory Services</b>	<b>\$ 344,500</b>	<b>\$ (7,300)</b>	<b>\$ -</b>	<b>\$ 337,200</b>	<b>\$ (7,300)</b>	<b>(2.1%)</b>	<b>\$ -</b>	<b>\$ 337,200</b>	<b>\$ (7,300)</b>	<b>(2.1%)</b>

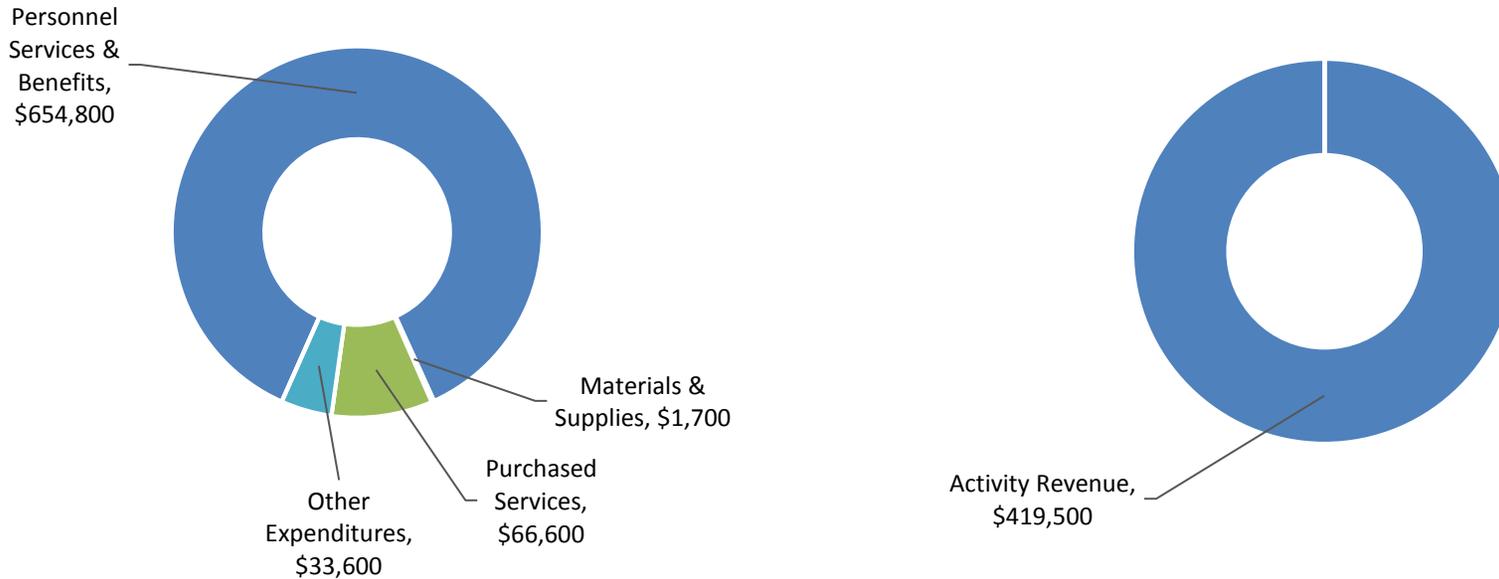
In 2020, the Regulatory Services program decreased by \$(7,300) or (2.1%) resulting in a net total budget of \$337,200. This decrease is mainly driven by service fee increases as several of these fees have not changed since 2009. These increases will bring in \$19,500 more revenue which will offset the inflationary and contractual increases of \$12,200.

## Net Program Budget Change

- **Legislative Services** has decreased by \$(7,300) driven by service fee rates adjustments which will slightly increase the revenue for the program.



## 2020 Program Budget by Component – Net \$337,200



In 2020, Regulatory Services' total expenditures is expected to be \$756,700 with a total revenue of \$ 419,500 for a net budget of \$337,200. The net change versus 2019 budget is a decrease of \$(7,300) or (2.1)%. The main drivers are the following:

- **Personnel Services and Benefits** is the largest expense component with a budget of \$654,800 which is 86% of the total expenses budgeted. For 2020, personnel costs have increased by \$12,100 or 1.6%. This is mainly driven by contractual and inflation increases for salary and benefits.
- **Activity Revenue** has increased by \$19,500 or 4.9% mainly driven by rate adjustments. Several service fees have not been increased since 2009.

## 2021 - 2022 Operating Budget Forecast

<b>Regulatory Service</b>	<b>2020 Requested Budget</b>	<b>2021 Forecast</b>	<b>2020 - 2021 Change (%)</b>	<b>2022 Forecast</b>	<b>2021 - 2022 Change (%)</b>
<b>Gross Expenditures By Service</b>					
Legislative Services	756,700	771,000	1.9%	785,900	1.9%
<b>Total Gross Expenditures</b>	<b>756,700</b>	<b>771,000</b>	<b>1.9%</b>	<b>785,900</b>	<b>1.9%</b>
<b>Tax Levy By Service</b>					
Legislative Services	337,200	343,000	1.7%	349,300	1.8%
<b>Total Tax Levy</b>	<b>337,200</b>	<b>343,000</b>	<b>1.7%</b>	<b>349,300</b>	<b>1.8%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	654,800	667,800	2.0%	681,400	2.0%
Materials & Supplies	1,700	1,700	0.0%	1,700	0.0%
Purchased Services	66,600	67,900	2.0%	69,200	1.9%
Internal Charges	-	-	0.0%	-	0.0%
Other Expenditures	33,600	33,600	0.0%	33,600	0.0%
Minor Capital & Transfer To Reserves	-	-	0.0%	-	0.0%
<b>Total Expenses</b>	<b>756,700</b>	<b>771,000</b>	<b>1.9%</b>	<b>785,900</b>	<b>1.9%</b>
<b>Revenues By Type</b>					
Activity Revenue	419,500	428,000	2.0%	436,600	2.0%
Internal Recoveries	-	-	0.0%	-	0.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	-	-	0.0%	-	0.0%
<b>Total Revenues</b>	<b>419,500</b>	<b>428,000</b>	<b>2.0%</b>	<b>436,600</b>	<b>2.0%</b>
<b>Tax Levy</b>	<b>\$337,200</b>	<b>\$343,000</b>	<b>1.7%</b>	<b>\$349,300</b>	<b>1.8%</b>

## 2021 - 2022 Budget Forecast Highlights

- The 2021 net budget is projected to increase by 1.7% or \$ 5,800 mainly due to inflation in personnel costs and contracted services.
- The 2022 net budget is projected to increase by 1.8% or \$ 6,300 mainly due to inflation.

Regulatory Services

**Program: Information Systems**

**Program Based Budget**

**2020 - 2022**

## Vision

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

## Mission

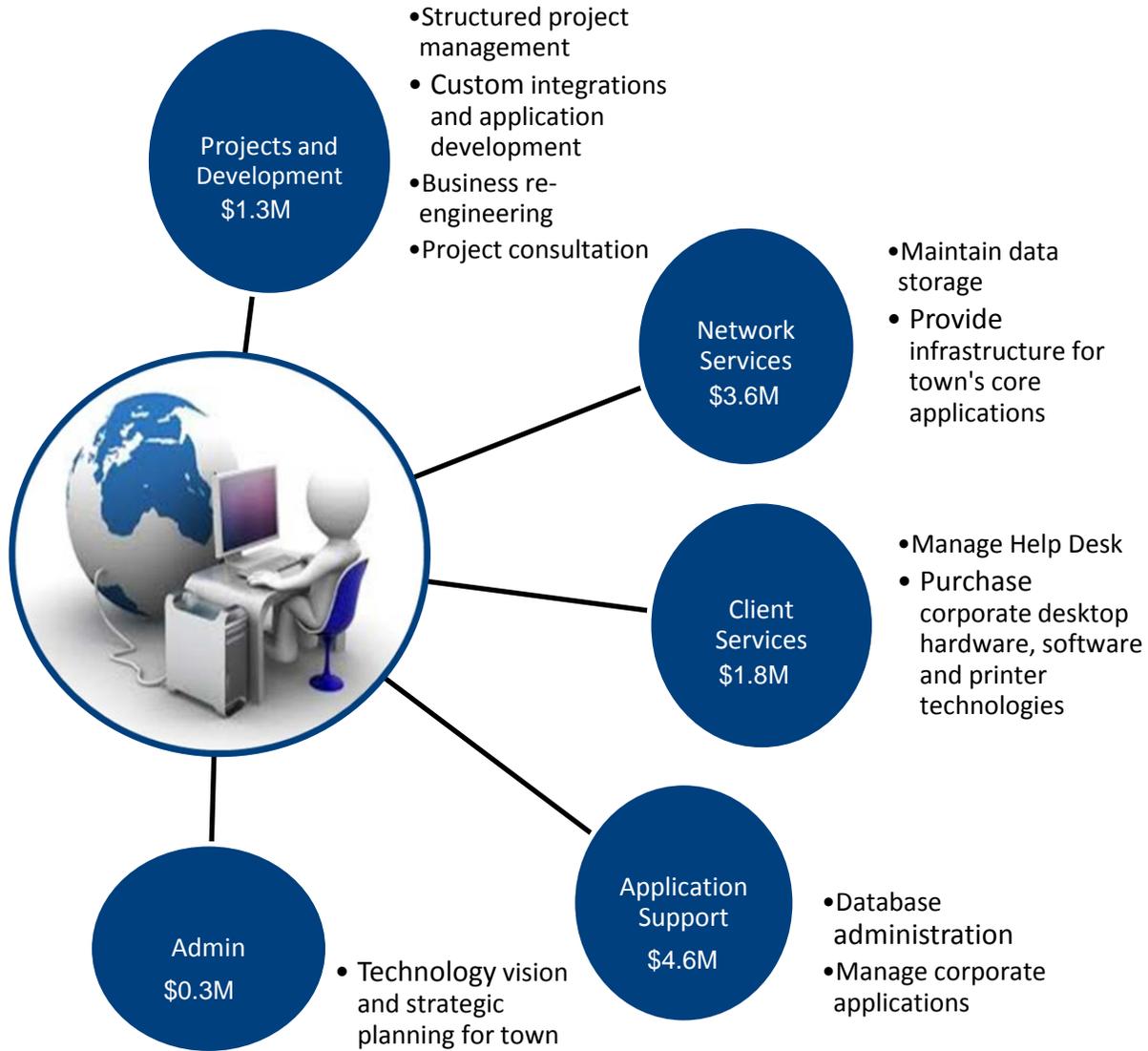
- Information Systems is a centre of expertise that adds value to the corporation through efficient, reliable services; effective and disciplined project and process management to support corporate and departmental projects; and strategic planning for the deployment of information and communications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

## Key Initiatives

- Sales Force CRM enhancements to add additional on-line service request types, link the Amanda Public Portal and Perfect Mind applications to the Sales Force Community Portal to provide streamlined Single Sign On (SSO) access and consolidated identity management across all on-line applications.
- Installation of Public WiFi, people and vehicle counters and a Parking Management System in conjunction with the Lakeshore Road revitalization. Parking availability will be available on signposts and on-line for the public.
- Finalize the installation of the Perfect Mind Recreation Registration and Facility Booking system to replace the CLASS system that has been discontinued. Recreation Back office features will go live January 1, 2021. Public facing features will go live in July 2021.
- Perform the final needs analysis for a new Tax system, with procurement in 2020, with a go live in year 2021 to replace the discontinued Open Tax software.
- Participate in the project management, telecommunications and technology support for the building of South East Community Center and Fire Station 8.

# Program Services

Information Systems provides services through the following programs:



# Key Performance Indicators

## 1. Percentage of gross operating budget

2015	2016	2017	2018	2019
4.1%	4.3%	4.5%	4.8%	4.9%
<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

2015	2016	2017	2018	2019
3.4%	3.6%	3.5%	3.5%	3.5%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
<b>How Calculated:</b> Total program FTEs including part-time / Total town FTEs including part-time.				

## 3. Percentage of calls resolved within 24 hours

2015	2016	2017	2018	2019
81.6%	81.1%	75.3%	73.6%	68.9% (est)
<b>Why Important:</b> Lower technology down time means more uptime for staff to complete duties.				
<b>How Calculated:</b> Number of calls divided by the number of those calls that were fixed within 24 hours.				
<b>Department Comment:</b> The Client Support Services labour complement was reduced by 16.6% in 2019. The 2019 estimated KPI's are lower, based on this reduction in labour and the issues identified in the 2019 budget process. Simple calls of previous years have been significantly reduced due to improvements in software and hardware quality and increases in town staff capabilities to support themselves through internet based training. Calls that are coming into the Help Desk are more complicated and precise, so it takes longer to fix these types of concerns, since external vendors are usually involved in closing the case.				

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

2015	2016	2017	2018	2019
2300 login staff 13,500 tickets	3161 login staff 17,111 tickets	3890 login staff 14,431 tickets	3078 login staff 15,405 tickets	2771 login staff 11,883 tickets
5.9 tickets per employee	5.4 tickets per employee	3.7 tickets per employee	5.0 tickets per employee	4.4 tickets per employee

**Why Important:** Demonstrates systems stability and effective support model working with increase in number of staff supported.

**How Calculated:** Number of help desk tickets created/ number of staff with login rights to give the average number of tickets per user.

**Department Comment:** The number of staff with logins has decreased in 2019 by an additional 9% due to additional offboarding processes that improved the timeliness of disabling full-time and part-time staff user accounts when they leave employment with the town, which reduces security risk to the town.

#### 5. Client satisfaction with support

2015	2016	2017	2018	2019
94% Satisfied to Very Satisfied	96% Satisfied to Very Satisfied	96% Satisfied to Very Satisfied	96% Satisfied to Very Satisfied	95% Satisfied to Very Satisfied

**Why Important:** Indicates that staff believe that IS & S can help with the technical issues and that they were satisfied with the support they received.

**How Calculated:** Stats based on online survey that is emailed after each Help Desk ticket is completed and closed.

#### 6. Internal network availability - percentage of network uptime

	2017	2018	2019
Total Time (hrs)	8760	8760	8760
# Downtime Events	55	24	4
Total Downtime (Hrs)	145	38.25	100.2
Percent Uptime	98.4%	99.57%	98.86%

**Why Important:** Network availability measures the IS Department's ability to provide robust and reliable networks, physical and virtual servers, and storage for the organization and public.

**How Calculated:** This KPI is calculated solely on non-scheduled outages impacting users. The goal is to reduce the number of down-time events by 10% and the total down-time by 10% each year.

**Department Comment:** The number of downtime events have been steadily decreasing. The 4 downtimes totaling 100 hours were due to fiber breaks, and due to redundancies in the communication systems, user impact was negligible.

## Staffing Overview

Program: Information Systems	2019 Approved FTE	2020 Adjustments	2020 Reallocation	2020 Growth and Capital	2020 Total FTE	Net Change 2020 vs 2019
Administration	2.0				2.0	0.0
Projects & Development	13.0		0.0		13.0	0.0
Network Services	14.0			1.0	15.0	1.0
Client Services	11.1		(1.0)		10.1	(1.0)
Application Services	17.0		(1.0)	2.0	18.0	1.0
<b>Total Information Systems</b>	<b>57.1</b>	<b>0.0</b>	<b>(2.0)</b>	<b>3.0</b>	<b>58.1</b>	<b>1.0</b>

The total staff complement for Information Systems has increased by 1.0 from 57.1 FTEs for 2019 to 58.1 FTEs for 2020. This is driven by the addition of 3 full-time FTEs due to operating impacts from capital projects to support the systems network and cyber security as well as e-solution initiatives. The increase was partly offset by the reallocation of 2 FTEs to Finance.

## Program Services Budget Overview

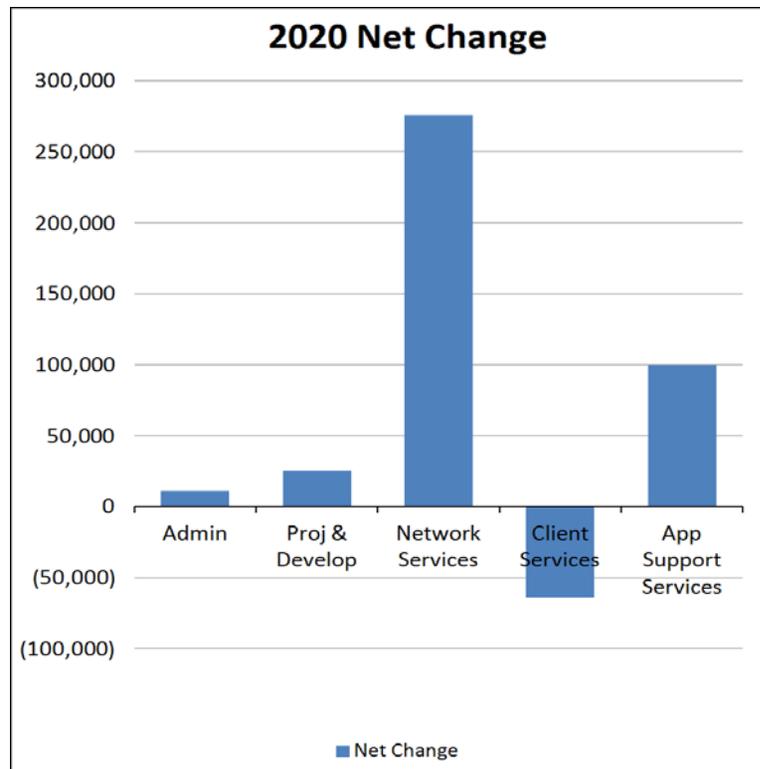
	2019 Restated Budget	Inflation & Adjustments	Budget Efficiencies	2020 Base Budget	2020 Base Increase \$	2020 Base Increase %	Capital and Growth Impact	2020 Requested Budget	2020 Requested Increase \$	2020 Requested Increase %
<b>Information Systems</b>										
Administration	306,800	11,100	-	317,900	11,100	3.6%	-	317,900	11,100	3.6%
Project & Development	1,251,100	26,900	(1,500)	1,276,500	25,400	2.0%	-	1,276,500	25,400	2.0%
Network Services	3,283,200	57,300	(75,900)	3,264,600	(18,600)	(0.6%)	294,500	3,559,100	275,900	8.4%
Application Services	4,500,400	2,400	(150,000)	4,352,800	(147,600)	(3.3%)	247,400	4,600,200	99,800	2.2%
Client Services	1,824,200	(22,600)	(50,100)	1,751,500	(72,700)	(4.0%)	9,000	1,760,500	(63,700)	(3.5%)
<b>Total Information Systems</b>	<b>\$ 11,165,700</b>	<b>\$ 75,100</b>	<b>\$ (277,500)</b>	<b>\$ 10,963,300</b>	<b>\$ (202,400)</b>	<b>(1.8%)</b>	<b>\$ 550,900</b>	<b>\$ 11,514,200</b>	<b>\$ 348,500</b>	<b>3.1%</b>

The 2020 budget increased by \$348,500 or 3.1% over 2019, resulting in a net total budget of \$11,514,200. The main driver of the increase is growth and operating impacts of recently or soon to be completed capital projects with a total of \$550,900 increase or 4.9%. This amount includes \$215,300 related to a partial year of personnel costs for the 3 additional staffing noted above, \$275,600 for software licenses and ongoing maintenance related to new systems, and \$60,000 related to town growth as specific software licensing costs are driven by headcount and the overall town's gross expenditure budget. Without capital and growth impacts the base budget was reduced by \$202,400 resulting in a (1.8%) decrease due to efficiency savings of \$277,500 found from a line by line review of maintenance contracts. The base budget also includes \$75,100 or 0.7% for contractual and inflationary increases which was partly offset by staff reallocation to Finance.

Information Systems

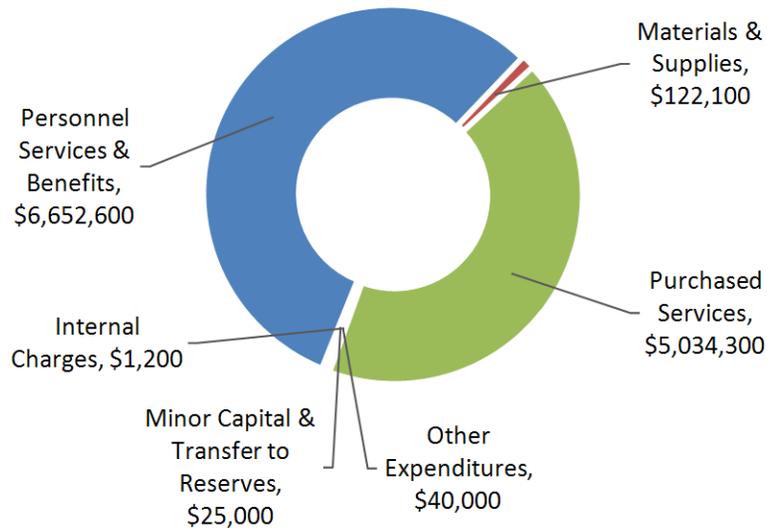
## Net Program Budget Change

- **Administration** has increased by \$11,100 mainly driven by contractual and inflationary increases for salary and benefits.
- **Project and Development** has increased by \$25,400 mainly driven by inflationary and contractual increase for salary and benefits.
- **Network Services** has increased by \$275,900 mainly driven by capital impacts of \$294,500 which is partly offset by software maintenance efficiency savings of \$75,900.
- **Client Services** has decreased by (\$63,700) mainly driven by cost realignment of \$38,900 and software maintenance efficiency savings of \$50,100.
- **Application Support Services** has increased by \$99,800 mainly driven by growth of \$60,000 reflected under software licenses and capital impacts of \$187,400. Also included are contractual and inflation increases and cost realignments. These were partly offset by efficiency savings of \$150,000.

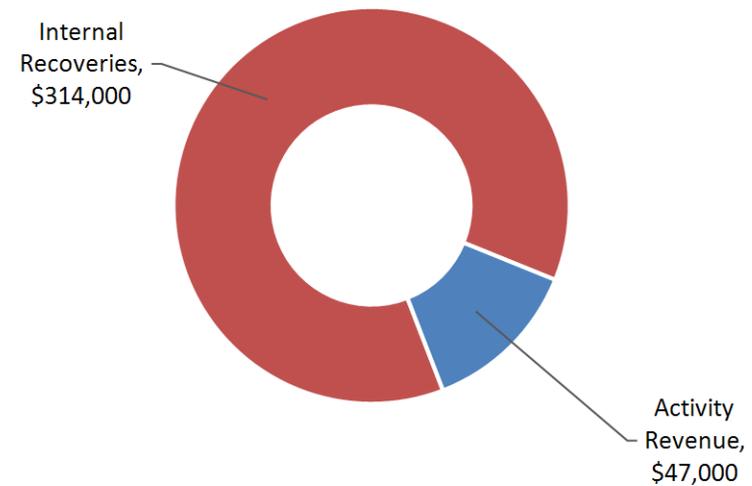


## 2020 Program Budget by Component – Net \$11,514,200

### 2020 Expenditures \$11.9M



### 2020 Revenues \$0.4M



- **Personnel Services and Benefits** is the largest cost component of the budget at \$6.7 million representing 56% of the total gross expenditures for this program. Personnel costs have increased by \$276,800 primarily due to inflation and contractual increases for staff salaries and benefits and the additional FTE due to operating impacts from capital projects \$215,300. This was partly offset by the full year impact of staff moved to the Finance area in 2019.
- **Purchased Services** is the second largest cost component with just over \$5 million or 42% of the total gross expenditures for this program. Purchased services has increased by \$70,100 primarily due to an additional \$270,600 of software maintenance and licensing coming from operating impacts from existing capital projects. An additional \$60,000 of costs directly linked to the overall town growth (total expenditures increases as well as increase in headcount is included). These were offset by efficiency savings of \$277,500 coming from line by line review of our software maintenance expenses.
- **Activity Revenue** has not changed from 2019 and remains at \$47,000 mainly coming from services provided to third party entities while they use the town's facilities.
- **Internal Recoveries** has increased by \$3,400 driven by contractual in inflationary increases.

## 2021 - 2022 Operating Budget Forecast

Information Systems	2020 Requested Budget	2021 Forecast	2020 - 2021 Change (%)	2022 Forecast	2021 - 2022 Change (%)
<b>Gross Expenditures By Service</b>					
Administration	362,900	370,900	2.2%	379,100	2.2%
Project & Development	1,531,500	1,565,100	2.2%	1,600,800	2.3%
Network Services	3,559,100	3,637,400	2.2%	3,706,400	1.9%
Client Services	1,760,500	1,800,100	2.2%	1,838,000	2.1%
Application Services	4,661,200	4,972,200	6.7%	5,320,300	7.0%
<b>Total Gross Expenditures</b>	<b>11,875,200</b>	<b>12,345,700</b>	<b>4.0%</b>	<b>12,844,600</b>	<b>4.0%</b>
<b>Tax Levy By Service</b>					
Administration	317,900	325,900	2.5%	334,100	2.5%
Project & Development	1,276,500	1,305,000	2.2%	1,335,500	2.3%
Network Services	3,559,100	3,637,400	2.2%	3,706,400	1.9%
Client Services	1,760,500	1,800,100	2.2%	1,838,000	2.1%
Application Services	4,600,200	4,911,200	6.8%	5,259,300	7.1%
<b>Total Tax Levy</b>	<b>11,514,200</b>	<b>11,979,600</b>	<b>4.0%</b>	<b>12,473,300</b>	<b>4.1%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	6,652,600	6,838,900	2.8%	6,977,800	2.0%
Materials & Supplies	122,100	124,500	2.0%	127,000	2.0%
Purchased Services	5,034,300	5,315,300	5.6%	5,672,000	6.7%
Internal Charges	1,200	1,200	0.0%	1,200	0.0%
Other Expenditures	40,000	40,800	2.0%	41,600	2.0%
Minor Capital & Transfer To Reserves	25,000	25,000	0.0%	25,000	0.0%
<b>Total Expenses</b>	<b>11,875,200</b>	<b>12,345,700</b>	<b>4.0%</b>	<b>12,844,600</b>	<b>4.0%</b>
<b>Revenues By Type</b>					
Activity Revenue	47,000	47,000	0.0%	47,000	0.0%
Internal Recoveries	314,000	319,100	1.6%	324,300	1.6%
Grants	-	-	0.0%	-	0.0%
Other Revenue	-	-	0.0%	-	0.0%
<b>Total Revenues</b>	<b>361,000</b>	<b>366,100</b>	<b>1.4%</b>	<b>371,300</b>	<b>1.4%</b>
<b>Tax Levy</b>	<b>\$11,514,200</b>	<b>\$11,979,600</b>	<b>4.0%</b>	<b>\$12,473,300</b>	<b>4.1%</b>

## 2021 - 2022 Budget Forecast Highlights

- The 2021 net budget is projected to increase by \$465,400 or 4.0% from 2020. It includes inflationary increases of \$231,300 or 2% as well as impacts from capital for additional software maintenance resulting from new initiatives of \$271,200.
- The 2022 net budget is projected to increase by \$493,700 or 4.1% from 2021. It primarily reflects inflationary increases of \$242,700 and capital project impacts of \$244,000.

\*Note: Some of the operating impacts for 2021 and 2022 have not been updated and still reflect the project timing from the 2019-2028 capital forecast.

## 2020 Recommended Capital Budget

The capital budget for Information Systems ensures that software and supporting hardware are kept current to ensure the town's information management runs seamlessly and efficiently. Application infrastructure refreshes are planned on the Storage Area Network, corporate GIS system, SharePoint and Firewall. Other projects include Active Network Class Registration and Booking System Replacement, fiber installation at various locations and Amanda tax system replacement. The operating impacts shown include costs for various software licensing.

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2020	2020
36101505	Active Network Class Registration and Booking System	Infrastructure Renewal	587,000	
36101602	Electronic Agenda Management	Infrastructure Renewal	100,000	12,500
36101704	Wireless Upgrade and Enhancement	Infrastructure Renewal	141,000	10,800
36101707	CCTV Security Technologies	Infrastructure Renewal	70,000	15,500
36101709	Amanda System Upgrade and Enhancement	Infrastructure Renewal	50,000	20,000
36101802	IS Service Improvement	Infrastructure Renewal	60,000	
36101804	GIS Infrastructure Refresh	Infrastructure Renewal	51,000	
36101811	Share Point Upgrade and Enhancements	Strategic Priorities	50,000	
36101814	Point of Sale Terminals Expansion and Refresh	Strategic Priorities	106,000	
36101902	Sharepoint Infrastructure Refresh	Infrastructure Renewal	202,000	
36101903	Storage Area Network Refresh	Infrastructure Renewal	75,000	
36101905	Radio System Replacement & Integrated AVL	Infrastructure Renewal	50,000	
36101915	Amanda Tax System Replacement	Infrastructure Renewal	500,000	
36101916	Corporate Document Management	Strategic Priorities	50,000	
36101917	GIS System Data Services	Infrastructure Renewal	100,000	
36101918	Corporate Information System (CIS)	Infrastructure Renewal	126,000	
36101919	Hardware Evergreening	Infrastructure Renewal	1,081,000	
36101920	Networking Infrastructure	Infrastructure Renewal	312,000	
36102001	Library ILS Infrastructure Refresh	Infrastructure Renewal	51,000	
36102003	Cyber Security	Strategic Priorities	317,000	
36102004	Traffic Signal Network Maintenance and Upgrade	Infrastructure Renewal	126,000	108,200
36102005	Fiber Installation/Termination, Various Locations	Infrastructure Renewal	200,000	
36102006	Misc Sustainment for Corporate Applications	Infrastructure Renewal	221,000	
<b>TOTAL</b>			<b>4,626,000</b>	<b>167,000</b>

**Technology Initiatives in Other Programs:**

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

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2020	2020
21101801	Web Based Services - Ph2	Strategic Priorities	494,000	
22101701	Energy Management System Solution	Strategic Priorities	373,000	35,000
36101906	Salesforce Upgrade and Enhancement	Infrastructure Renewal	312,000	
42101916	Energy Management Large Buildings	Infrastructure Renewal	244,000	(18,300)
43301802	Fire Station #8	Growth	3,256,000	1,426,600
43301903	Fire Dispatch Centre Equipment Replacement	Infrastructure Renewal	50,000	
43301904	Portable Radio Equipment	Infrastructure Renewal	25,000	
46601701	South East Community Centre	Community Enhancements	7,076,000	678,400
46632005	Repurpose Shooter Pads to Multipurpose Space	Infrastructure Renewal	300,000	
47801901	Museum - Coach House Renovation	Infrastructure Renewal	250,000	
51611902	Traffic Signal Interconnect	Infrastructure Renewal	60,000	
53311713	Speers Rd Phase 2 - Widening & AT	Growth	4,750,000	
53311901	Signal Optimization Program	Growth	100,000	
53321504	Downtown Lakeshore - Reconstruction/Streetscape	Strategic Priorities	10,792,000	
53511904	Parking Garage - Rehab - FCM	Enterprise Initiatives	48,000	
53512001	AIMS Parking System Enhancements	Enterprise Initiatives	173,000	
53521503	Parking LPR Equipment and Software	Enterprise Initiatives	130,000	(7,700)
53522001	Replace Handhelds and Software	Enterprise Initiatives	40,000	
53612001	Online Licensing and Self Serve	Strategic Priorities	191,000	
54212003	Video Display Wall LED Conversion	Strategic Priorities	329,000	(17,600)
54412003	Electric Bus Charging Infrastructure-Light Duty	Strategic Priorities	100,000	
54422001	Real-time Scheduling Upgrade & App	Strategic Priorities	377,000	(4,900)
54422002	Facility & Onboard WiFi w Automated Video	Strategic Priorities	558,000	45,800
54422003	ITS Infrastructure Upgrade & Cellular	Strategic Priorities	523,000	66,400
54422004	Bus Activity Real Time Data Feed	Strategic Priorities	43,000	
62102001	Plan-It E-services	Strategic Priorities	1,404,000	
63101201	Amanda Module Enhancements	Infrastructure Renewal	100,000	
<b>TOTAL</b>			<b>32,098,000</b>	<b>2,203,700</b>

**Program: Legal Services**  
**Program Based Budget**  
**2020 - 2022**

## Vision

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

## Mission

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

## Key Initiatives

- The Legal Department will vigorously defend and advance the town's position and interests as directed by Council in planning and development matters, including any hearings and litigation that may arise, ranging from minor variance appeals to significantly complex files, such as the proposed redevelopment of the Glen Abbey Golf Course.
- The Legal Department and its Realty Services section will continue to review and monitor development applications in order to maximize cash in lieu of parkland dedication entitlements to the municipality pursuant to the Planning Act and town by-laws.
- The Legal Department and its Realty Services section provide on-going service and advice in respect of the town's interests in land, including overseeing its portfolio of licences and leasehold interests.
- The Legal Department and its Realty Services section will complete a number of strategic acquisitions for municipal purposes, including acquisitions, and where necessary expropriations, to facilitate road widenings and other approved capital projects.

## Program Services

The Legal Services program provides a full range of professional services and advice to Council and to all departments of the municipal corporation, with expertise in the fields of municipal and planning law and real estate transactions, to facilitate legally supportable decisions and actions and manage risks to the municipality.



## Key Performance Indicators

### 1. Percentage of gross operating budget

2015	2016	2017	2018	2019
1.0%	1.0%	1.0%	1.0%	1.0%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the Town.				
<b>How Calculated:</b> Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

### 2. Percentage of total FTEs

2015	2016	2017	2018	2019
0.5%	0.6%	0.6%	0.6%	0.6%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
<b>How Calculated:</b> Total program FTEs including part-time / Total town FTEs including part-time.				

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

2015	2016	2017	2018	2019
28	39	9	7	16 (Oct. 31, 2019)
<b>Why Important:</b> Monitors the proportion of proceedings resolved to the satisfaction of the Town without incurring additional litigation costs.				
<b>How Calculated:</b> Total number of settled proceedings (excluding insured claims) for year to date.				

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

2015	2016	2017	2018	2019
\$10,638,171	\$7,040,902	\$2,544,359	\$2,406,300	\$23,035,243 (Oct. 31, 2019)
<b>Why Important:</b> Monitors the value of cash in lieu of parkland dedication entitlements identified by Realty Services.				
<b>How Calculated:</b> Total value of all cash-in-lieu of parkland dedication entitlements identified by Realty Services for year to date.				

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

2015	2016	2017	2018	2019
91%	96%	84%	93%	91% (Oct. 31, 2019)
<b>Why Important:</b> Monitors the proportion of offences resulting in by-law compliance and/or conviction for non-compliance.				
<b>How Calculated:</b> Total number of proceedings resulting in by-law compliance and/or convictions / Total number of court dispositions for year to date.				

## Staffing Overview

Program: Legal Services	2019 Approved FTE	2020 Adjustments	2020 Reallocation	2020 Growth and Capital	2020 Total FTE	Net Change 2020 vs 2019
Legal Services	8.7				8.7	0.0
Realty Services	1.0				1.0	0.0
Corporate Hearings & Litigation	0.0				0.0	0.0
<b>Total Legal Services</b>	<b>9.7</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>9.7</b>	<b>0.0</b>

The staff complement for Legal Services remains unchanged from 2019 at 9.7 FTE's.

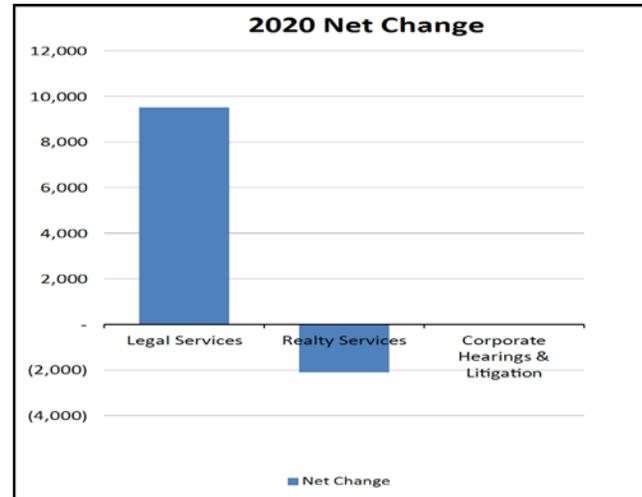
## Program Services Budget Overview

	2019 Restated Budget	Inflation & Adjustments	Budget Efficiencies	2020 Base Budget	2020 Base Increase \$	2020 Base Increase %	Capital and Growth Impact	2020 Requested Budget	2020 Requested Increase \$	2020 Requested Increase %
<b>Legal Services</b>										
Legal Services	1,531,400	9,500	-	1,540,900	9,500	0.6%	-	1,540,900	9,500	0.6%
Realty Services	249,600	(2,100)	-	247,500	(2,100)	(0.8%)	-	247,500	(2,100)	(0.8%)
Corporate Hearings & Litigation	500,000	-	-	500,000	0	0.0%	-	500,000	0	0.0%
<b>Total Legal Services</b>	<b>\$ 2,281,000</b>	<b>\$ 7,400</b>	<b>\$ -</b>	<b>\$ 2,288,400</b>	<b>\$ 7,400</b>	<b>0.3%</b>	<b>\$ -</b>	<b>\$ 2,288,400</b>	<b>\$ 7,400</b>	<b>0.3%</b>

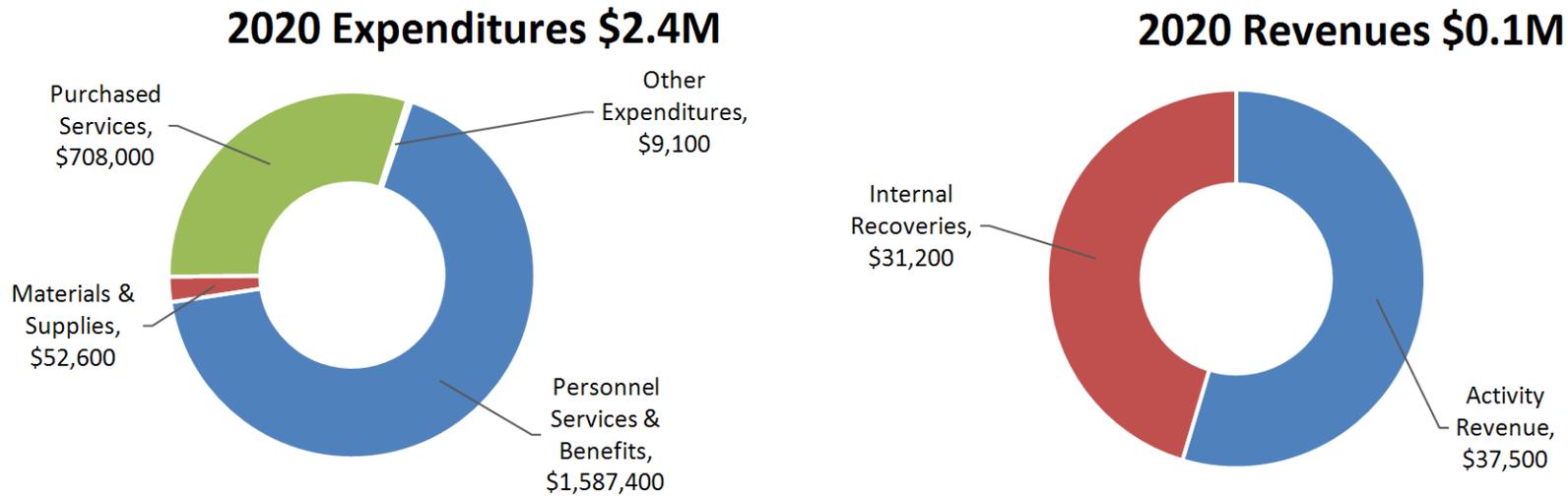
Overall, Legal Services has a net budget of \$2,288,400 which is an increase of \$7,400 or 0.3%. Legal Services represents the largest portion of the budget at \$1.5 million which are the costs of providing professional services and advice to Council and to all departments of the municipal corporation with expertise in the fields of municipal and planning law. Corporate Hearings and Litigation is the second largest component of the budget at \$0.5 million and represents the funds used for major hearings and litigation. Realty Services are budgeted at \$0.2 million and include the costs of providing real estate services for the town.

## Net Program Budget Change

- **Legal Services** has increased \$9,500 primarily for inflation to salaries and benefits, offset with reductions made for postage, professional fees, and registration and filing fees.
- **Realty Services** has decreased \$(2,100) for reductions to professional fees associated with realty consultant reports and other realty activities and the recovery associated has been reduced.
- **Corporate Hearings & Litigation** budget has remained the same. Any shortfalls will be funded from the Rate Stabilization reserve.



## 2020 Program Budget by Component - \$2,288,400



In 2020, the Legal Services program's total expenditures are \$2,357,100 and total revenues are \$68,700, resulting in a net budget of \$2,288,400. The net change from the prior year is \$7,400 or 0.3%. The main drivers for this change are noted in the details below:

- **Personnel Services and Benefits** is the largest component of the budget at \$1.6 million, representing 67% of the total gross expenditures. In 2020, personnel costs have increased by \$14,100, primarily due to inflationary increases on salaries and benefits.
- **Purchased Services** is the second largest component of the budget at \$0.7 million and is mainly the cost of external legal and consulting services. The budget decreased by \$15,800 for reductions to professional fees for appraisal costs and other fees related to realty activities and the associated recovery has been reduced.
- **Materials & Supplies** is the third largest component with a budget of \$0.05 million. The budget decreased by \$400 for decreases made to postage and courier fees.
- **Activity revenue** has decreased by \$11,000 for the external recoveries related to the professional fee decrease for Realty Services appraisal costs.

## 2021 - 2022 Operating Budget Forecast

	2020 Requested Budget	2021 Forecast	2020 - 2021 Change (%)	2022 Forecast	2021 - 2022 Change (%)
<b>Legal Services</b>					
<b>Gross Expenditures By Service</b>					
Legal Services	1,574,600	1,612,300	2.4%	1,651,800	2.4%
Realty Services	282,500	288,700	2.2%	295,000	2.2%
Corporate Hearings & Litigation	500,000	510,000	2.0%	520,200	2.0%
<b>Total Gross Expenditures</b>	<b>2,357,100</b>	<b>2,411,000</b>	<b>2.3%</b>	<b>2,467,000</b>	<b>2.3%</b>
<b>Tax Levy By Service</b>					
Legal Services	1,540,900	1,577,900	2.4%	1,617,300	2.5%
Realty Services	247,500	253,700	2.5%	260,000	2.5%
Corporate Hearings & Litigation	500,000	510,000	2.0%	520,200	2.0%
<b>Total Tax Levy</b>	<b>2,288,400</b>	<b>2,341,600</b>	<b>2.3%</b>	<b>2,397,500</b>	<b>2.4%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	1,587,400	1,625,100	2.4%	1,665,500	2.5%
Materials & Supplies	52,600	54,400	3.4%	55,400	1.8%
Purchased Services	708,000	722,200	2.0%	736,600	2.0%
Internal Charges	-	-	0.0%	-	0.0%
Other Expenditures	9,100	9,300	2.2%	9,500	2.2%
Minor Capital & Transfer To Reserves	-	-	0.0%	-	0.0%
<b>Total Expenses</b>	<b>2,357,100</b>	<b>2,411,000</b>	<b>2.3%</b>	<b>2,467,000</b>	<b>2.3%</b>
<b>Revenues By Type</b>					
Activity Revenue	37,500	37,600	0.3%	37,700	0.3%
Internal Recoveries	31,200	31,800	1.9%	31,800	0.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	-	-	-	-	0.0%
<b>Total Revenues</b>	<b>68,700</b>	<b>69,400</b>	<b>1.0%</b>	<b>69,500</b>	<b>0.1%</b>
<b>Tax Levy</b>	<b>\$2,288,400</b>	<b>\$2,341,600</b>	<b>2.3%</b>	<b>\$2,397,500</b>	<b>2.4%</b>

## 2021 - 2022 Budget Forecast Highlights

- The 2021 net budget is projected to increase by \$53,200 or 2.3% from 2020. It primarily reflects inflationary increases.
- The 2022 net budget is projected to increase by \$55,900 or 2.4% from 2021. It primarily reflects inflationary increases.

Legal Services

**Program: Facilities and Construction Management**

**Program Based Budget**

**2020 - 2022**

## Vision

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

## Mission

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

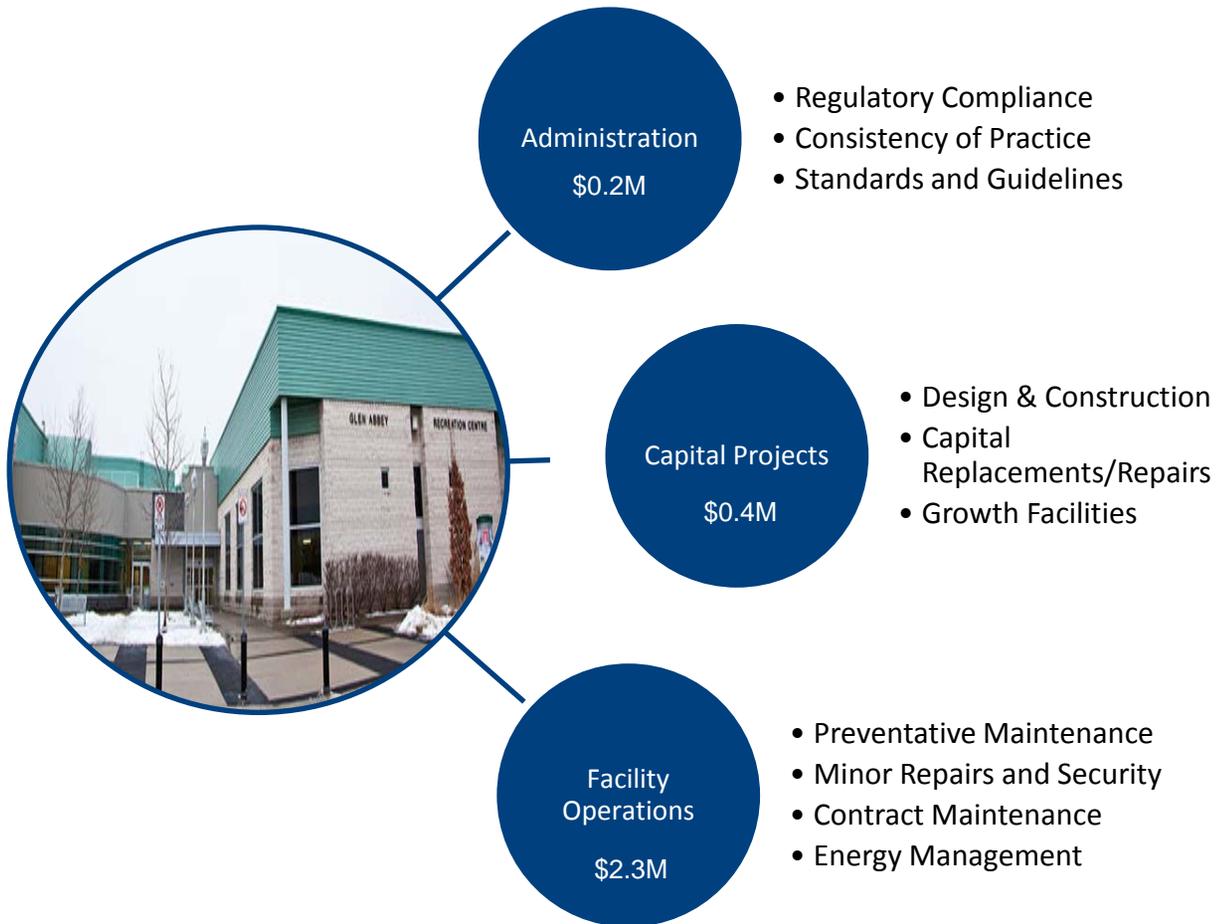
## Key Initiatives

- Complete construction on the new South East Community Centre with a 25 metre pool and adjacent park; complete construction of the new fire station 8 on Bronte Road; provide life safety improvements to the designated Metro Marine building in Bronte Harbour; complete the ice slab replacement and building updates to the River Oaks Community Centre; complete renovations to the Glen Abbey Library Branch including a new Creation Hub; and complete planned state of good repair and capital replacement projects.
- Conduct accessibility audits and structural audits for all public facing, larger facilities.

# Program Services

The Facilities and Construction Management (FCM) department is responsible for the design, construction, commissioning, capital replacements, maintenance, repair and demolition of all town buildings. The Town of Oakville has a large and growing facility portfolio. In the past five years, the town has built, acquired and demolished several properties, leaving our building stock portfolio at about 2.1M sq. ft. of building area.

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



# Key Performance Indicators

## 1. Percentage of gross operating budget

2015	2016	2017	2018	2019
1.8%	1.8%	1.8%	1.8%	1.8%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

## 2. Percentage of total FTEs

2015	2016	2017	2018	2019
1.4%	1.4%	1.4%	1.3%	1.3%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff FTEs against the total Town FTEs.				
<b>How Calculated:</b> Total program FTEs including part-time / Total town FTEs including part-time				

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

2015	2016	2017	2018	2019
1 Order received / 1 Order resolved within prescribed timeline	5 orders received / 4 Orders resolved within prescribed timeline / 1 Order did not meet the prescribed timeline but has been resolved.	6 Order received / 5 Order resolved within prescribed timeline / 1 Order did not meet the prescribed timeline but has been resolved.	7 Order received / 7 Order resolved within prescribed timeline	2 Order received / 2 Order resolved within prescribed timeline (Sept. 30, 2019)
<b>Why Important:</b> Measures our ability to achieve compliance within prescribed time frames. The measure also indicates whether or not our managed facilities are safe and compliant.				
<b>How Calculated:</b> Tracks total orders received vs. response time to bring into compliance. Authorities include, but not limited to, Electrical Safety Authority (ESA), Technical Standards and Safety Authority (TSSA), Ministry of Environment (MOE), Ministry of Health (MOH), Ministry of Labour (MOL).				

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

2015	2016	2017	2018	2019
\$4,896,986 / 902,442 s.f. = \$5.43 psf	\$4,823,763 / 1,043,177 s.f. = \$4.62 psf	\$4,765,001 / 1,039,200 s.f. = \$4.59 psf	\$5,221,905 / 1,095,375 s.f. = \$4.77 psf	\$5,163,490 / 1,111,823 s.f. = \$4.64 psf (Sept. 30, 2019)
<b>Why Important:</b> Determines the total cost of providing facility operations and can be compared both to other organizations as well as year over year. Includes utilities, maintenance costs and staffing.				
<b>How Calculated:</b> Total Operating Costs divided by gross square footage managed. Does not include capital repair and replacement costs.				

## Staffing Overview

Program: Facilities & Construction Mgmt	2019 Approved FTE	2020 Adjustments	2020 Reallocation	2020 Growth and Capital	2020 Total FTE	Net Change 2020 vs 2019
Administration	3.0		(2.0)		1.0	(2.0)
Capital Projects	9.0		2.0		11.0	2.0
Facility Operations	9.0				9.0	0.0
<b>Total Facilities &amp; Construction Mgmt</b>	<b>21.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>21.0</b>	<b>0.0</b>

The total staff complement for Facilities & Construction Management remains at 21.0 FTEs for 2020. The Administrative Assistant and Project Clerk positions were converted to two Project Coordinators, New Construction. Both positions were reallocated from Administration to Capital Projects.

## Program Services Budget Overview

	2019 Restated Budget	Inflation & Adjustments	Budget Efficiencies	2020 Base Budget	2020 Base Increase \$	2020 Base Increase %	Capital and Growth Impact	2020 Requested Budget	2020 Requested Increase \$	2020 Requested Increase %
<b>Facilities &amp; Construction Management</b>										
Administration	382,000	4,900	(158,800)	228,100	(153,900)	(40.3%)	-	228,100	(153,900)	(40.3%)
Capital Projects	350,000	1,300	40,100	391,400	41,400	11.8%	-	391,400	41,400	11.8%
Facilities Operations	2,199,400	238,800	(97,200)	2,341,000	141,600	6.4%	-	2,341,000	141,600	6.4%
<b>Total Facilities &amp; Construction Management</b>	<b>\$ 2,931,400</b>	<b>\$ 245,000</b>	<b>\$ (215,900)</b>	<b>\$ 2,960,500</b>	<b>\$ 29,100</b>	<b>1.0%</b>	<b>\$ -</b>	<b>\$ 2,960,500</b>	<b>\$ 29,100</b>	<b>1.0%</b>

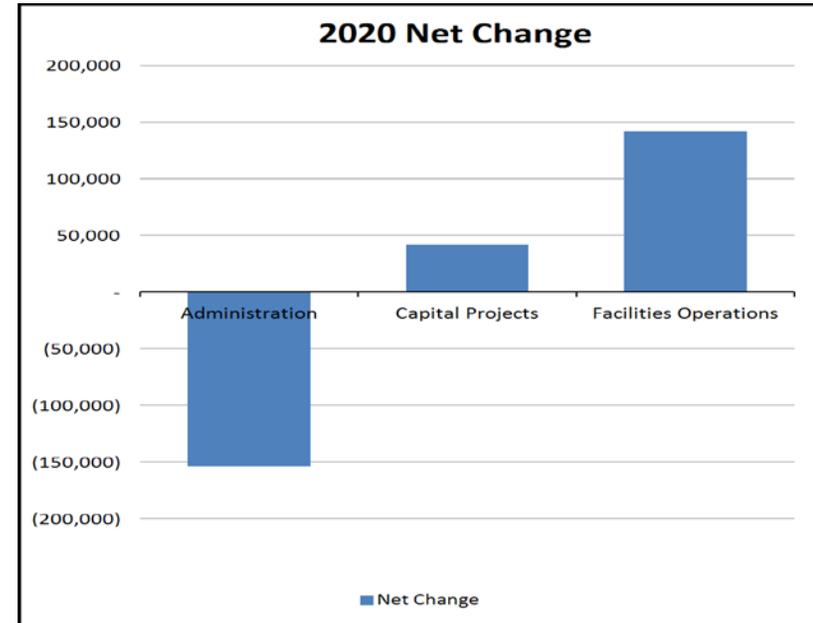
In 2020, the Facilities and Construction Management program increased by \$29,100 or 1.0% resulting in a net total budget of \$ \$2,960,500. Facilities Operations represents the largest portion of the budget at \$2.3 million and includes costs of managing facility operations at Town Hall, Oakville Public Libraries, Oakville Transit, Central Operations and North Depot operations. Administration and Capital Projects make up the remainder of the net budget at \$0.6 million and represents the costs for project management of the construction of new buildings and capital replacements as well as coordinating town-wide compliance with accessibility and environmental legislation, energy management and the management of designated substances in buildings.

Base budget efficiencies of \$118,700 were achieved through the conversion of two administrative positions to two Project Coordinators for New Construction, both positions funded primarily through capital recoveries. As well, the energy management capital project that replaced the Building Automation System at town hall provides for more efficient use of energy and gas, resulting in budgeted savings of \$97,200.

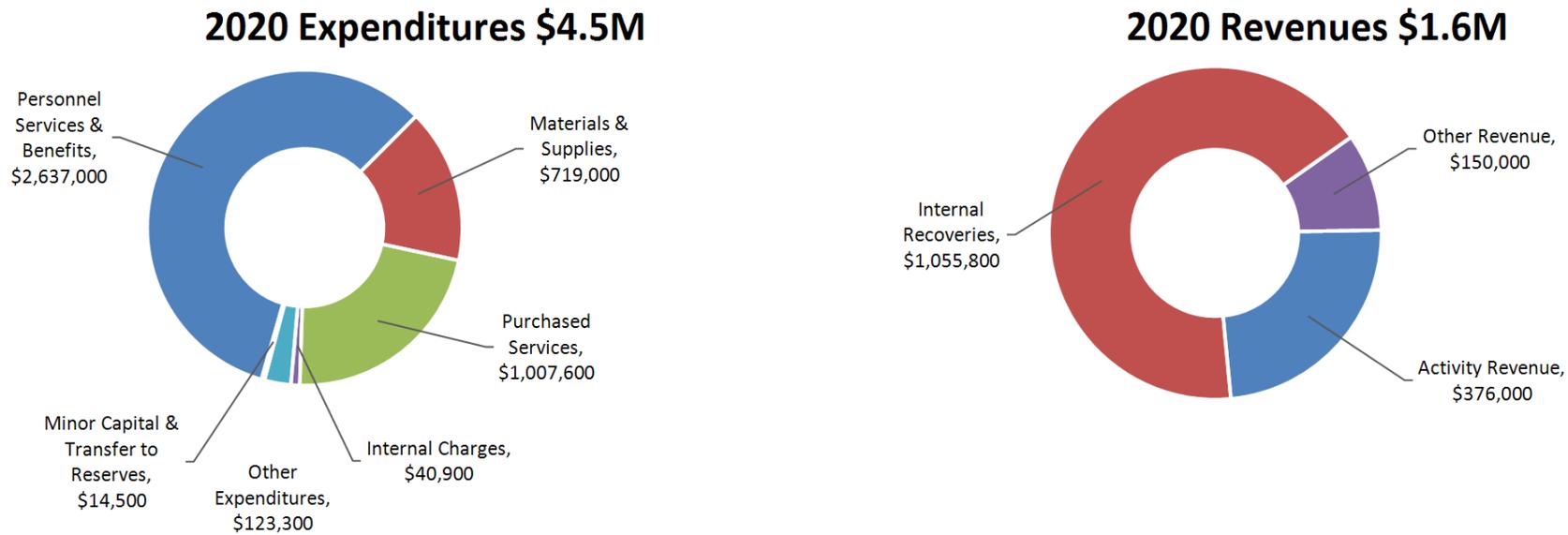
Facilities and Construction Management

## Net Program Budget Change

- **Administration** has decreased \$(153,900) due to the two positions that were reallocated to Capital Projects.
- **Capital Projects** has increased \$41,400 to account for the positions that were reallocated from Administration, but are primarily offset by capital recoveries.
- **Facilities Operations** has increased \$141,600 due to increased operating costs of corporate properties, including the former Kerr Senior Centre, the former Fire Station 3 and Bronte Harbour convention centre. The costs are offset by \$97,200 budgeted efficiencies in hydro and gas costs at Town Hall for the Building Automation System (BAS) upgrades.



## 2020 Program Budget by Component – Net \$2,960,500



In 2020, the Facilities and Construction Management program's total expenditures are \$4,542,300 and total revenues are 1,581,800 resulting in a net budget of \$2,960,500. The net change from the prior year is \$29,100, or 1.0%. The main drivers for this change are noted in the details below:

- **Personnel Services and Benefits** is the largest component of the gross expenditures at \$2.6 million, representing almost 60% of the total gross expenditures. In 2020, personnel costs have increased \$94,900 which includes inflation and union step movements for salaries and benefits, as well as the increased cost of the two positions that were converted to Project Coordinators, New Construction.
- **Purchased Services** is the second largest component of the gross expenditures at \$1.0 million and is primarily made up of the budgets for contracted services, and repairs and maintenance for town facilities. The budget increased by \$23,400 to bring the repairs and maintenance budget for corporately owned properties in line with projected expenditures.
- **Materials and Supplies** are budgeted at \$0.7 million and are primarily made up of the costs for utilities at town hall and leased town properties. The budget has increased by \$35,500 overall with approximately \$132,500 increased to the budgets for Hydro and Water for corporate properties, offset by the budgeted efficiencies of approximately \$97,000 for the new Building Automation System (BAS) at Town Hall.
- **Internal Recoveries** are the largest portion of total revenues at \$1.1 million and are primarily the recovery of salaries and benefits from the capital program to implement various facility related capital projects. The budget has increased by \$186,300 to reflect inflation on the salary and benefits as well as the conversion of the two Administrative positions to capital recoverable positions.
- **Activity Revenue** consists primarily of rental revenue on leased town properties and is budgeted at \$0.4 million for 2020. The budget has decreased by \$400 been adjusted to reflect anticipated revenue in 2020.

## 2021 - 2022 Operating Budget Forecast

	2020	2021	2020 - 2021	2022	2021 - 2022
Facilities and Construction Management	Requested Budget	Forecast	Change (%)	Forecast	Change (%)
<b>Gross Expenditures By Service</b>					
Administration	228,100	236,700	3.8%	245,500	3.7%
Capital Projects	1,447,200	1,473,900	1.8%	1,501,000	1.8%
Facilities Operations	2,867,000	2,962,400	3.3%	3,019,700	1.9%
<b>Total Gross Expenditures</b>	<b>4,542,300</b>	<b>4,673,000</b>	<b>2.9%</b>	<b>4,766,200</b>	<b>2.0%</b>
<b>Tax Levy By Service</b>					
Administration	228,100	236,700	3.8%	245,500	3.7%
Capital Projects	391,400	400,100	2.2%	409,000	2.2%
Facilities Operations	2,341,000	2,429,100	3.8%	2,478,900	2.1%
<b>Total Tax Levy</b>	<b>2,960,500</b>	<b>3,065,900</b>	<b>3.6%</b>	<b>3,133,400</b>	<b>2.2%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	2,637,000	2,692,100	2.1%	2,748,100	2.1%
Materials & Supplies	719,000	767,200	6.7%	784,000	2.2%
Purchased Services	1,007,600	1,034,900	2.7%	1,055,200	2.0%
Internal Charges	40,900	40,900	0.0%	40,900	0.0%
Other Expenditures	123,300	123,300	0.0%	123,300	0.0%
Minor Capital & Transfer To Reserves	14,500	14,600	0.7%	14,700	0.7%
<b>Total Expenses</b>	<b>4,542,300</b>	<b>4,673,000</b>	<b>2.9%</b>	<b>4,766,200</b>	<b>2.0%</b>
<b>Revenues By Type</b>					
Activity Revenue	376,000	383,300	1.9%	390,800	2.0%
Internal Recoveries	1,055,800	1,073,800	1.7%	1,092,000	1.7%
Grants	-	-	0.0%	-	0.0%
Other Revenue	150,000	150,000	0.0%	150,000	0.0%
<b>Total Revenues</b>	<b>1,581,800</b>	<b>1,607,100</b>	<b>1.6%</b>	<b>1,632,800</b>	<b>1.6%</b>
<b>Tax Levy</b>	<b>\$2,960,500</b>	<b>\$3,065,900</b>	<b>3.6%</b>	<b>\$3,133,400</b>	<b>2.2%</b>

## 2021 - 2022 Budget Forecast Highlights

- The 2021 net budget is projected to increase by 3.6% or \$105,400 and reflects inflationary increases to the cost of delivering services, as well as the costs of maintaining the Centennial Pool facility when it closes.
- The 2022 net budget is projected to increase by 2.2% or \$67,500 and reflects inflationary increases to the cost of delivering services.

\*Note: Some of the operating impacts for 2021 and 2022 have not been updated and still reflect the project timing from the 2019-2028 capital forecast.

## 2020 Recommended Capital Budget

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

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2020	2020
22101701	Energy Management System Solution	Strategic Priorities	373,000	35,000
42101602	Leased Properties - Repairs and Replacements	Infrastructure Renewal	25,000	
42101614	Accessibility Improvements	Strategic Priorities	111,000	
42101803	Architectural/Structural	Infrastructure Renewal	115,000	
42101902	Electrical Safety Authority Inspections	Infrastructure Renewal	28,000	
42101906	HVAC - Various Locations	Infrastructure Renewal	1,005,000	
42101907	Various Facility Accommodation Needs	Infrastructure Renewal	221,000	
42101908	Roof Replacement - Various Locations	Infrastructure Renewal	224,000	
42101909	Mechanical Commission	Infrastructure Renewal	39,000	
42101910	Roofs - Minor Repairs	Infrastructure Renewal	28,000	
42101911	Asbestos Monitoring and Remediation	Infrastructure Renewal	28,000	
42101912	Facilities Emergency Repairs	Infrastructure Renewal	111,000	
42101913	Facility Repairs	Infrastructure Renewal	533,500	
42101914	Sitework - Various Facilities (Drives)	Infrastructure Renewal	478,000	
42101916	Energy Management Large Buildings	Infrastructure Renewal	244,000	(18,300)
42101917	Properties under 12,000 SF Maintenance and	Infrastructure Renewal	157,000	
42101918	Electrical - Various Locations	Infrastructure Renewal	104,000	
42102001	Town Hall - Repairs/Replacement (Mechanical)	Infrastructure Renewal	7,000	
42102002	Heritage Building Maintenance and Repair	Infrastructure Renewal	108,000	
42102003	Demolition of Town-owned Properties	Strategic Priorities	291,000	
<b>TOTAL</b>			<b>4,230,500</b>	<b>16,700</b>

Facilities and Construction Management

### Capital Facility Initiatives in Other Programs:

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

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2020	2020
43301802	Fire Station #8	Growth	3,256,000	1,426,600
46601701	South East Community Centre	Community Enhancements	7,076,000	678,400
46631901	River Oaks - Replace Slab B Ice Rink	Infrastructure Renewal	201,000	145,200
47801901	Museum - Coach House Renovation	Infrastructure Renewal	250,000	
<b>TOTAL</b>			<b>10,783,000</b>	<b>2,250,200</b>

**Program: Emergency Services**

**Program Based Budget**

**2020 - 2022**

## Vision

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

## Mission

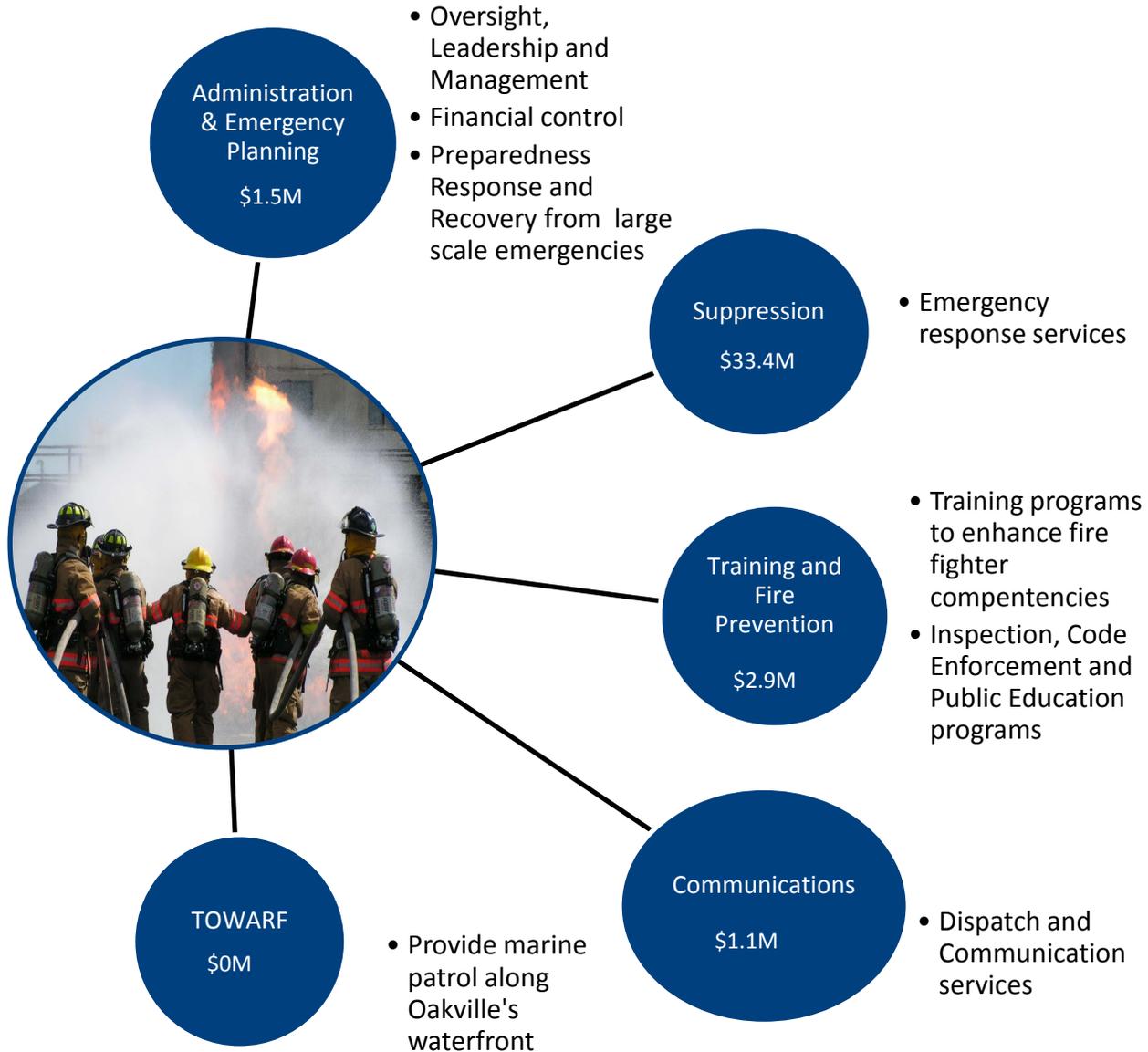
- To protect people, property and the environment from emergency incidents through education, enforcement and reliable emergency response by highly trained professionals.

## Key Initiatives

- Commence the five year review of the 2015 Fire Master Plan to ensure the plan is up to date with the needs and circumstances of the community.
- Initiate a Comprehensive Risk Analysis of the Town of Oakville as required by the Fire Protection and Prevention Act, 1997 (FPPA), Regulation 378/18.
- Complete the Standards of Cover study as part of the Commission of Fire Accreditation International accreditation process.
- Complete construction and open Fire Station 8 at the corner of Bronte Road and Pineglen with occupancy expected Q3 of 2020. This will assist in reducing response times for North Oakville.
- Review and update the town's Emergency Plan.

# Program Services

The Oakville Fire Department provides services through the following programs:



Emergency Services

# Key Performance Indicators

## 1. Percentage of gross operating budget

2015	2016	2017	2018	2019
15.6%	15.2%	15.2%	15.2%	14.9%
<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

2015	2016	2017	2018	2019
14.5%	14.2%	14.1%	13.9%	13.8%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
<b>How Calculated:</b> Total program FTEs including part-time / Total town FTEs including part-time				

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

2015	2016	2017	2018	2019
75%	65%	62%	60.49%	60.15% (Sept. 30, 2019)
<b>Why Important:</b> The average time fire crews leave the station until they arrive on location.				
<b>How Calculated:</b> Information is provided through the Computer Aided Dispatch system from Burlington Dispatch				

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

2015	2016	2017	2018	2019
3.71	1.58	3.3	5.2	2.3 (Sept. 30, 2019)
<b>Why Important:</b> Reflects characteristics such as density, code enforcement, smoke detector use, fire prevention and education.				
<b>How Calculated:</b> Total number of injuries x 100,000 / official population				

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

2015	2016	2017	2018	2019
108	107	105	101	97
<b>Why Important:</b> National Fire Protection Association (NFPA) states median staffing rate in Canada is roughly 100 firefighters per 100,000 population.				
<b>How Calculated:</b> Total number of firefighters x 100,000 / official population				

## Staffing Overview

Program: Emergency Services	2019 Approved FTE	2020 Adjustments	2020 Reallocation	2020 Growth and Capital	2020 Total FTE	Net Change 2020 vs 2019
Administration	7.0				7.0	0.0
Training	6.0				6.0	0.0
Fire Prevention	9.0			4.0	13.0	4.0
Suppression	204.0	20.0			224.0	20.0
<b>Total Emergency Services</b>	<b>226.0</b>	<b>20.0</b>	<b>0.0</b>	<b>4.0</b>	<b>250.0</b>	<b>24.0</b>

The total 2020 staff complement for Emergency Services is 226 FTE's. In 2020 there are 20 additional firefighters to be hired for the operation of new Station 8 with a July start date in time for the September opening. In addition, 2 Fire Prevention Officers, 1 Fire Public Education Officer and 1 Systems Support Analyst are requested as recommended in the 2016 Fire Master Plan.

## Program Services Budget Overview

	2019 Restated Budget	Inflation & Adjustments	Budget Efficiencies	2020 Base Budget	2020 Base Increase \$	2020 Base Increase %	Capital and Growth Impact	2020 Requested Budget	2020 Requested Increase \$	2020 Requested Increase %
<b>Emergency Services</b>										
Administration	1,376,200	50,000	-	1,426,200	50,000	3.6%	23,800	1,450,000	73,800	5.4%
Communications	1,120,400	(30,400)	-	1,090,000	(30,400)	(2.7%)	-	1,090,000	(30,400)	(2.7%)
Suppression	31,601,700	429,100	(135,000)	31,895,800	294,100	0.9%	1,464,300	33,360,100	1,758,400	5.6%
Training	1,129,400	12,100	-	1,141,500	12,100	1.1%	14,900	1,156,400	27,000	2.4%
Fire Prevention	1,405,500	33,100	-	1,438,600	33,100	2.4%	269,900	1,708,500	303,000	21.6%
Emergency Planning	18,600	25,600	-	44,200	25,600	137.6%	-	44,200	25,600	137.6%
TOWARF	-	-	-	-	-	0.0%	-	-	-	0.0%
<b>Total Emergency Services</b>	<b>\$ 36,651,800</b>	<b>\$ 519,500</b>	<b>\$ (135,000)</b>	<b>\$ 37,036,300</b>	<b>\$ 384,500</b>	<b>1.0%</b>	<b>\$ 1,772,900</b>	<b>\$ 38,809,200</b>	<b>\$ 2,157,400</b>	<b>5.9%</b>

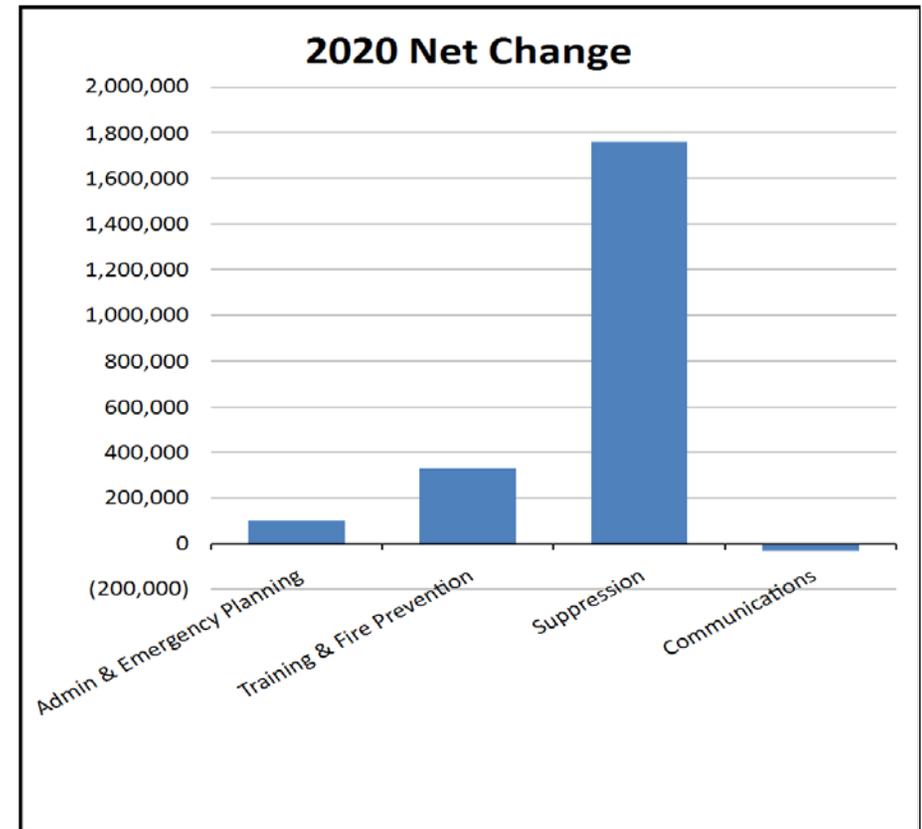
In 2020, the Emergency Services program increased by \$2,157,400 or 5.9% for a net budget of \$38,809,200. In 2019 an internal review of fee recovery processes was conducted which results in a budget efficiency of \$135,000 from the increased revenue anticipated. These savings combined with contractual and inflationary increases provides a modest base budget increase of \$384,500 or 1.0%. The primary driver of the 5.9% increase is the \$1.8 million in capital and growth impacts related to the opening of Fire Station 8 as well as personnel recommended in the Council approved 2016 Fire Master Plan.

Emergency Services

Emergency Services provides services to educate the public with regards to fire related risks, prevents fires, enforces fire safety standards, suppresses fires and prepares and manages all emergencies throughout the town. Fire Suppression is the largest component of the budget at \$33.4 million representing 86% of the total net budget which is comprised primarily of personnel costs to deliver emergency response services. Training and Fire Prevention total \$2.9 million to create monthly training syllabuses; deliver programs based on legislated requirements and deliver Fire Protection and Prevention Act mandated programs. Administration, Emergency Planning and Communications makes up the balance with \$2.6 million to ensure quality services are provided in accordance with standard operating guidelines and ensure adequate level of municipal preparedness for large scale emergencies.

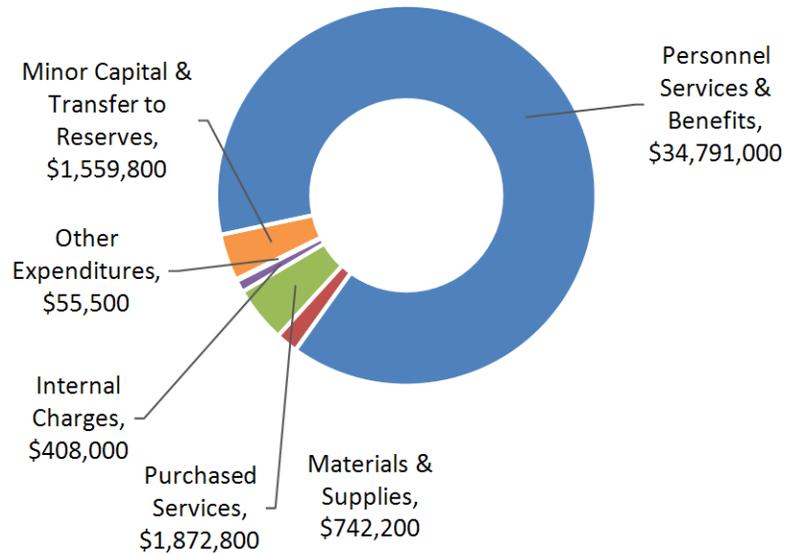
## Net Program Budget Change

- **Administration and Emergency Planning** has increased \$99,400 which includes inflationary adjustments for wages and benefits. In addition, consultant fees have been added for three emergency management exercises. Capital impacts for Fire Station 8 have been included for partial year impacts of insurance and one time professional fees.
- **Training and Fire Prevention** has increased \$330,000 and includes inflationary and contractual agreements for salaries and benefits. One time capital impacts have been included for training of Station 8 staff. Finally, 2 Fire Prevention Officers, 1 Public Education Officer and an Administrative position have been added as recommended in the 2016 Fire Master Plan.
- **Suppression** has increased \$1,758,400 primarily as a result of partial year capital impacts for the summer 2020 opening of Station 8 which includes 20 new Firefighter FTEs, utilities and specialized supplies. Also included is a transfer to building reserves for Station 3. Increases to salaries and benefits have been included as a result of OPFFA negotiated contract which was partially mitigated with adjustments from new hires starting at the probationary rate. Revenues have been increased to reflect new billing methods for Ministry of Transportation and in-town accident revenue streams.
- **Communications** has decreased \$(30,400) mainly as a result of lowered shared cost for the Burlington Dispatch system.

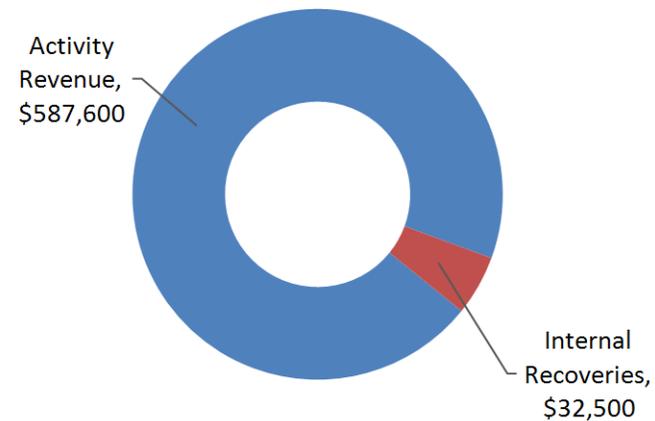


## 2020 Program Budget by Component – Net \$38,809,200

### 2020 Expenditures \$39.4M



### 2020 Revenues \$0.6M



The Emergency Services program's total gross expenditures are \$39,429,300 and total revenues are \$ 620,100, resulting in a net budget of \$38,809,200. In 2020, the net budget has increased by \$2,157,400 or 5.9%. The main drivers for the budget are noted in the details below:

- **Personnel Services and Benefits** are the largest cost component at \$34.8 million and represent 88% of the total gross expenditures. In 2020, personnel costs have increased by \$2,211,800, primarily due to additional personnel for Station 8 opening in 2020 and new Fire Prevention FTEs recommended through the Fire Master Plan. In addition contractual increases to salaries and benefits and recognition pay have been included. Adjustments have been made where retirements have been replaced with new hires.
- **Purchased Services** total \$1.9 million and in 2020, have increased by \$35,500 primarily due to added consultant fees required for Emergency Management exercises to be completed in 2020. As well as one-time capital impact of professional fees for Station 8 recruitment psychological testing.

- **Minor Capital & Transfers to Reserves** total \$1.6 million and include transfers to the Fire Vehicle and Equipment reserve for future replacements as assets reach the end of their useful life. In 2020, the budgeted transfer was increased by \$88,000 due to a 40,000 transfer to the Building Maintenance reserve fund for the Station 8 and Station 3, which will be phased in over the next several years. In addition a transfer to equipment reserves of \$28,000 was added for vehicles purchased for Station 8 and Fire Prevention. Finally \$20,000 one time desk and computer charges was added for new Fire Prevention personnel.
- **Materials & Supplies** have increased by \$34,400 primarily due to capital impacts for Station 8 which includes one-time training as well as specialty supplies, utilities and diesel fuel.
- **Internal Charges** have decreased by \$77,300 to reflect reduced labour costs for fleet maintenance based on historical trends.
- **Activity Revenue** makes up 95% of total revenues which have increased \$135,000 to reflect recent trends stemming from new billing methods introduced for in-town vehicle accidents and Ministry of Transportation billings.

## 2021 - 2022 Operating Budget Forecast

	2020 Requested Budget	2021 Forecast	2020 - 2021 Change (%)	2022 Forecast	2021 - 2022 Change (%)
<b>Emergency Services</b>					
<b>Gross Expenditures By Service</b>					
Administration	1,450,000	1,456,700	0.5%	1,490,000	2.3%
Emergency Planning	44,200	45,000	1.8%	45,800	1.8%
Training	1,166,400	1,176,100	0.8%	1,197,800	1.8%
Fire Prevention	1,754,000	2,046,300	16.7%	2,079,200	1.6%
Suppression	33,892,200	35,505,100	4.8%	36,296,700	2.2%
Communications	1,090,000	1,111,700	2.0%	1,133,800	2.0%
TOWARF	32,500	33,200	2.2%	33,900	2.1%
<b>Total Gross Expenditures</b>	<b>39,429,300</b>	<b>41,374,100</b>	<b>4.9%</b>	<b>42,277,200</b>	<b>2.2%</b>
<b>Tax Levy By Service</b>					
Administration	1,450,000	1,456,700	0.5%	1,490,000	2.3%
Emergency Planning	44,200	45,000	1.8%	45,800	1.8%
Training	1,156,400	1,165,900	0.8%	1,187,400	1.8%
Fire Prevention	1,708,500	1,999,900	17.1%	2,031,900	1.6%
Suppression	33,360,100	34,966,400	4.8%	35,751,200	2.2%
Communications	1,090,000	1,111,700	2.0%	1,133,800	2.0%
TOWARF	-	700	0.0%	1,400	100.0%
<b>Total Tax Levy</b>	<b>38,809,200</b>	<b>40,746,300</b>	<b>5.0%</b>	<b>41,641,500</b>	<b>2.2%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	34,791,000	36,548,200	5.1%	37,225,800	1.9%
Materials & Supplies	742,200	775,800	4.5%	791,700	2.0%
Purchased Services	1,872,800	1,906,500	1.8%	1,959,800	2.8%
Internal Charges	408,000	400,900	(1.7%)	457,800	14.2%
Other Expenditures	55,500	56,200	1.3%	56,900	1.2%
Minor Capital & Transfer To Reserves	1,559,800	1,686,500	8.1%	1,785,200	5.9%
<b>Total Expenses</b>	<b>39,429,300</b>	<b>41,374,100</b>	<b>4.9%</b>	<b>42,277,200</b>	<b>2.2%</b>
<b>Revenues By Type</b>					
Activity Revenue	587,600	595,300	1.3%	603,200	1.3%
Internal Recoveries	32,500	32,500	0.0%	32,500	0.0%
<b>Total Revenues</b>	<b>620,100</b>	<b>627,800</b>	<b>1.2%</b>	<b>635,700</b>	<b>1.3%</b>
<b>Tax Levy</b>	<b>\$ 38,809,200</b>	<b>\$ 40,746,300</b>	<b>5.0%</b>	<b>\$ 41,641,500</b>	<b>2.2%</b>

Emergency Services

## 2021 - 2022 Budget Forecast Highlights

- The 2021 net budget is projected to increase by 5.0% or \$ 1,937,100 and reflects inflationary increases to the cost of delivering services. In addition annualization of operating impacts associated with the summer 2020 opening of Station 8, as well as an increase transfer to the Fire Vehicle and Equipment reserve as a result of an additional pumper purchased. As identified in the Fire Master Plan funding to the Equipment reserve for Fire Prevention vehicles and the annualization of 4 positions have been included. Furthermore, continued phase in of the transfer to the Building Maintenance reserve has been incorporated for Station 3 as well as Station 8.
- The 2022 net budget is projected to increase by 2.2% or \$ 895,200 and reflects inflationary increases to the cost of delivering services. This also includes operating impacts for the continued phase in of the Station 3 and Station 8 transfer to Building Maintenance Reserves and building repairs/maintenance costs for Station 8. In addition transfers to the Equipment Reserve continue for Fire Prevention vehicles.

\*Note: Some of the operating impacts for 2021 and 2022 have not been updated and still reflect the project timing from the 2019-2028 capital forecast.

## 2020 Recommended Capital Budget

The 2020 capital budget for Emergency Services will provide funds to ensure that the Fire station infrastructure, vehicles and equipment are maintained to a state of good repair. Highlights of the 2020 capital budget include the completion of the new Station 8 in Palermo and repairs and maintenance at Station 4.

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2020	2020
43301802	Fire Station #8	Growth	3,256,000	1,426,600
43301901	Fire Station Facility Maintenance	Infrastructure Renewal	57,000	
43302001	Fire Master Plan	Growth	100,000	
43302002	New Vehicles for Fire Prevention	Growth	80,000	5,500
43301805	Specialized Equipment - New	Infrastructure Renewal	25,000	
43301807	Protective Clothing Replacement	Infrastructure Renewal	151,000	
43301903	Fire Dispatch Centre Equipment Replacement	Infrastructure Renewal	50,000	
43301810	Furniture and Equipment Replacement	Infrastructure Renewal	72,000	
43302003	Fire Station 4 Facility Maintenance	Infrastructure Renewal	883,000	
43301906	Fire Training Facility	Infrastructure Renewal	75,000	
43301905	Specialized Equipment Replacement	Infrastructure Renewal	151,000	
43301907	Fire Vehicle and Equipment Replacement	Infrastructure Renewal	1,280,000	
43301904	Portable Radio Equipment	Infrastructure Renewal	25,000	
43302004	Fire Station Dorm Renovations	Infrastructure Renewal	362,000	
<b>TOTAL</b>			<b>6,567,000</b>	<b>1,432,100</b>

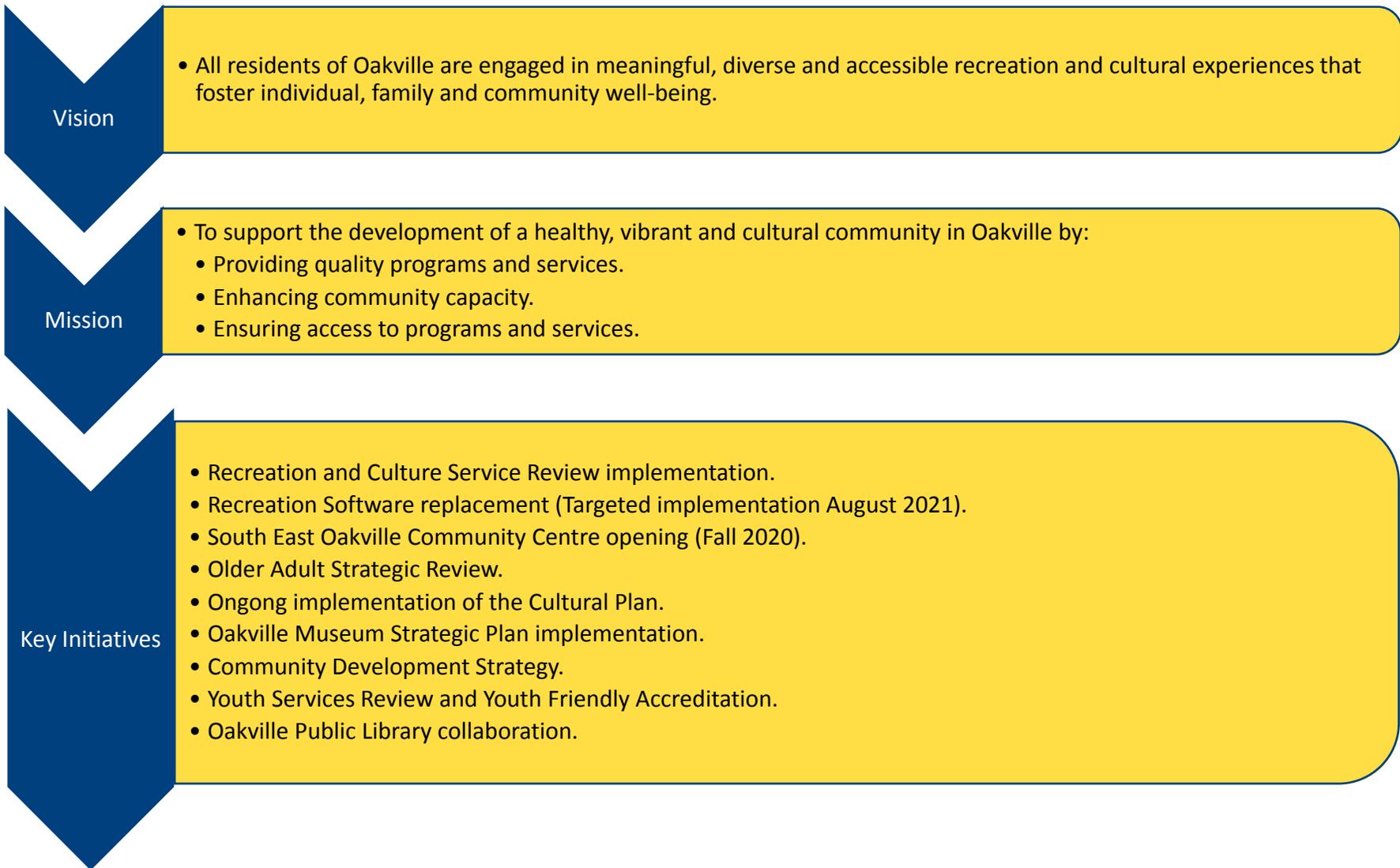
Emergency Services



**Program: Recreation and Culture Services**

**Program Based Budget**

**2020 - 2022**



# Program Services

The Recreation and Cultural Services program is responsible for the effective delivery of recreation services that support healthy, active living, cultural services and experiences, community development and support, and the provision of high quality and accessible facilities. This requires an excellent understanding of the community, its demographics and the changing needs of the residents. This program also supports grant funding for Oakville Galleries, the Oakville Arts Council and the Cultural Grants program. Capital transfer to reserve funding and minor capital projects of \$3.2M is included in the Recreation and Culture Hubs.



# Key Performance Indicators

## 1. Percentage of gross operating budget

2015	2016	2017	2018	2019
14.0%	13.8%	13.6%	14.5%	14.7%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

## 2. Percentage of total FTEs

2015	2016	2017	2018	2019
21.2%	20.0%	20.1%	21.1%	21.4%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total town FTEs.				
<b>How Calculated:</b> Total program FTEs including part-time / total town FTEs including part-time (includes Galleries)				

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

2015	2016	2017	2018	2019
0.41 m2/capita	0.41 m2/capita	0.41 m2/capita	0.49 m2/capita	0.46 m2/capita
<b>Why Important:</b> Demonstrates availability of indoor recreational facilities to residents and community organizations				
<b>How Calculated:</b> facility inventory size taken from building floor plans divided by population. Current square metre total is 98,848.				

## 4. Square metres of cultural facilities per capita

2015	2016	2017	2018	2019
0.064 m2/capita	0.063 m2/capita	0.063 m2/capita	0.060 m2/capita	0.057 m2/capita
<b>Why Important:</b> Demonstrates availability of cultural facilities to residents and community organizations				
<b>How Calculated:</b> Total municipal space dedicated to culture divided by population. Total space of Gairloch Gallery, Oakville Museum and Coach House, Sovereign House, Thomas House, Oakville Historical Society, Old Post Office, Oakville Galleries at Centennial Square and OCPA and 50% of QEPCCC. Current square metre total is 12,136.				

## 5. Program capacity rates (registered programs)

2015	2016	2017	2018	2019
77%	74%	73%	74%	75% Projected to Dec. 31/19
<b>Why Important:</b> Determines efficiency, relevance and utilization of program planning efforts.				
<b>How Calculated:</b> Utilizes registration enrollment data for recreation and culture programs – Qlikview.				

## 6. Participant hours for recreation and culture programs per capita

2015	2016	2017	2018	2019
19	18	20	20	19 Projected to Dec. 31/19
<b>Why Important:</b> Captures the approximate activity level of facility and program users				
<b>How Calculated:</b> Utilizes participation hours for registered programs. For facility rentals, average hourly participation rates are assigned based on sport assumption. For memberships, assumes 60 minute participation per scan – Qlikview (Does not include OCPA, Oakville Galleries, Oakville Museum or events and exhibitions)				

## 7. Annual facility visitors

2015	2016	2017	2018	2019
3,678,724	3,903,600	3,888,768	3,984,574	4,104,000 Projected to Dec. 31/19
<b>Why Important:</b> Recreation and Culture facilities are neighbourhood gathering places where residents can enjoy a variety of social, cultural and recreational activities for all ages.				
<b>How Calculated:</b> Many of our facilities use automated people counters to track the number of visitors. By knowing how many visitors attend each facility gives us a better understanding of community participation and facility use. We can also identify the busiest times of use, and the most popular locations, activities or events.				

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

2015	2016	2017	2018	2019
85%	86%	87%	87%	88% Projected to Dec. 31/19
<b>Why Important:</b> Registered Program surveys capture customer experience scores about the program, the instructor, the facility and the registration experience.				
<b>How Calculated:</b> Utilizes customer feedback system survey results – SharePoint. The survey was updated in the Winter of 2019 to be responsive and shortened based on customer feedback. Response rate has improved from 8% in 2018 to 13% in 2019.				

## Staffing Overview

<b>Program: Recreation Services</b>	<b>2019 Approved FTE</b>	<b>2020 Adjustments</b>	<b>2020 Reallocation</b>	<b>2020 Growth and Capital</b>	<b>2020 Total FTE</b>	<b>Net Change 2020 vs 2019</b>
<b>Services/Activities:</b>						
Administration	0.5				0.5	0.0
Program Development and Support	26.8	(0.1)			26.7	(0.1)
Recreation and Cultural Hubs	292.6	(8.7)		14.9	298.8	6.2
Cultural Services	31.0	0.1			31.1	0.1
<b>Total Recreation Services</b>	<b>350.9</b>	<b>(8.7)</b>	<b>0.0</b>	<b>14.9</b>	<b>357.1</b>	<b>6.2</b>

Overall the staff complement for Recreation and Culture is 357.1 FTE for 2020, of which 150.0 are full-time and 207.1 are part-time. In 2020, the total net FTE change is an increase of 6.26 FTE which is due to the following:

- With the opening of the Southeast Community Centre (SECC) an additional 14.9 FTE's were added in 2020 to operate the new facility when it opens in September. Of this total only 5 are full-time FTE's as 2 will be moving over from Centennial Pool and 5 from various other business units have been identified to be reallocated through efficiencies to mitigate the impact. The remaining 4.9 FTE's are part-time who deliver drop-in and registered programs (lifeguards, sport and fitness instructors, etc), provide customer service and support facility operations for the partial year. In 2021, the part-time staffing will be annualized for the full-year operation.

Additional efficiencies found through operational reviews are:

- A reduction to concession operations at various hubs was recommended as an efficiency which provided a reduction of Concessionaire hours equivalent to 3.3 part-time FTE. Enhanced vending machines will be added to provide customers with on-site snack options.
- Facility Operator and Maintenance Attendant hours were reduced at Maplegrove and Kinoak resulting in a reduction of 0.2 part-time FTE.
- Changes to the operation of the outdoor pool provided a reduction to part-time hours equivalent to 0.2 FTE.
- A reallocation of 0.1 part-time FTE is included to improve operations at both OCPA and Oakville Museum. Hours have been reduced in Program Development and Support.

## Program Services Budget Overview

	2019 Restated Budget	Inflation & Adjustments	Budget Efficiencies	2020 Base Budget	2020 Base Increase \$	2020 Base Increase %	Capital and Growth Impact	2020 Requested Budget	2020 Requested Increase \$	2020 Requested Increase %
<b>Recreation and Culture</b>										
<i>Administration</i>	(88,100)	520,100	-	432,000	520,100	(590.4%)	7,000	439,000	527,100	(598.3%)
<i>Program Development and Support</i>	2,723,200	291,900	-	3,015,100	291,900	10.7%	-	3,015,100	291,900	10.7%
<i>Recreation and Cultural Hubs:</i>										
Facility Hub Admin	408,600	9,200	-	417,800	9,200	2.3%	-	417,800	9,200	2.3%
Glen Abbey Hub	1,594,300	(89,200)	(37,000)	1,468,100	(126,200)	(7.9%)	(7,400)	1,460,700	(133,600)	(8.4%)
Iroquois Ridge Hub	1,450,900	(117,300)	(3,700)	1,329,900	(121,000)	(8.3%)	(7,200)	1,322,700	(128,200)	(8.8%)
QEPCCC Hub	3,293,000	(36,900)	(26,800)	3,229,300	(63,700)	(1.9%)	-	3,229,300	(63,700)	(1.9%)
River Oaks Hub	1,204,800	(7,400)	(10,500)	1,186,900	(17,900)	(1.5%)	137,800	1,324,700	119,900	10.0%
Sixteen Mile Hub	1,822,200	8,300	(22,000)	1,808,500	(13,700)	(0.8%)	(197,600)	1,610,900	(211,300)	(11.6%)
Southern Facilities	505,300	30,200	(50,400)	485,100	(20,200)	(4.0%)	-	485,100	(20,200)	(4.0%)
Southeast CC Hub	-	-	(457,200)	(457,200)	(457,200)	-	887,900	430,700	430,700	-
Trafalgar Park Hub	1,385,800	(150,400)	(10,400)	1,225,000	(160,800)	(11.6%)	153,000	1,378,000	(7,800)	(0.6%)
Seniors Centre	338,000	12,400	-	350,400	12,400	3.7%	-	350,400	12,400	3.7%
<i>Cultural Services:</i>										
Admin and Grants	761,400	13,400	-	774,800	13,400	1.8%	-	774,800	13,400	1.8%
OCPA	972,300	19,300	-	991,600	19,300	2.0%	-	991,600	19,300	2.0%
Museums	622,000	15,000	-	637,000	15,000	2.4%	-	637,000	15,000	2.4%
Events	449,000	(5,200)	-	443,800	(5,200)	(1.2%)	-	443,800	(5,200)	(1.2%)
Oakville Galleries Grant	355,600	7,200	-	362,800	7,200	2.0%	-	362,800	7,200	2.0%
<b>Total Recreation and Culture</b>	<b>\$ 17,798,300</b>	<b>\$ 520,600</b>	<b>\$ (618,000)</b>	<b>\$ 17,700,900</b>	<b>\$ (97,400)</b>	<b>(0.5%)</b>	<b>\$ 973,500</b>	<b>\$ 18,674,400</b>	<b>\$ 876,100</b>	<b>4.9%</b>

In 2020, Recreation and Culture had a base budget decrease of \$97,400 or (0.5%). As a result of the Recreation services review, efficiency savings of \$618,000 have been identified which streamline services and optimize underutilized capacity. The largest component of the savings come from identifying staff from various units to be reallocated to the Southeast Community Centre in order to minimize operating impacts. Other initiatives include streamlining of operations for concessions, outdoor pool maintenance, Kinoak and Maplegrove and camps as well as new facility rental opportunities and energy savings through LED lighting conversions. The capital impacts total \$973,500 which are primarily due to the opening of the Southeast Community Centre (SECC). Also included in the capital impacts is the one year revenue impact of the closure of River Oaks ice pad B which is currently being rehabilitated. Overall, the Recreation and Culture program budget increased by \$876,100 or 4.9%.

The largest portion of the budget is related to the Recreation and Culture Hubs totaling \$12,010,300. Cultural Services is the second largest service area with \$ 3,210,000 which delivers and manages cultural services related to Oakville Centre for the Performing Arts, Oakville Museum, Events and Cultural grants including Oakville Galleries. The remainder of the budget is comprised of Program Development and Support and Administration in which the former provides customer care and service to customers, internal program and business support to community groups and organizations and community development.

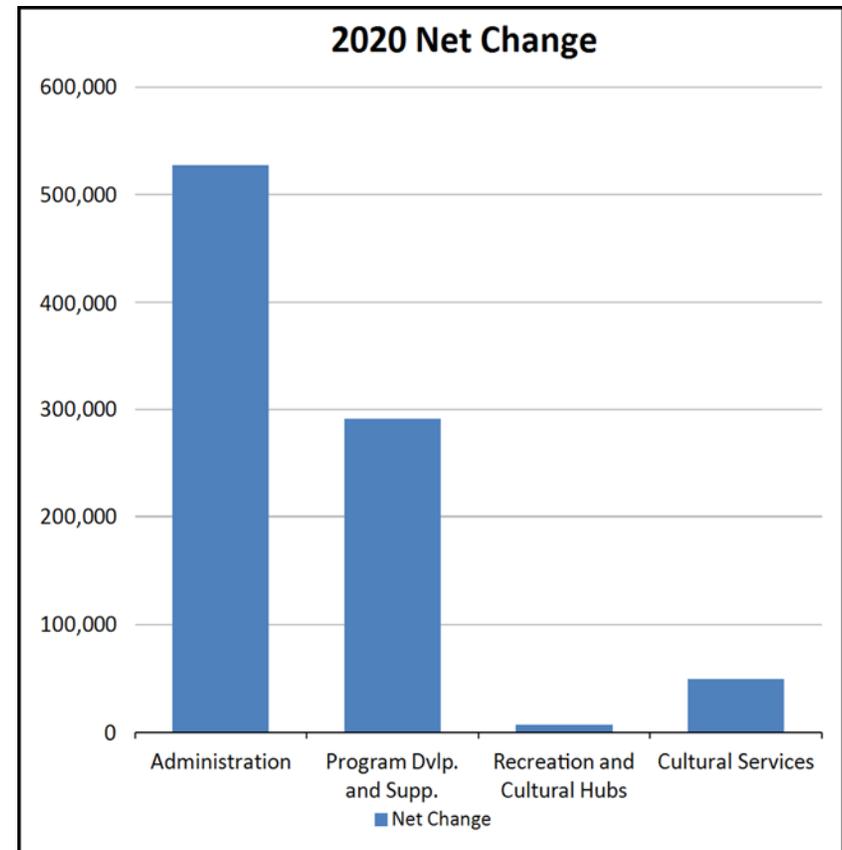
The majority of the 2020 budget increase is a result of the opening of Southeast Community Centre (SECC). In September 2020, the town will close Centennial Pool and open the Southeast Community Centre (SECC). In addition to offering an Aquatic Centre, SECC will provide fitness, gymnasium and walking track programs and services. The partial year gross operating costs are estimated at \$887,900 excluding the efficiency savings from staff reallocations and closure of Centennial pool. The 2020 net impact of SECC after savings is \$233,100 which will be annualized in 2021.

## Net Program Budget Change

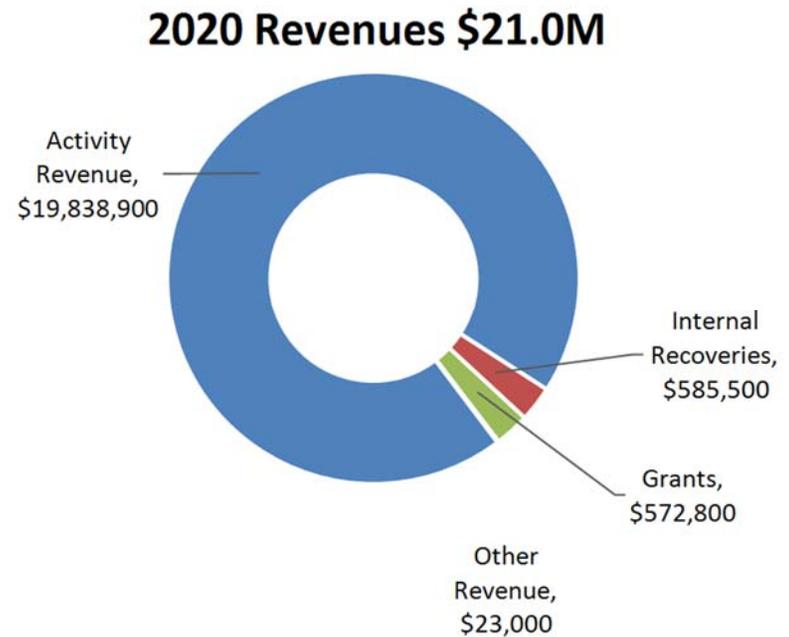
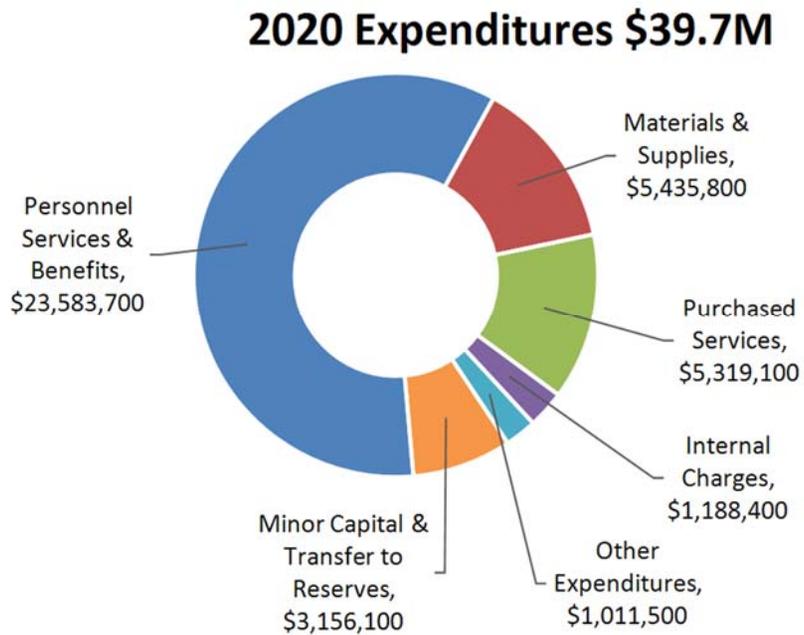
- Administration** has increased \$527,100. The increase was mainly due to the removal of a \$519,600 reserve transfer. The reserve transfer was added to the 2018 budget to support the department's rightsizing of the part-time budget. Through efficiencies and rates and fee adjustments, the department was able to fund the increased budget requirements. Further adjustments have been included for inflationary increases for personnel, and minor increases to advertising and internal charges.
- Program Development and Support** has increased \$291,900. Aquatic memberships and passes had previously been budgeted in Aquatic Administration. To improve cost recovery analysis, this revenue has been reallocated to the Aquatic business units within the facility hubs. Overall, this is revenue neutral for the department. In addition, the Recreation Connection fee assistance grant has increased by \$30,000 which provides low-income individuals the ability to participate in recreational programs. This expense is offset by an internal allocation to program revenues for a net zero impact to tax levy. The Ontario Sports and Recreation Community Fund grant was not approved for 2020 and all budgets associated with the grant including temporary employment and external reproduction was removed.
- Recreation and Culture Hubs** has increased \$7,400. The department has recommended several efficiencies for the 2020 budget. In addition to reduction of programming budgets and new facility rental opportunities, the hubs have reviewed the concession operation at each location. Due to the reduced popularity, many locations have removed this service from the facility. One ice pad at River Oaks CC is currently closed due to major capital work and will not open until September 2020. As a result the ice rental budget is reduced. It is town policy to adjust the Building Maintenance reserve to fund future building replacement. For Trafalgar Park CC, \$153,000 has been added to the budget due to the phasing-in of the capital reserve.

The budget for the new SECC hub was added to the department. This includes increased personnel, utility and maintenance budgets necessary to run the new facility. In addition, new program revenue has been budgeted for program registration, membership fees and facility rentals.

- Cultural Services** has increased by \$49,700. Inflationary increases and adjustments were made to Cultural programs for personnel, municipal grants and for program revenue.



## 2020 Program Budget Drivers - Net \$18,674,400



The Recreation and Cultural Services program's total expenditures are \$39,694,600 and total revenues are \$21,020,200, resulting in a net budget of \$18,674,400. In 2020, the budget has increased by \$876,100 or 4.9%. The main drivers are:

- **Southeast Community Centre Hub** has added \$887,900 to the Recreation & Culture budget. Budget adjustments are included for staff required to maintain and operate the facility, utilities, programming and contracted services in addition to revenue for program registration, memberships and rentals. A department staffing review was completed and personnel efficiencies were identified. This resulted in the reallocation of existing staff to reduce the staffing needs of SECC. In addition, due to the closure of Centennial Pool, the programming and facility costs have been reallocated to SECC.
- **Personnel Services and Benefits** has increased by \$405,600. Representing 59% of the gross expenditures, personnel makes up the largest expense component for Recreation and Culture with full complement being 357.1 FTEs. In addition to inflationary adjustments for salary and benefits, the budget includes increases to staffing for SECC. Further changes include reduction to part-time for the removal of Concession staff and reduction to part-time attendant and operator budgets.
- **Materials and Supplies** has a total budget of \$5.4 million making up 13.6% of the gross expenses, and has increased by \$46,700. Through efficiencies which include the reduction of the food and refreshment budget as part of the removal of the concession revenue and decreases to utilities and miscellaneous materials, the department has been able to reduce the base budget increase by \$115,500. The increase is due to the budget established for SECC for fuel, fitness and maintenance supplies.

Recreation and Culture Services

- **Purchased Services** makes up the third largest component with a budget of \$5.3 million which has increased by \$209,300 as a result of increases to contracted services, instructor and performer fees, security services and building repairs. New budget has been added for (SECC) for insurance, programming and contracted services.
- **Minor Capital & Transfers to Reserves** total \$3.2 million and consist mainly of transfer to the Building Maintenance reserve to ensure funding for future asset replacement needs as building components reach the end of their useful life. In 2020, costs have increased by \$182,300 due to the phase-in of the Trafalgar Park Community Centre (TPCC) transfer to reserve of \$155,500 and \$7,000 to the equipment reserve.
- **Internal Charges** have decreased by \$48,600. This cost category consists of the expenses charged to Recreation and Culture by other departments for service provided such as snow clearing and is based on actual usage of services.
- **Other Expenditures** has increased by \$36,000 mostly for increases to municipal grants and bank charges. In 2020 the Recreation Connection fee assistance grant increases by \$30,000. This program uses unused capacity within existing programs and costs are offset by an internal allocation to activity revenues. Additional adjustment are included for cultural grants, the arts council grant and the sports development grant.
- **Activity Revenue** has a total budget of \$19,838,900. In 2020, activity revenue has increased by \$538,100. This represents a combination of additional revenue included to reflect the growing program demands, the introduction of SECC revenue for four months, ice rental and fitness memberships as well as inflationary increases to fees. For 2020, the budget includes a reduction for ice rental as a result of the capital work being completed at River Oaks Community Centre. Construction work is scheduled to be completed in the summer and programs should resume in September 2020.
- **Grants** maintains 3% of total revenue with \$572,800 which have decreased by \$39,600. Grant revenue is comprised primarily of funding received through Provincial and Federal grants for various recreation and culture programs. In 2020, grant funding decreased due to the elimination of the Provincial Government's Community Sport and Recreation Fund and reductions. Federal grants are budgeted for OCPA and Oakville Galleries.
- **Internal Recoveries** have decreased by \$23,700 for changes to internal labour charges and internal arena charges.
- **Other Revenue** has decreased by \$519,600. In 2018, a transfer from Tax Stabilization was budgeted to fund the part-time staffing adjustment due to the impact of minimum wage increases. Through budgeted efficiencies and increases to revenues, the reserve transfer is not required.

# 2021 - 2022 Operating Budget Forecast

Recreation Services	2020 Requested Budget	2021 Forecast	2020 - 2021 Change (%)	2022 Forecast	2021 - 2022 Change (%)
<b>Gross Expenditures By Service</b>					
<b>Administration</b>	439,000	450,900	2.7%	462,900	2.7%
<b>Program Development and Support</b>	3,987,800	4,056,500	1.7%	4,127,100	1.7%
<b>Recreation and Cultural Hubs</b>					
Facility Hub Admin	452,800	462,300	2.1%	471,900	2.1%
Glen Abbey Hub	4,407,700	4,486,300	1.8%	4,588,400	2.3%
River Oaks Hub	3,514,900	3,571,900	1.6%	3,657,400	2.4%
Sixteen Mile Hub	5,927,400	5,518,900	-6.9%	5,611,700	1.7%
Iroquois Ridge Hub	4,636,600	4,715,300	1.7%	4,987,100	5.8%
QEPCCC Hub	5,667,500	5,763,000	1.7%	5,887,500	2.2%
Trafalgar Park Hub	2,186,400	2,375,000	8.6%	2,569,100	8.2%
Southern Facilities	1,105,800	1,126,000	1.8%	1,147,500	1.9%
Southeast CC Hub	821,800	2,550,000	210.3%	3,038,400	19.2%
Seniors Centre	600,900	613,400	2.1%	628,000	2.4%
<b>Total Recreation and Culture Hubs</b>	<b>29,321,800</b>	<b>31,182,100</b>	<b>6.3%</b>	<b>32,587,000</b>	<b>4.5%</b>
<b>Cultural Services</b>					
Admin and Grants	774,800	791,800	2.2%	809,900	2.3%
OCPA	2,769,700	2,833,600	2.3%	2,942,300	3.8%
Museums	758,700	773,900	2.0%	791,500	2.3%
Events	523,900	533,800	1.9%	544,800	2.1%
Oakville Galleries Grant	1,118,900	1,142,300	2.1%	1,169,100	2.3%
<b>Total Cultural Services</b>	<b>5,946,000</b>	<b>6,075,400</b>	<b>2.2%</b>	<b>6,257,600</b>	<b>3.0%</b>
<b>Total Gross Expenditures</b>	<b>39,694,600</b>	<b>41,764,900</b>	<b>5.2%</b>	<b>43,434,600</b>	<b>4.0%</b>
<b>Tax Levy By Service</b>					
<b>Administration</b>	439,000	450,900	(2.7%)	462,900	(2.7%)
<b>Program Development and Support</b>	3,015,100	3,068,700	1.8%	3,124,000	1.8%
<b>Recreation and Cultural Hubs</b>					
Facility Hub Admin	417,800	427,300	2.3%	436,900	2.2%
Glen Abbey Hub	1,460,700	1,485,100	1.7%	1,532,400	3.2%
River Oaks Hub	1,324,700	1,333,700	0.7%	1,376,500	3.2%
Sixteen Mile Hub	1,610,900	1,431,800	-11.1%	1,447,800	1.1%
Iroquois Ridge Hub	1,322,700	1,337,700	1.1%	1,543,400	15.4%
QEPCCC Hub	3,229,300	3,239,000	0.3%	3,274,900	1.1%
Trafalgar Park Hub	1,378,000	1,552,200	12.6%	1,731,600	11.6%
Southern Facilities	485,100	493,700	1.8%	504,800	2.2%
Southeast CC Hub	430,700	1,079,700	150.7%	1,157,100	7.2%
Seniors Centre	350,400	358,700	2.4%	369,100	2.9%
<b>Total Recreation and Culture Hubs</b>	<b>12,010,300</b>	<b>12,738,900</b>	<b>6.1%</b>	<b>13,374,500</b>	<b>5.0%</b>
<b>Cultural Services</b>					
Admin and Grants	774,800	791,800	2.2%	809,900	2.3%
OCPA	991,600	1,008,900	1.7%	1,072,200	6.3%
Museums	637,000	650,900	2.2%	667,200	2.5%
Events	443,800	452,100	1.9%	461,500	2.1%
Oakville Galleries Grant	362,800	378,100	4.2%	396,700	4.9%
<b>Total Cultural Services</b>	<b>3,210,000</b>	<b>3,281,800</b>	<b>2.2%</b>	<b>3,407,500</b>	<b>3.8%</b>
<b>Total Tax Levy</b>	<b>\$ 18,674,400</b>	<b>\$ 19,540,300</b>	<b>4.6%</b>	<b>\$ 20,368,900</b>	<b>4.2%</b>

Recreation and Culture Services

## 2021 - 2022 Operating Budget Forecast Continued

Recreation Services	2020 Requested Budget	2021 Forecast	2020 - 2021 Change (%)	2022 Forecast	2021 - 2022 Change (%)
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	23,583,700	24,870,100	5.5%	25,706,300	3.4%
Materials & Supplies	5,435,800	5,694,000	4.7%	5,824,200	2.3%
Purchased Services	5,319,100	5,470,300	2.8%	5,770,500	5.5%
Internal Charges	1,188,400	1,190,000	0.1%	1,191,500	0.1%
Other Expenditures	1,011,500	1,026,200	1.5%	1,040,500	1.4%
Minor Capital & Transfer To Reserves	3,156,100	3,514,300	11.3%	3,901,600	11.0%
<b>Total Expenses</b>	<b>39,694,600</b>	<b>41,764,900</b>	<b>5.2%</b>	<b>43,434,600</b>	<b>4.0%</b>
<b>Revenues By Type</b>					
Activity Revenue	19,838,900	21,037,400	6.0%	21,878,500	4.0%
Internal Recoveries	585,500	586,900	0.2%	586,900	0.0%
Grants	572,800	577,300	0.8%	577,300	0.0%
Other Revenue	23,000	23,000	0.0%	23,000	0.0%
<b>Total Revenues</b>	<b>21,020,200</b>	<b>22,224,600</b>	<b>5.7%</b>	<b>23,065,700</b>	<b>3.8%</b>
<b>Tax Levy</b>	<b>\$ 18,674,400</b>	<b>\$ 19,540,300</b>	<b>4.6%</b>	<b>\$ 20,368,900</b>	<b>4.2%</b>

## 2021 - 2022 Budget Forecast Highlights

- The 2021 net budget is projected to increase by 4.6% or \$ \$865,900 and reflects inflationary increases to the cost of delivering services. In addition, with the 2020 opening of Southeast Community Centre, the 2021 budget includes the annualized costs for operating impacts of the staffing and facility expenses and revenue. This includes the phased-in increase of transfer to reserves for both Trafalgar Park Community Centre and SECC, totaling \$345,800.
- The 2022 net budget is projected to increase by 4.2% or \$ \$828,600 and reflects inflationary increases and the incremental increased transfer to the Building Reserve for Trafalgar Park Community Centre and SECC, totaling \$345,800.

## **2020 Recommended Capital Budget**

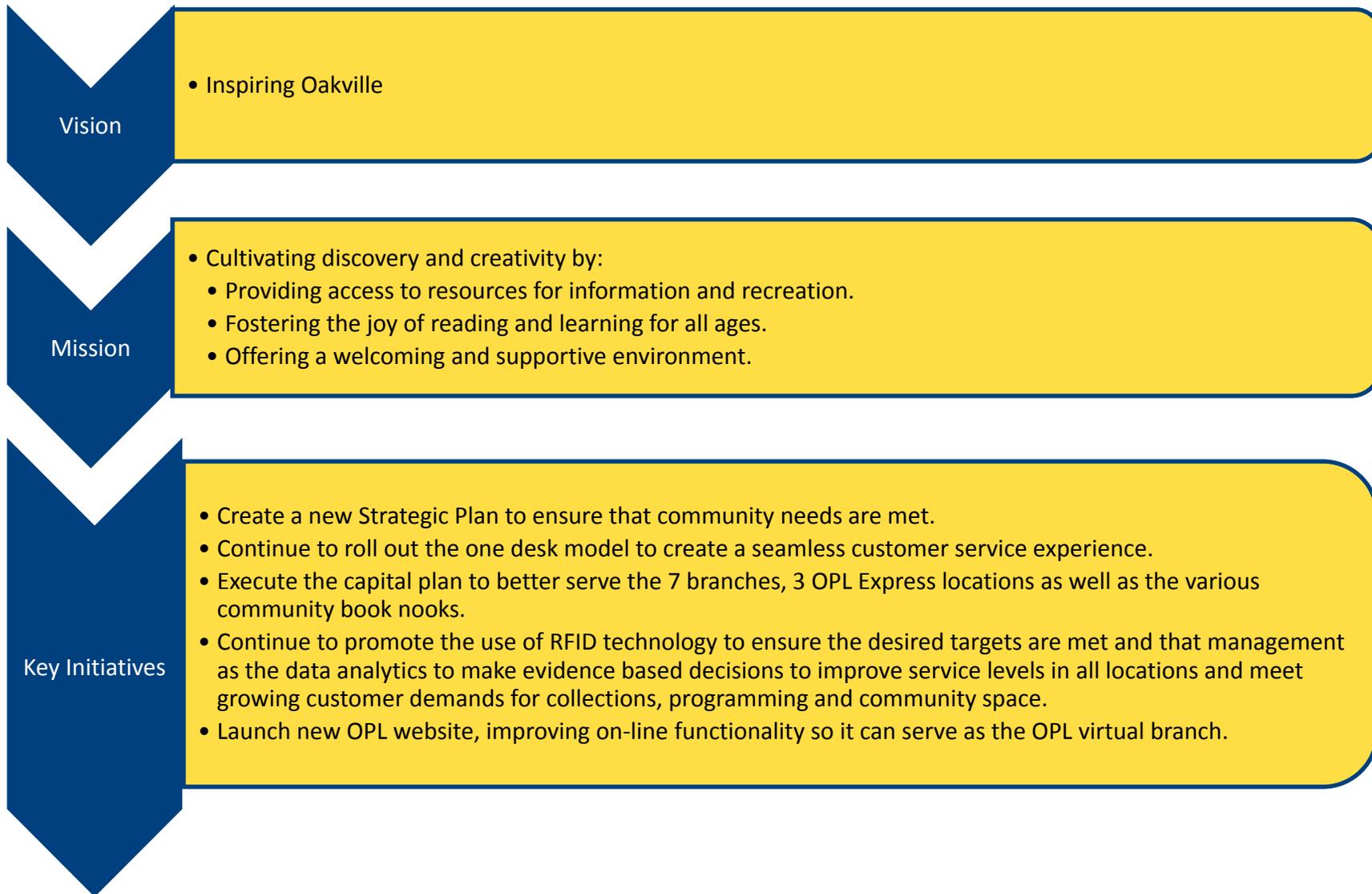
The 2020 capital budget is focused on continuing to ensure the state of good repair for all recreation and culture facilities, replacement of ice resurfacers and equipment and the continuing construction of the South East Community Centre. Operating impacts for South East Community Centre are included. Anticipated revenues have also been reflected.

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2020	2020
46302001	Trafalgar Park - Equipment Replacement	Infrastructure Renewal	5,000	
46302002	Trafalgar Park - Capital Replacements	Infrastructure Renewal	10,000	
46311901	Ice Resurfacers Replacement	Infrastructure Renewal	121,000	
46311902	Southern Arenas - Capital Replacements	Infrastructure Renewal	127,000	
46401901	Stand Alone Pools - Equipment Replacement	Infrastructure Renewal	5,000	
46401902	Outdoor Pools - Capital Replacements	Infrastructure Renewal	42,700	
46401903	Stand Alone Pools - Capital Replacements	Infrastructure Renewal	15,000	
46601601	Youth Centres - Furniture and Equipment	Infrastructure Renewal	5,000	
46601701	South East Community Centre	Community Enhancements	7,076,000	678,400
46601801	Recreation Planning Studies	Infrastructure Renewal	75,000	
46602001	Master Plan Update	Growth	200,000	
46602002	Senior's Centre - Capital Replacements	Infrastructure Renewal	10,000	
46631901	River Oaks - Replace Slab B Ice Rink	Infrastructure Renewal	201,000	145,200
46631904	River Oaks - Capital Replacements	Infrastructure Renewal	22,000	
46631905	River Oaks Interior Renovations	Infrastructure Renewal	64,000	
46632001	River Oaks - Community Room C	Infrastructure Renewal	25,000	
46632004	River Oaks - Fitness Equipment Replacement	Infrastructure Renewal	25,000	
46632005	Repurpose Shooter Pads to Multipurpose Space	Infrastructure Renewal	300,000	
46641901	Iroquois Ridge - Repairs and Replacement	Infrastructure Renewal	70,000	
46641902	Iroquois Ridge - Fitness Equipment Replacement	Infrastructure Renewal	38,500	
46651901	Glen Abbey - Fitness Equipment Replacement	Infrastructure Renewal	42,500	
46651902	Glen Abbey - Capital Replacements	Infrastructure Renewal	362,000	
46661902	QEPCCC - Fitness Equipment Replacement	Infrastructure Renewal	5,000	
46661903	QEPCCC - Capital Replacements	Infrastructure Renewal	223,000	
46671902	Joshua's Creek Arena - Capital Replacements	Infrastructure Renewal	192,000	
46681901	16 Mile - Capital Replacements	Infrastructure Renewal	146,000	
46682001	16 Mile - Replace Rubberized Rink Skate	Infrastructure Renewal	548,000	
46682002	Zamboni Water System	Infrastructure Renewal	68,000	(32,100)
47101901	Oakville Centre - Capital Replacements	Infrastructure Renewal	410,000	
47801802	Museum - Capital Replacements	Infrastructure Renewal	9,000	
47801901	Museum - Coach House Renovation	Infrastructure Renewal	250,000	
75101801	Galleries Collection	Infrastructure Renewal	12,000	
75101802	Galleries Equipment	Infrastructure Renewal	5,000	
<b>TOTAL</b>			<b>10,709,700</b>	<b>791,500</b>

Recreation and Culture Services



**Program: Library Services**  
**Program Based Budget**  
**2020 - 2022**



# Program Services

The Oakville Public Library (OPL) serves as a community hub and provides residents with access to collections, technology, and programs through welcoming physical and digital spaces. The library fosters opportunities for exploring new technologies, encouraging collaboration and innovation, as well as promoting literacy and life-long learning.



Library Services

## Key Performance Indicators

### 1. Percentage of gross operating budget

2015	2016	2017	2018	2019
4.3%	4.2%	4.2%	4.2%	4.5%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

### 2. Percentage of total FTEs

2015	2016	2017	2018	2019
7.2%	6.9%	6.8%	6.4%	6.4%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
<b>How Calculated:</b> Total program FTEs including part-time / Total town FTEs including part-time				

### 3. Number of active library cardholders per capita [cardholder “purge” occurred and definition was modernized to reflect industry best practices]

2015	2016	2017	2018	2019
39%	41%	39%	31%	30.4% (Sept. 30, 2019) **
<b>Why Important:</b> Reflects relevance of Library service to the community **The Library changed its calculation of active cardholders during 2018 so that it is now active cardholders over the last two years, when previously, it was three years. This is in line with provincial reporting standards.				
<b>How Calculated:</b> # active cardholders / population				

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

2015	2016	2017	2018	2019
29.2% / 70.8%	31% / 69%	29% / 71%	31% / 69%	30% / 70% (Sept 30, 2019)
<b>Why Important:</b> Trend in spending reflects the increased supply of digital resources.				
<b>How Calculated:</b> Total operating budget – electronic resources				

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

2015	2016	2017	2018	2019
90%	N/A	88%	N/A	91%
<b>Why Important:</b> Town Citizen Survey, respected tool to measure community satisfaction with library services, conducted every 2 years.				
<b>How Calculated:</b> Town-selected third-party consultant				

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

2015	2016	2017	2018	2019
10.5	9.35	8.64 * lower due to the fact that Iroquois Ridge branch was closed for 6 months	8.87 * lower due to the fact that White Oaks branch was closed for 6 months*	9.28 (Sept. 30, 2019) * Glen Abbey closed branch starting June 2
<b>Why Important:</b> Reflects one core aspect of library service.				
<b>How Calculated:</b> Circulation / population				

## Staffing Overview

Program: Library	2019 Approved FTE	2020 Adjustments	2020 Reallocation	2020 Growth and Capital	2020 Total FTE	Net Change 2020 vs 2019
<b>Services/Activities:</b>						
Administration Services	8.8				8.8	0.0
Community Engagement	4.4				4.4	0.0
Customer Experience	73.6			1.0	74.6	1.0
Innovation and Integration	23.2				23.2	0.0
<b>Total Library</b>	<b>110.0</b>	<b>0.0</b>	<b>0.0</b>	<b>1.0</b>	<b>111.0</b>	<b>1.0</b>

In 2020, the final operating impacts of capital for the Sixteen Mile Branch are included and added 1.0 part-time FTE.

## Program Services Budget Overview

	2019 Restated Budget	Inflation & Adjustments	Budget Efficiencies	2020 Base Budget	2020 Base Increase \$	2020 Base Increase %	Capital and Growth Impact	2020 Requested Budget	2020 Requested Increase \$	2020 Requested Increase %
<b>Oakville Public Library</b>										
Administrative Services	654,000	(19,000)	-	635,000	(19,000)	(2.9%)	-	635,000	(19,000)	(2.9%)
Customer Experience	5,903,100	61,200	(90,600)	5,873,700	(29,400)	(0.5%)	59,700	5,933,400	30,300	0.5%
Innovation and Integration	2,585,600	164,200	-	2,749,800	164,200	6.4%	35,900	2,785,700	200,100	7.7%
Community Engagement	712,400	(13,900)	-	698,500	(13,900)	(2.0%)	-	698,500	(13,900)	(2.0%)
<b>Total Oakville Public Library</b>	<b>\$ 9,855,100</b>	<b>\$ 192,500</b>	<b>\$ (90,600)</b>	<b>\$ 9,957,000</b>	<b>\$ 101,900</b>	<b>1.0%</b>	<b>\$ 95,600</b>	<b>\$ 10,052,600</b>	<b>\$ 197,500</b>	<b>2.0%</b>

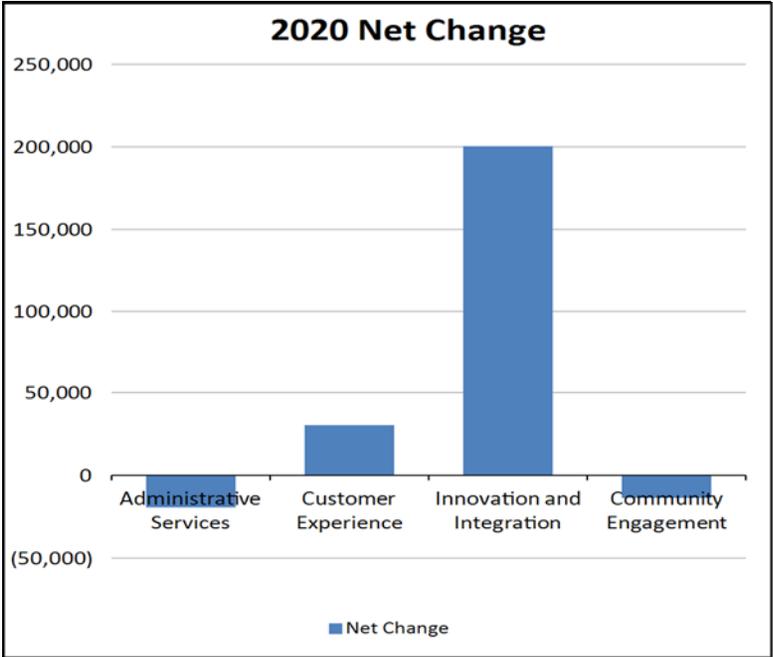
Overall the Library Services budget has increased by \$197,500 or 2.0% resulting in a net budget of \$10,052,600. Customer Experience represents 59% of the budget at \$5.9M which provides services through brick and mortar branches, book nooks, book depots and incubator hubs. Innovation and Integration is the second largest component at \$2.8M which represents costs for various collection materials and technology support for both services and the public.

In order to achieve a 2% base budget increase, the OPL has budgeted gapping savings of \$90,600 by deferring the hiring of 2 vacant positions, and will eliminate appropriate positions through attrition in 2020. \$95,600 of operating impacts from capital are included for the Sixteen Mile Branch, including staffing and additions to the Collections operating budget for the new branch.

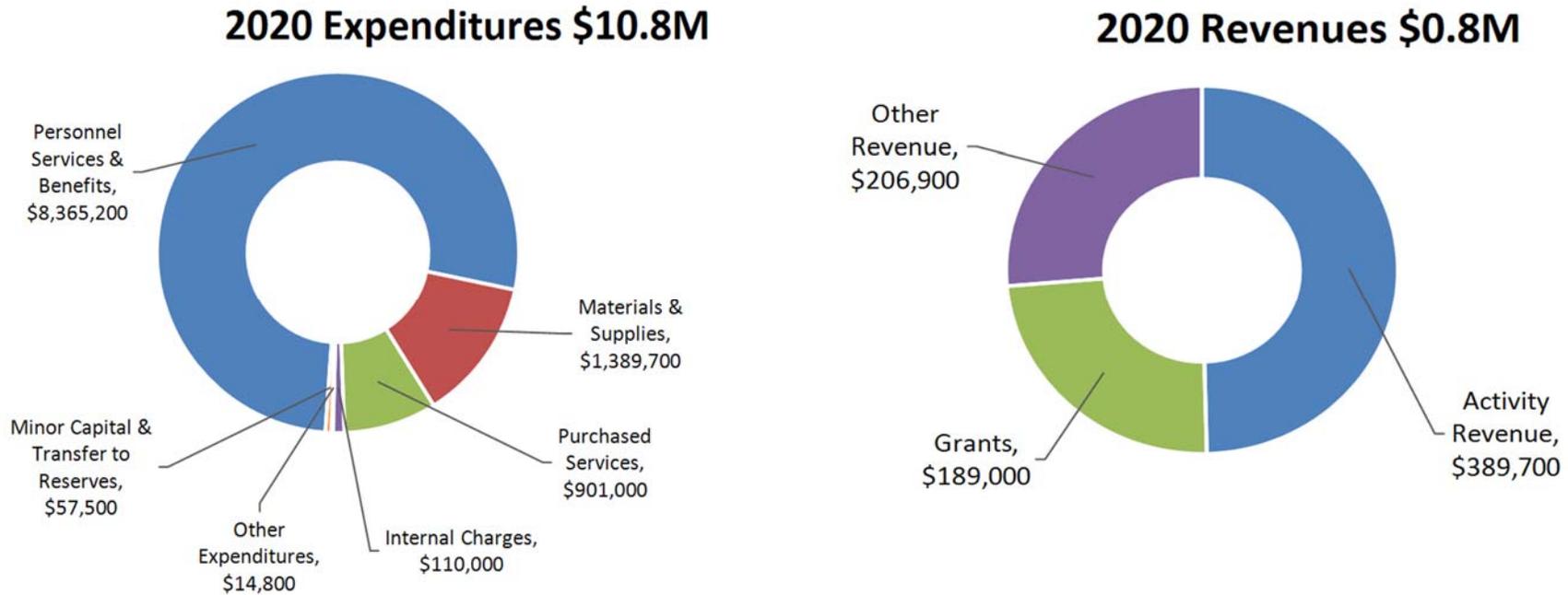
Library Services

# Net Program Budget Change

- **Administration Services** has decreased \$(19,000) which includes inflation on salaries and benefits of \$16,900 and compensation adjustments that reduce the budget by \$35,900.
- **Customer Experience** has increased \$30,300. Inflation of \$105,700, primarily for personnel services and benefits is included in the budget, as well as \$59,700 in part-time wages for the Sixteen Mile Branch. Reductions of \$44,500 to the base budget are primarily for personnel services and benefits due to staff turnover. The budget efficiency of \$90,600 is gapping savings for 2019 that will be identified as permanent savings through attrition in 2020.
- **Innovation and Integration** has increased \$200,100 and includes inflation on salaries and benefits of \$33,300. As well, \$35,900 is added to the Collections Operations budget as an operating impact from the Sixteen Mile branch. Staffing of \$127,900 has been reallocated here to provide for a Supervisor of Alternative Services Delivery and to adjust salaries in line with budget.
- **Community Engagement** has decreased \$(13,900) due to the conversion of the Director of Community Engagement position to the Manager of Marketing. As well, salaries and benefits are adjusted for inflation.



## 2020 Program Budget by Component – Net \$10,052,600



In 2020, the Library Services program's total expenditures are \$10,838,200 and total revenues are \$ 785,600 resulting in a net budget of \$ \$10,052,600. The net change from the prior year \$197,500 or 2.0%. The main drivers of the budget are noted in the details below:

- **Personnel Services & Benefits** is the largest cost component with \$8.4 million representing 77% of total gross expenditures. Personnel costs have increased by \$115,400. The net change is due to:
  - Inflation on salaries and benefits at \$178,400.
  - Net reduction to personnel services budgets of \$193,300 due to turnover and staff starting at lower rates, as well as adjustments to part-time budgets due to higher estimates included in 2019 budget for compensation adjustments and contract negotiations.
  - The second year of operating impacts from capital of \$220,900 for staffing the new Sixteen Mile branch and the Glen Abbey Creation Zone.
- **Materials and Supplies** is the second largest component with \$1.4 million which have increased by \$5,300 which includes operating impacts from capital of \$34,300 for collection replacement costs at Sixteen Mile. This cost is offset by reductions to various accounts and reallocations to Purchased Services accounts to bring the budgets in line with spending.

- **Purchased Services** have increased \$36,400. This includes \$12,300 capital impact on operating for the Sixteen Mile branch facility operating costs (January – April), as well as reallocations of budgeted costs from materials and supplies to bring budgets in line with spending. It also includes an impact of \$8,400 for rental of space at St. Luke’s for the OPL Express.
- **Internal Charges** have decreased \$2,000 due to a reduction in anticipated revenue from Friends of the Library, and thereby a reduction in the transfer to the Development Reserve.
- **Other Expenditures** have decreased by \$500 to bring budgeted banking charges in line with actuals.
- **Minor Capital & Transfers to Reserves** have decreased by \$10,400 for an internal facility cost from Recreation Services for use of QEPCCC. The OPL has not been using the facility for events, and thereby has removed the transfer.
- **Activity Revenue** is the largest revenue component which is mainly comprised of fines, admissions, room rentals, copier revenue and registration fees. In 2020, revenues have decreased by \$55,000. The decrease is primarily for a \$20,000 reduction in fine revenue to reflect the decrease in fines being collected. As well, adjustments to the budgets for ticket sales and registration fees brings the revenues in line with OPL’s current operations.
- **Other Revenue** has no change for 2020.
- **Grants** consists of a Public Library Operating and Pay Equity grant from the Province of Ontario to assist in operational needs. The grant has remained relatively static for approximately 10 years at \$187,300. As well, there is a grant to help fund the hiring of summer students to run the Summer Reading Program. The budget for this grant was increased by \$1,700 in line with the actuals that OPL has been receiving.

## 2021 - 2022 Operating Budget Forecast

Library Services	2020 Requested Budget	2021 Forecast	2020 - 2021 Change (%)	2022 Forecast	2021 - 2022 Change (%)
<b>Gross Expenditures By Service</b>					
Administrative Services	817,300	835,600	2.2%	854,900	2.3%
Customer Experience	6,190,100	6,268,700	1.3%	6,426,100	2.5%
Innovation and Integration	2,785,700	2,878,900	3.3%	2,943,000	2.2%
Community Engagement	1,045,100	1,063,300	1.7%	1,082,900	1.8%
<b>Total Gross Expenditures</b>	<b>10,838,200</b>	<b>11,046,500</b>	<b>1.9%</b>	<b>11,306,900</b>	<b>2.4%</b>
<b>Tax Levy By Service</b>					
Administrative Services	635,000	653,300	2.9%	672,600	3.0%
Customer Experience	5,933,400	6,007,400	1.2%	6,160,200	2.5%
Innovation and Integration	2,785,700	2,878,900	3.3%	2,943,000	2.2%
Community Engagement	698,500	715,300	2.4%	733,500	2.5%
<b>Total Tax Levy</b>	<b>10,052,600</b>	<b>10,254,900</b>	<b>2.0%</b>	<b>10,509,300</b>	<b>2.5%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	8,365,200	8,529,200	2.0%	8,745,900	2.5%
Materials & Supplies	1,389,700	1,452,700	4.5%	1,480,900	1.9%
Purchased Services	901,000	882,100	(2.1%)	897,400	1.7%
Internal Charges	110,000	110,000	0.0%	110,000	0.0%
Other Expenditures	14,800	14,800	0.0%	14,800	0.0%
Minor Capital & Transfer To Reserves	57,500	57,700	0.3%	57,900	0.3%
<b>Total Expenses</b>	<b>10,838,200</b>	<b>11,046,500</b>	<b>1.9%</b>	<b>11,306,900</b>	<b>2.4%</b>
<b>Revenues By Type</b>					
Activity Revenue	389,700	397,300	2.0%	404,900	1.9%
Internal Recoveries	-	-	0.0%	-	0.0%
Grants	189,000	189,000	0.0%	189,000	0.0%
Other Revenue	206,900	205,300	(0.8%)	203,700	0.8%
<b>Total Revenues</b>	<b>785,600</b>	<b>791,600</b>	<b>0.8%</b>	<b>797,600</b>	<b>0.8%</b>
<b>Tax Levy</b>	<b>\$10,052,600</b>	<b>\$10,254,900</b>	<b>2.0%</b>	<b>\$10,509,300</b>	<b>2.5%</b>

Library Services

## 2021 - 2022 Budget Forecast Highlights

- The 2021 net budget is projected to increase by 2.0% or \$202,300 and reflects inflationary increases to the cost of delivering services. 2021 capital impacts on operations total a budget reduction of \$11,600 and include \$35,900 for increases to the Collections budget for the Sixteen Mile library branch. Anticipated operating savings of \$13,500 for half a year for the Central Branch one desk conversion and \$34,000 in operating savings for the vehicle purchase for OPL materials handling are also included.
- The 2022 net budget is projected to increase by 2.5% or \$254,400 and reflects inflationary increases to the cost of delivering services. 2022 includes the second year of savings for the Central Branch one desk conversion.

\*Note: Some of the operating impacts for 2021 and 2022 have not been updated and still reflect the project timing from the 2019-2028 capital forecast.

## 2020 Recommended Capital Budget

The Oakville Public Library capital forecast provides funds to maintain the library branch furniture and equipment in a state of good repair and to update the Library Master Plan and Strategic Plan in order to plan for the future. The addition of a vehicle for materials handling will assist with the growing demand of OPL services at branches and incubator spaces, and provide for operating budget savings in 2021.

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2020	2020
71102002	Vehicle for Materials Handling	Strategic Priorities	65,000	
71102003	Library Master Plan Update	Growth	50,000	
71102004	Library Strategic Plan Update	Strategic Priorities	80,000	
71101904	Library Furniture and Equipment	Infrastructure Renewal	80,000	
<b>TOTAL</b>			<b>275,000</b>	



**Program: Parks and Open Space**

**Program Based Budget**

**2020 - 2022**

## Vision

- A commitment to a better quality of life for individuals, families, businesses - today and tomorrow and to make Oakville the most livable town in Canada by developing and managing a safe and sustainable open space system for all our citizens to use and enjoy.

## Mission

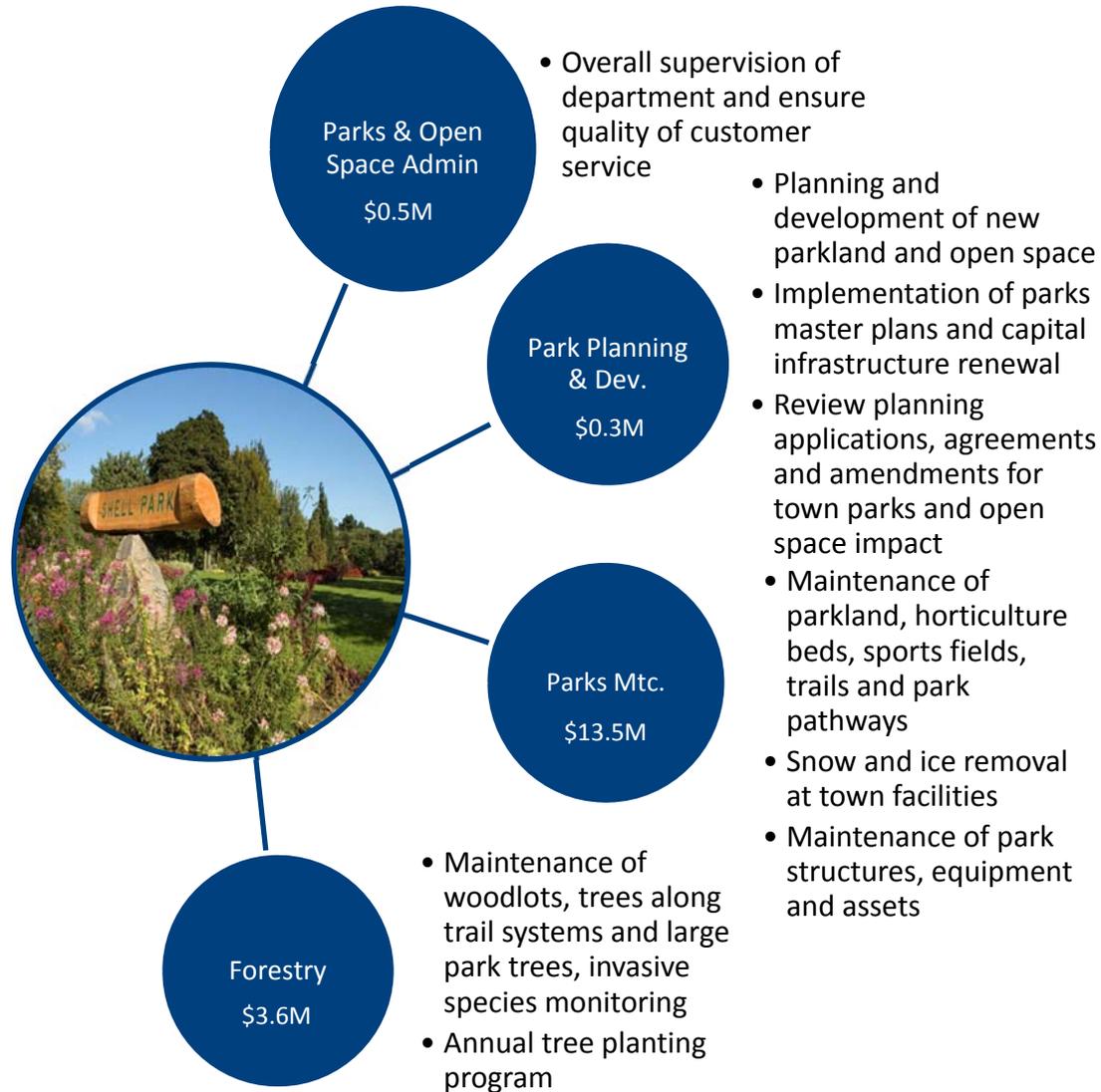
- A commitment to ensuring a diverse range of open space opportunities that preserves and enhances the quality of life for present and future generations. This will be accomplished by protecting and enhancing our heritage and environment, facilitating community partnerships and providing effective, efficient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

## Key Initiatives

- Continue implementing invasive species strategy focusing on woodlot regeneration due to Emerald Ash Borer.
- Complete update to Urban Forest Strategic Management Plan and report to Council.
- Implement proactive rotational forestry maintenance on street trees south of Dundas Street.
- Implement street tree pruning north of Dundas Street.
- Complete implementation Phase 3 of South Shell Park masterplan.
- Complete Parks and Open Space Strategy and report to Council.
- Undertake soccer field rehabilitation at Kingsford Gardens.
- Complete Phase 2 construction of waterfront trail improvements - Tannery Park - Waterworks Park.
- Complete detail design for Wallace Park and washroom rehabilitation.
- Construct Village Squares at Featherstone Parkette, and Bowbeer Parkette.
- Complete park construction at Southeast Community Centre.
- Implement approved plan for Towne Square rehabilitation.

# Program Services

Parks and Open Space provide activities through the following services:



# Key Performance Indicators

## 1. Percentage of gross operating budget

2015	2016	2017	2018	2019
7.0%	7.1%	7.2%	7.2%	7.2%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

## 2. Percentage of total FTEs

2015	2016	2017	2018	2019
9.3%	9.3%	9.4%	9.4%	9.5%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
<b>How Calculated:</b> Total program FTEs including part-time / Total town FTEs including part-time.				

## 3. Hectares of open space per person

2015	2016	2017	2018	2019
.008	.008	.008	.008	.008
<b>Why Important:</b> Reflects the total amount of parks and open space per person.				
<b>How Calculated:</b> 1504 ha/192,100 pop.				

## 4. Kilometers of trails

2015	2016	2017	2018	2019
N/A	220	224	230	227
<b>Why Important:</b> Reflects the total number of recreational trail maintained.				
<b>How Calculated:</b> Total km of trails from GIS, recalculated as of 2018.				

## 5. Percentage of ash canopy conserved

2015	2016	2017	2018	2019
60%	53%	52%	48%	47% (Sept 30, 2019)
<b>Why Important:</b> It's a yardstick to measure the success of treating ash in the ash canopy conservation sub-program.				
<b>How Calculated:</b> Calculation is the sq.m of ash treated vs total municipal ash canopy on roads and active parkland.				

## Staffing Overview

<b>Program: Parks and Open Space</b>	<b>2019 Approved FTE</b>	<b>2020 Adjustments</b>	<b>2020 Reallocation</b>	<b>2020 Growth and Capital</b>	<b>2020 Total FTE</b>	<b>Net Change 2020 vs 2019</b>
<b>Services/Activities:</b>						
Parks & Open Space Administration	1.7		1.0		2.7	1.0
Park Planning & Development	5.0		(1.0)		4.0	(1.0)
Parks Maintenance	119.4	(1.5)		2.1	120.0	0.6
Forestry	30.4			1.3	31.7	1.3
<b>Total Parks and Open Space</b>	<b>156.5</b>	<b>(1.5)</b>	<b>0.0</b>	<b>3.4</b>	<b>158.4</b>	<b>1.9</b>

Parks and Open Space staff complement has increased by 1.9 for a total of 158.4 FTE for 2020. The following provides details for the budget changes:

- The Parks Maintenance area requires a net increased staff complement of 0.6 FTEs. Impacts from capital projects of 2.1 representing a seasonal small equipment operator, a crew leader and four students to make up a grass crew to support new neighbourhood parks, village square and trails in North Oakville. The increase is offset by efficiencies related to installing in-ground garbage receptacles which result in less frequent waste pick up thereby reducing part-time FTEs by 1.5.
- Forestry requires 1.3 FTE as a result of increased tree maintenance in the growth areas of North Oakville.

## Program Services Budget Overview

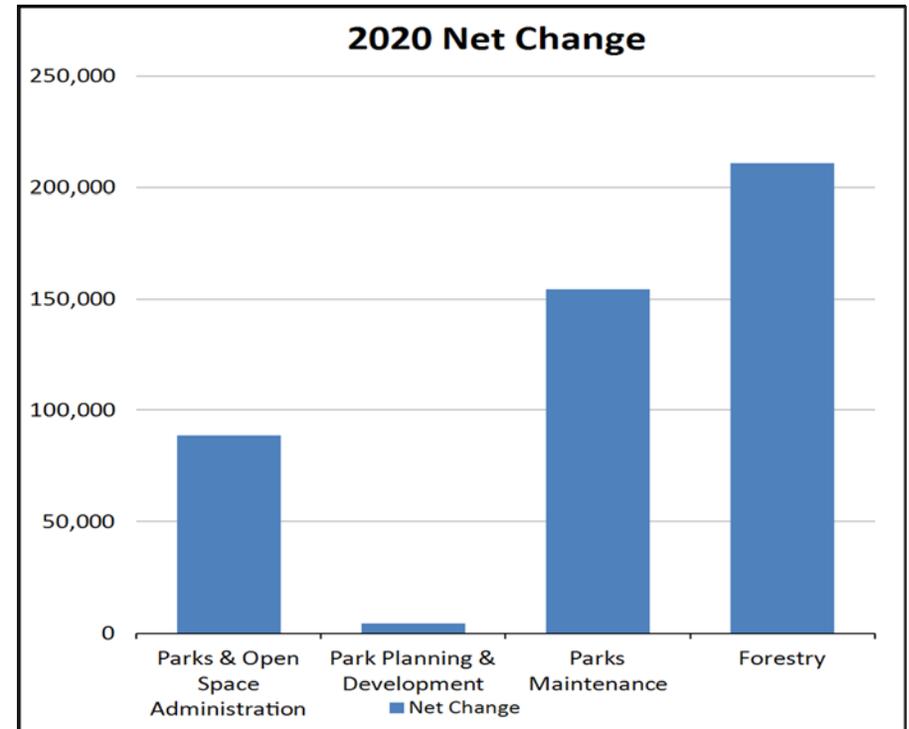
	2019 Restated Budget	Inflation & Adjustments	Budget Efficiencies	2020 Base Budget	2020 Base Increase \$	2020 Base Increase %	Capital and Growth Impact	2020 Requested Budget	2020 Requested Increase \$	2020 Requested Increase %
<b>Parks &amp; Open Space</b>										
Parks & Open Space Administration	461,200	90,000	-	551,200	90,000	19.5%	(1,600)	549,600	88,400	19.2%
Park Planning & Development	273,500	4,300	-	277,800	4,300	1.6%	-	277,800	4,300	1.6%
Parks Maintenance	13,322,000	(182,800)	(173,400)	12,965,800	(356,200)	(2.7%)	510,600	13,476,400	154,400	1.2%
Forestry	3,436,700	74,800	-	3,511,500	74,800	2.2%	136,000	3,647,500	210,800	6.1%
<b>Total Parks &amp; Open Space</b>	<b>\$ 17,493,400</b>	<b>\$ (13,700)</b>	<b>\$ (173,400)</b>	<b>\$ 17,306,300</b>	<b>\$ (187,100)</b>	<b>(1.1%)</b>	<b>\$ 645,000</b>	<b>\$ 17,951,300</b>	<b>\$ 457,900</b>	<b>2.6%</b>

The total requested budget of Parks & Open Space is \$17,951,300, resulting in an increase of \$457,900 or 2.6%. This includes Capital and Growth impacts of \$645,000 which consists mainly of operating impacts to support new neighbourhood parks, village square, trails as well as street trees planted in new North Oakville subdivisions. Before Capital and Growth Impacts the base budget has a decrease of \$187,100 or 1.1% under 2019. Within the base budget, Parks & Open Space has found efficiency savings of \$173,400 which represents streamlined operations for in-ground garbage receptacles, botanical supplies, IPM contract and savings for park signs. Other adjustments which contribute to the base budget reduction are increased sportfield revenue to reflect the upward trend in usage and staffing adjustments to reflect staff turnover.

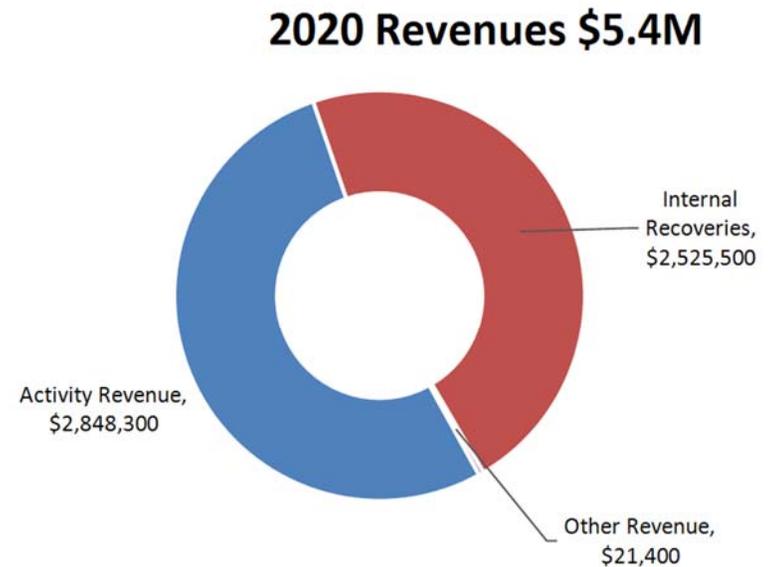
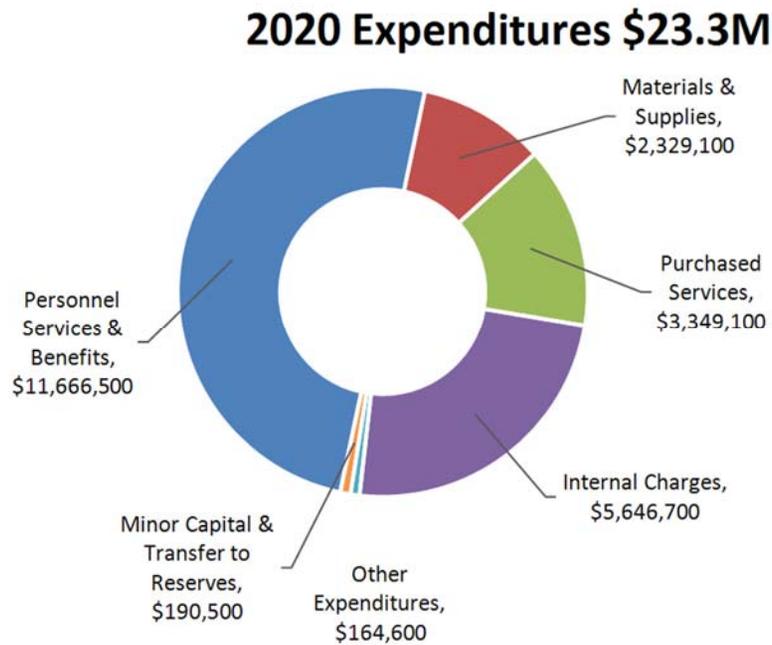
Parks Maintenance is the largest component of the net budget at 75% with \$13.5 million which represents the cost to maintain and upkeep various parks and trails across town including activities such as grass cutting, sports field maintenance, horticulture, integrated pest management, sanitation services, maintenance of playground/splash pads and other amenities, and winter control at various town facilities. The second largest component is Forestry with a net budget of \$3.6 million, which consist of costs for the preservation of the town's tree canopy that includes street and park trees, woodlots and trees along trail systems. Parks Planning & Development section focuses on the planning and development of new parks and open space facilities, commenting on planning and development applications that impact parkland, along with the replacement and renewal of existing park infrastructure at a net budget of \$0.3 million. Parks and Open Space Administration's total net budget is \$0.6 million and provides overall planning and customer service to client groups and stakeholders and ensures the efficient delivery of services to the community.

## Net Program Budget Change

- **Administration** has increased by \$88,400 due to a reallocation of the Waterfront Development Coordinator to the Administration budget from the Parks Planning and Development budget. This position is 80% recovered from capital. Additionally, the insurance budget has been reallocated to the Administration budget from other parks programs to consolidate the expense in one program.
- **Parks Planning and Development** has increased by \$4,300 mainly due to the reduction of capital recoveries.
- **Parks Maintenance** has increased by \$154,400 as a result of inflationary and contractual agreements to salaries and benefits and contracted services, utilities and internal vehicle expenses, which are partially offset with increases to external revenues for adult and youth sports fields and internal charge for winter control. In addition, the Parks Maintenance budget has been adjusted to reflect capital impacts to include personnel costs, utilities, contracted services and landscape material, for new parks that have been developed.
- **Forestry** has increased by \$210,800 as a result of inflationary and contractual agreements to salaries and benefits, contracted services for Oakville Hydro which are fully recovered and increased vehicle maintenance costs to reflect actual usage. External revenues have also increased to fully recover all expenses related to Oakville Hydro.



## 2020 Program Budget by Component– Net \$17,951,300



The Parks and Open Space program's total expenditures are \$23,346,500 and total revenue is \$ 5,395,200, resulting in a net budget of \$17,951,300. In 2020, the budget has increased by \$457,900 or 2.6%. The main drivers include:

- **Personnel Services & Benefits** is the largest cost component with \$11.7 million representing 50% of the total gross expenditures. In 2020, personnel costs have increased by \$241,300 and include inflationary and contractual increases for salaries and benefits. Capital impacts have a large impact on Personnel Services & Benefits as a result of a seasonal small equipment operator, a crew leader and four students to make up a grass crew to support new neighbourhood parks, village square and trails in North Oakville. These increases are partially offset by \$56,300 of efficiencies related to the installation of in-ground garbage receptacles.
- **Materials and Supplies** have increased by \$115,900 which is primarily driven by increases in water and building materials for both capital impacts and to better reflect actuals to maintain new park infrastructure. These increases are partially offset by \$46,100 as a result of efficiencies due to a decrease in botanical supplies and stone and gravel.
- **Purchased Services** total \$3.3 million, and have increased by \$272,700. The majority of this increase is due to the increase of work requested by Oakville Hydro in contracted services. This increase is partially mitigated by \$71,000 of efficiencies in Integrated Pest Management and technical services contracted services.

- **Internal Charges** is the second largest component with \$5.6 million, which are primarily the costs charged by Fleet and Stores services to maintain parks vehicles and equipment. In 2020, internal charges were increased by \$156,700 to reflect increased costs for vehicle parts, fuel, materials and labour, and operating impacts from capital.
- **Other Expenditures** have increased by \$5,100, to account for adjustments in licenses.
- **Activity Revenue** represents 53% of the total revenue and includes sportfield rentals as well as recoveries from the Region and Hydro for services done on their behalf. In 2020, activity revenue has been increased by \$319,000 to reflect an increase in recoveries for work expected to be completed for Oakville Hydro. Additionally, there are increases in youth and adult sportsfield revenues.
- **Internal Recoveries** are 47% of the total revenue, which have increased by \$15,300. This is mainly due to increases in winter control internal recoveries.

## 2021 - 2022 Operating Budget Forecast

<b>Parks &amp; Open Spaces</b>	<b>2020 Requested Budget</b>	<b>2021 Forecast</b>	<b>2020 - 2021 Change (%)</b>	<b>2022 Forecast</b>	<b>2021 - 2022 Change (%)</b>
<b>Gross Expenditures By Service</b>					
Parks & Open Space Administration	665,100	675,600	1.6%	673,100	-0.4%
Park Planning & Development	568,800	580,800	2.1%	593,000	2.1%
Parks Maintenance	17,487,100	18,377,400	5.1%	19,151,700	4.2%
Forestry	4,625,500	4,849,300	4.8%	4,990,900	2.9%
<b>Total Gross Expenditures</b>	<b>23,346,500</b>	<b>24,483,100</b>	<b>4.9%</b>	<b>25,408,700</b>	<b>3.8%</b>
<b>Tax Levy By Service</b>					
Parks & Open Space Administration	549,600	558,000	1.5%	553,400	-0.8%
Park Planning & Development	277,800	283,900	2.2%	290,200	2.2%
Parks Maintenance	13,476,400	14,327,600	6.3%	15,067,600	5.2%
Forestry	3,647,500	3,853,100	5.6%	3,976,900	3.2%
<b>Total Tax Levy</b>	<b>17,951,300</b>	<b>19,022,600</b>	<b>6.0%</b>	<b>19,888,100</b>	<b>4.5%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	11,666,500	12,212,300	4.7%	12,850,400	5.2%
Materials & Supplies	2,329,100	2,572,600	10.5%	2,692,200	4.6%
Purchased Services	3,349,100	3,641,500	8.7%	3,787,000	4.0%
Internal Charges	5,646,700	5,695,000	0.9%	5,713,200	0.3%
Other Expenditures	164,600	169,800	3.2%	172,600	1.6%
Minor Capital & Transfer To Reserves	190,500	191,900	0.7%	193,300	0.7%
<b>Total Expenses</b>	<b>23,346,500</b>	<b>24,483,100</b>	<b>4.9%</b>	<b>25,408,700</b>	<b>3.8%</b>
<b>Revenues By Type</b>					
Activity Revenue	2,848,300	2,905,200	2.0%	2,956,900	1.8%
Internal Recoveries	2,525,500	2,533,900	0.3%	2,542,300	0.3%
Grants	-	-	0.0%	-	0.0%
Other Revenue	21,400	21,400	0.0%	21,400	0.0%
<b>Total Revenues</b>	<b>5,395,200</b>	<b>5,460,500</b>	<b>1.2%</b>	<b>5,520,600</b>	<b>1.1%</b>
<b>Tax Levy</b>	<b>\$17,951,300</b>	<b>\$19,022,600</b>	<b>6.0%</b>	<b>\$19,888,100</b>	<b>4.5%</b>

Parks and Open Space

## 2021 - 2022 Budget Forecast Highlights

- The 2021 net budget is projected to increase by 6.0% or \$ 1,071,300 and reflects inflationary increases for salaries and benefits as well as operational impacts from capital to support new parks being built in North Oakville.
- The 2022 net budget is projected to increase by 4.5% or \$ 865,500 and reflects inflationary increases for salaries and benefits as well as operational impacts from capital to support new parks and sportsfields being built in throughout Oakville.

\*Note: Some of the operating impacts for 2021 and 2022 have not been updated and still reflect the project timing from the 2019-2028 capital forecast.

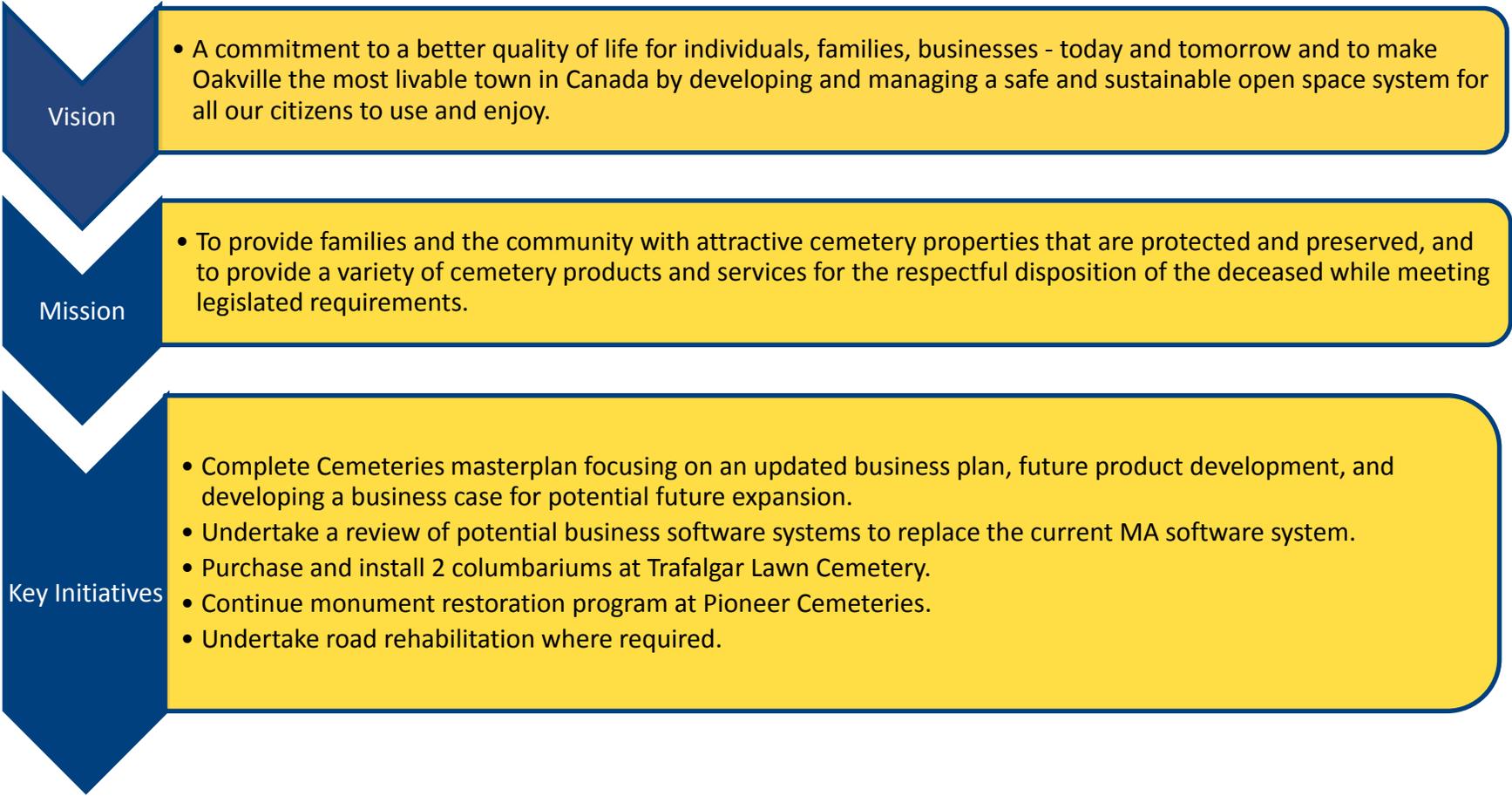
## 2020 Recommended Capital Budget

The capital budget for 2020 will provide funds to maintain park infrastructure in a state of good repair. The 2020 capital budget also includes funding for the development of a parkette on the former St. Anne's school site and the South East neighbourhood park. Annual maintenance of infrastructure is required for sports fields and courts, playgrounds, pathways, picnic shelters, parks facilities, and vehicle and equipment replacements. The EAB Management program continues with the ash tree injection program, replacement plantings and removal of dead ash trees on streets, active parks and woodlots.

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2020	2020
52211908	St. Ann's Park (Hixon)	Growth	492,000	
52212003	Splash Pad - Southeast Oakville	Community Enhancements	52,000	
52221603	Gairloch Gardens Rehabilitation	Infrastructure Renewal	260,000	
52221901	B.A. Field - artificial turf replacement	Infrastructure Renewal	889,000	
52271601	Urban Forest Strategic Management Plan (UFSMP)	Infrastructure Renewal	30,000	
52271703	Street Tree Planting	Infrastructure Renewal	452,000	48,000
52271704	Woodlot Preventative Maintenance	Infrastructure Renewal	75,000	
52271804	Parks Tree Planting	Infrastructure Renewal	294,000	
52212007	Wallace Park Redev and Washroom Exp/Reno	Community Enhancements	209,000	
52252511	Tannery Park Renewal	Infrastructure Renewal	105,000	
52242602	Hopedale Park Renewal	Infrastructure Renewal	26,000	
52262001	Glen Oak Creek Trail N Renewal	Infrastructure Renewal	340,000	
52252701	Bronte Bluffs Park Renewal	Infrastructure Renewal	157,000	
52242601	Ardleigh Park Renewal	Infrastructure Renewal	26,000	

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2020	2020
52241905	Replacement of In-Ground Waste Containers	Infrastructure Renewal	78,000	
52252001	Shipyard Park Renewal	Infrastructure Renewal	157,000	
52271901	Woodlot Preventative Maintenance-North Oakville	Infrastructure Renewal	95,000	
52261901	Iroquois Shoreline Woodlot Renewal	Infrastructure Renewal	52,000	
52221902	Sports Field Irrigation	Infrastructure Renewal	52,000	
52242515	Kingsford Gardens Park Renewal	Infrastructure Renewal	523,000	
52242512	Pine Glen Park Renewal	Infrastructure Renewal	324,000	
52281901	Parks Facilities Repairs	Infrastructure Renewal	224,000	
52271902	Preventative Maintenance Pruning	Infrastructure Renewal	503,000	
52261902	Cul-de-sac Rehabilitation	Infrastructure Renewal	104,000	
52242005	Bishopstoke Park Renewal	Infrastructure Renewal	26,000	
52242009	Postridge Park Renewal	Infrastructure Renewal	52,000	
52242007	Sovereign Park Renewal	Infrastructure Renewal	30,000	
52242006	Pelee Woods Park Renewal	Infrastructure Renewal	68,000	
52291902	Parks Replacement Equipment	Infrastructure Renewal	820,000	
52271903	Invasive Species Audit/Control	Infrastructure Renewal	238,000	
52242010	Playground Accessibility Improvements	Infrastructure Renewal	52,000	
52261903	Pathway Rehabilitation	Infrastructure Renewal	523,000	
52242004	Old Abbey Park Rehabilitation	Infrastructure Renewal	418,000	
52291901	Parks Growth Vehicles and Equipment	Growth	508,000	69,900
52271904	EAB Management Program	Strategic Priorities	2,193,000	
52242011	Electrical Lighting Rehab	Infrastructure Renewal	57,000	
			<b>10,504,000</b>	<b>117,900</b>

**Program: Cemeteries**  
**Program Based Budget**  
**2020 - 2022**



## Program Services

The Cemetery program provides activities through the following services:



Cemeteries

\$0.2M

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

# Key Performance Indicators

## 1. Percentage of gross operating budget

2015	2016	2017	2018	2019
0.4%	0.4%	0.3%	0.3%	0.3%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

## 2. Percentage of total FTEs

2015	2016	2017	2018	2019
0.4%	0.4%	0.4%	0.3%	0.3%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total town FTEs.				
<b>How Calculated:</b> Total program FTEs including part-time / total town FTEs including part-time.				

## Staffing Overview

Program: Cemeteries	2019 Approved FTE	2020 Adjustments	2020 Reallocation	2020 Growth and Capital	2020 Total FTE	Net Change 2020 vs 2019
Administration	1.5				1.5	0.0
Burials - Active Cemeteries	0.0				0.0	0.0
Maintenance - Active Cemeteries	2.1				2.1	0.0
Pioneer Cemeteries	1.8				1.8	0.0
<b>Total Cemeteries</b>	<b>5.4</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>5.4</b>	<b>0.0</b>

Cemeteries staff complement for 2020 is at 5.4 FTE. There is no change to the complement for 2020.

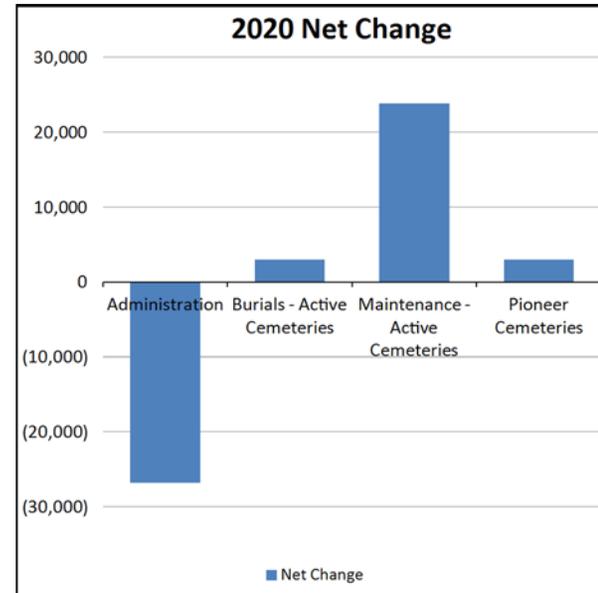
## Program Services Budget Overview

	2019 Restated Budget	Inflation & Adjustments	Budget Efficiencies	2020 Base Budget	2020 Base Increase \$	2020 Base Increase %	Capital and Growth Impact	2020 Requested Budget	2020 Requested Increase \$	2020 Requested Increase %
<b>Cemeteries</b>										
Administration	(26,700)	(26,800)	-	(53,500)	(26,800)	100.4%	-	(53,500)	(26,800)	100.4%
Maintenance - Active Cemeteries	186,400	23,800	-	210,200	23,800	12.8%	-	210,200	23,800	12.8%
Burials - Active Cemeteries	(159,700)	3,000	-	(156,700)	3,000	(1.9%)	-	(156,700)	3,000	(1.9%)
Pioneer Cemeteries	161,500	3,000	-	164,500	3,000	1.9%	-	164,500	3,000	1.9%
<b>Total Cemeteries</b>	<b>\$ 161,500</b>	<b>\$ 3,000</b>	<b>\$ -</b>	<b>\$ 164,500</b>	<b>\$ 3,000</b>	<b>1.9%</b>	<b>\$ -</b>	<b>\$ 164,500</b>	<b>\$ 3,000</b>	<b>1.9%</b>

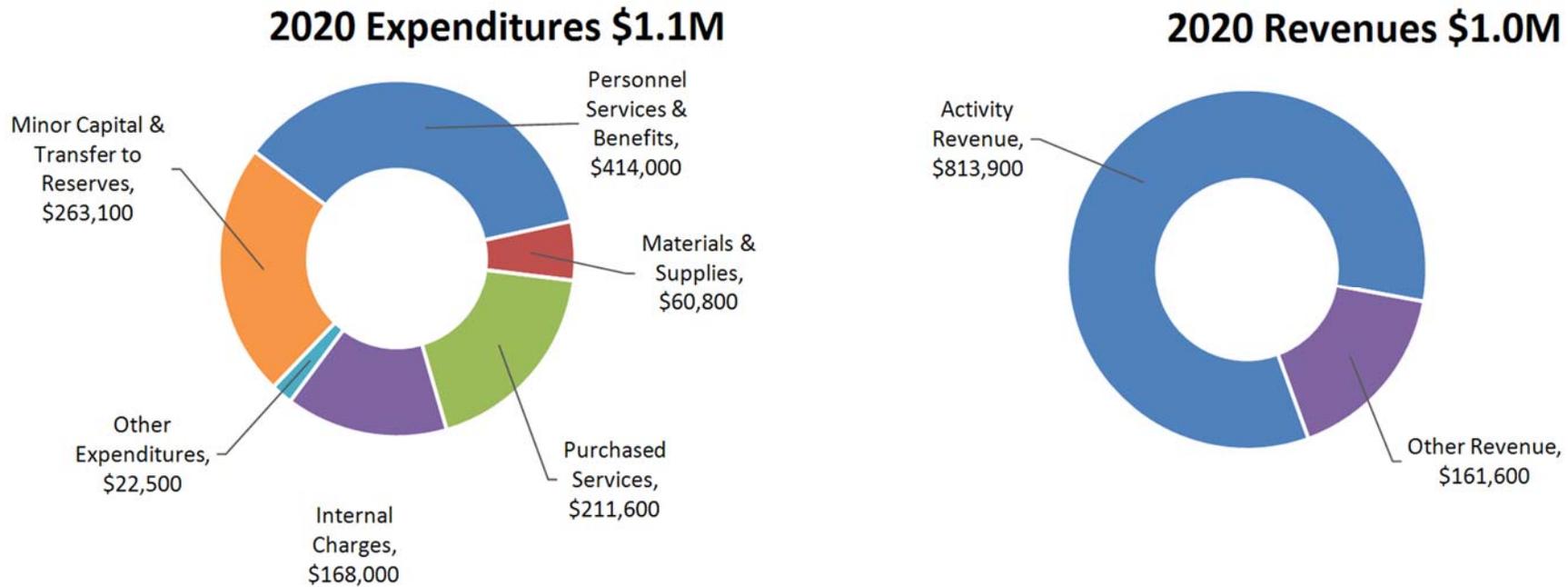
Overall, the 2020 Cemeteries budget has increased by \$3,000 or 1.9% for a net budget of \$164,500 which represents the cost for preservation and care for historical locations known as Pioneer Cemeteries. The other 3 activities are all self supported by revenues with any surpluses or shortfalls being offset from the Cemetery reserve. These services include: Administration which is responsible for the overall care of the town cemeteries; Burials – Active Cemeteries; the care of the local cemeteries is budgeted in Maintenance – Active Cemeteries; and the preservation and care for historical locations are included in Pioneer Cemeteries.

## Net Program Budget Change

- **Administration** has decreased by \$26,800 as a result of a reduction in the transfer to reserves required to balance the program.
- **Burials – Active Cemeteries** has increased by \$3,000 as a result of an anticipated increase in revenue from marker sales.
- **Maintenance – Active Cemeteries** has increased by \$23,800 primarily for adjustments for vehicle charges to reflect actuals.
- **Pioneer Cemeteries** has increased by \$3,000 as a result of an increase in vehicle charges to reflect actuals.



## 2020 Program Budget by Component – Net \$164,500



The Cemeteries program has total gross expenditures of \$1,140,000 and total revenue is \$975,500 for a total net budget of \$164,500. In 2020, the Cemetery budget has increased by \$3,000. The main drivers of the budget are as follows:

- **Personnel Services & Benefits** is the largest cost component for Cemeteries which represents 36% of the expense budget with \$414,000. The 2020 budget has increased by \$8,400 as a result of contractual increases for staff, which is partially offset by realigning budgets to match current staffing.
- **Materials and Supplies** budget totals \$60,800. This has decreased by \$7,600 due to a small reduction in water to reflect actuals.
- **Purchased Services** is the third largest component at 19% of the expense budget with \$211,600 and includes costs for contracted services to maintain both active and pioneer cemeteries. Purchased Services also include budgets for security services, uniforms and professional development. For 2020, the budget has increased by \$3,700 to realign budgets with actual costs.
- **Internal Charges** provides 15% of the expense budget for Cemeteries and totals \$168,000 which represents internal charges for vehicle and equipment maintenance as well as corporate overhead support. Internal Charges have increased by \$20,900 due to increases in vehicle maintenance charges.
- **Minor Capital & Transfer to Reserves** is the second largest component at \$263,100 which represents 23% of the total expenses. In 2020, transfers to reserve have decreased by \$20,500 primarily due to the decrease of the transfer to the Cemetery reserve.
- **Activity Revenue** for Cemeteries represents 83% of the total revenue; 2020 has increased by \$1,900 due to a small increase in other services fees.

## 2021 - 2022 Operating Budget Forecast

<b>Cemeteries</b>	<b>2020 Requested Budget</b>	<b>2021 Forecast</b>	<b>2020 vs 2021 Change (%)</b>	<b>2022 Forecast</b>	<b>2021 vs 2022 Change (%)</b>
<b>Gross Expenditures By Service</b>					
Administration	467,200	476,500	2.0%	632,500	32.7%
Burials - Active Cemeteries	42,700	43,300	1.4%	43,900	1.4%
Maintenance - Active Cemeteries	332,100	336,400	1.3%	340,700	1.3%
Pioneer Cemeteries	298,000	303,300	1.8%	309,300	2.0%
<b>Total Gross Expenditures</b>	<b>1,140,000</b>	<b>1,159,500</b>	<b>1.7%</b>	<b>1,326,400</b>	<b>14.4%</b>
<b>Tax Levy By Service</b>					
Administration	(53,500)	(54,600)	2.1%	(55,700)	2.0%
Burials - Active Cemeteries	(156,700)	(159,900)	2.0%	(163,100)	2.0%
Maintenance - Active Cemeteries	210,200	214,500	2.0%	218,800	2.0%
Pioneer Cemeteries	164,500	167,700	1.9%	171,600	2.3%
<b>Total Tax Levy</b>	<b>164,500</b>	<b>167,700</b>	<b>1.9%</b>	<b>171,600</b>	<b>2.3%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	414,000	422,800	2.1%	432,200	2.2%
Materials & Supplies	60,800	61,900	1.8%	63,000	1.8%
Purchased Services	211,600	215,800	2.0%	220,100	2.0%
Internal Charges	168,000	168,000	0.0%	168,000	0.0%
Other Expenditures	22,500	22,600	0.4%	22,700	0.4%
Minor Capital & Transfer To Reserves	263,100	268,400	2.0%	420,400	56.6%
<b>Total Expenses</b>	<b>1,140,000</b>	<b>1,159,500</b>	<b>1.7%</b>	<b>1,326,400</b>	<b>14.4%</b>
<b>Revenues By Type</b>					
Activity Revenue	813,900	830,200	2.0%	993,200	(19.6%)
Internal Recoveries	-	-	0.0%	-	0.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	161,600	161,600	0.0%	161,600	0.0%
<b>Total Revenues</b>	<b>975,500</b>	<b>991,800</b>	<b>1.7%</b>	<b>1,154,800</b>	<b>16.4%</b>
<b>Tax Levy</b>	<b>\$164,500</b>	<b>\$167,700</b>	<b>1.9%</b>	<b>\$171,600</b>	<b>2.3%</b>

Cemeteries

## 2021 - 2022 Budget Forecast Highlights

- The 2021 net budget is projected to increase by 1.9% or \$ 3,200. The 2022 net budget is projected to increase by 2.3% or \$ 3,900.
- Although 2021 and 2022 have increased expenditures by inflationary adjustments and contractual obligations, the transfer to reserves has also been increased to offset these adjustments.
- \*Note: Some of the operating impacts for 2021 and 2022 have not been updated and still reflect the project timing from the 2019-2028 capital forecast.

## 2020 Recommended Capital Budget

The 2020 Capital budget for Cemeteries includes funding to keep the cemeteries and equipment in a state of good repair.

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2020	2020
52712002	Road Rehabilitation	Enterprise Initiatives	101,000	
52711905	Cemeteries Annual Provision	Enterprise Initiatives	15,000	
<b>TOTAL</b>			<b>116,000</b>	



**Program: Harbours**  
**Program Based Budget**  
**2020 - 2022**

## Vision

- A commitment to a better quality of life for individuals, families, businesses - today and tomorrow, and to make Oakville the most livable town in Canada by developing and managing a safe and sustainable open space system for all our citizens to use and enjoy.

## Mission

- To provide the community with recreational boating and ancillary marine services at market value rates and operate the harbour services in an efficient and environmentally responsible and sustainable manner. Harbours service is responsible for the operation of Oakville and Bronte harbours serving approximately 490 boating customers. The day to day operation of the Harbours service is overseen by the Supervisor of Harbours and managed by the Harbours Administrator with support from full-time and part-time staff.

## Key Initiatives

- Complete Harbours Masterplan and report to Council.
- Review results of RFI outsourcing and report next steps to Council.
- Undertake a review of potential business software systems to replace the current HMS software system.
- Undertake dock layout and tender for new steel docks in Oyster Bay (if approved by Council).
- Undertake design of seawall in Bronte (west side of Bronte Creek).
- Undertake design and submission to regulatory agencies to rehabilitate launch ramp and wall in Busby Park damaged during flooding (if approved by Council).

## Program Services

The Harbours program provides activities through the following services:



Harbours  
\$0M

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

# Key Performance Indicators

## 1. Percentage of gross operating budget

2015	2016	2017	2018	2019
0.5%	0.5%	0.4%	0.4%	0.7%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

## 2. Percentage of total FTEs

2015	2016	2017	2018	2019
0.5%	0.5%	0.5%	0.5%	0.5%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total town FTEs.				
<b>How Calculated:</b> Total program FTEs including part-time / total town FTEs including part-time.				

## Staffing Overview

Program: Harbours	2019 Approved FTE	2020 Adjustments	2020 Reallocation	2020 Growth and Capital	2020 Total FTE	Net Change 2020 vs 2019
Harbours	8.2			0.6	8.8	0.6
<b>Total Harbours</b>	<b>8.2</b>	<b>0.0</b>	<b>0.0</b>	<b>0.6</b>	<b>8.8</b>	<b>0.6</b>

Harbours staff complement has increased by 0.6 FTE as a result of the addition of a part-time Harbours Assistant. The current FTE count is 8.8 FTE for 2020.

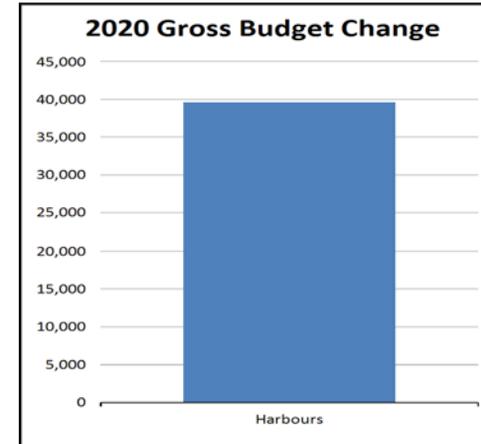
## Program Services Budget Overview

	2019 Restated Budget	Inflation & Adjustments	Budget Efficiencies	2020 Base Budget	2020 Base Increase \$	2020 Base Increase %	Capital and Growth Impact	2020 Requested Budget	2020 Requested Increase \$	2020 Requested Increase %
<b>Harbours</b>										
HARBOURS	773,400	65,300	-	838,700	65,300	8.4%	(40,100)	798,600	25,200	3.3%
OAKVILLE	(196,200)	(68,100)	-	(264,300)	(68,100)	34.7%	-	(264,300)	(68,100)	34.7%
BRONTE	(510,000)	(4,500)	-	(514,500)	(4,500)	0.9%	40,100	(474,400)	35,600	(7.0%)
OUTER HARBOUR	(67,200)	7,300	-	(59,900)	7,300	(10.9%)	-	(59,900)	7,300	(10.9%)
<b>Total Harbours</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>

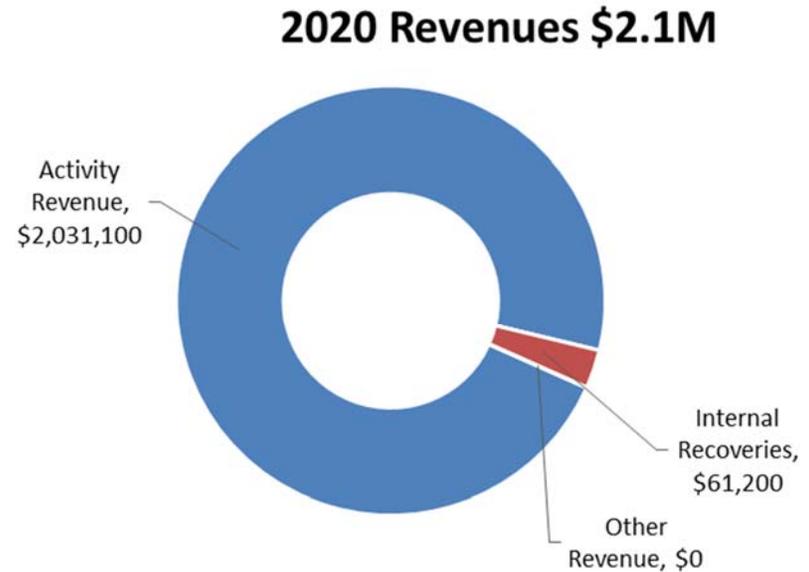
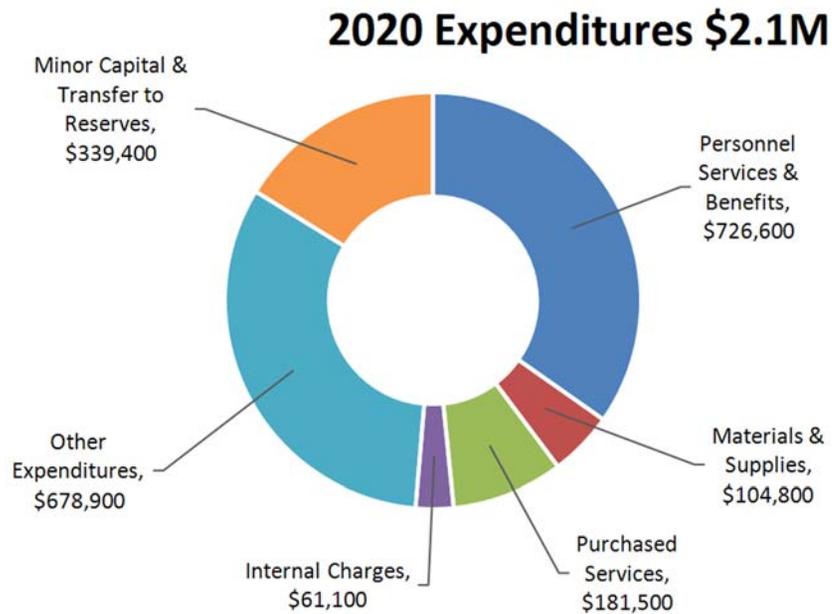
The Harbours budget reflects all operating costs necessary to maintain the two (2) town harbours, Bronte Harbour and Oakville Harbour, as well as a lease for the Bronte Outer Harbour that commenced in April 2018. The program is self-funded and budget increases are supported by revenue generated through fees. Although the Harbours program does not impact the tax levy, changes to the net budget have an impact to the Harbour reserve balance which may affect future capital purchases or projects.

## Gross Program Budget Change

- **Harbours** – The Harbours program is self-funded and any changes to revenue or expenditures impacts the Harbours reserve. In 2020, the gross operating budget has increased by \$39,600 which is primarily due to an increase in property taxes for the Bronte Outer Harbour and an increase in transfer to reserves as a result of increased revenues including an increase in mooring rental fees and slip fees.



## 2020 Program Budget by Component – Net \$0



In 2020, the Harbours program’s total direct operating expenditures are \$2,092,300 and anticipated revenues are \$ 2,092,300, which results in a net revenue transfer to the Harbours reserve funds of \$339,400. Overall program changes are described below.

- **Personnel Services and Benefits** is the largest expense at \$726,600 and represents 35% of the expenses. Due to inflationary increases planned for salaries and benefits and the addition of a part-time Harbours Assistant, the costs have increased by \$48,000.
- **Other Expenditures** is the second largest component of the expense budget at \$678,900 or 32% of total expenditures. For 2020, the Harbours budget for debt charges has increased by \$25,300, due to an increase in property taxes for the Bronte Outer Harbour.
- **Minor Capital & Transfer to Reserves** is the third largest component of the expense budget at \$339,400 or 16% of total expenditures. For 2020, the budget has decreased by \$34,300. This is due to an increased transfer to the harbours reserve to balance the program.
- **Purchased Services** is the fourth largest expense at \$181,500 or 9% of total expenses. Purchased services have increased by \$1,400 mainly due to inflationary adjustments.
- **Internal Charges** have decreased by \$800 to reflect changes to Harbours for services provided by other departments.
- **Activity Revenues** provides 97% of the revenue earned by Harbours. In 2020, the budget has increased by \$91,600, mainly due to an increase in mooring rentals and slip fees.
- **Other Revenue** has decreased as a transfer from reserves to balance the program is not required in 2020.

## 2021 - 2022 Operating Budget Forecast

Harbours	2020 Requested Budget	2021 Forecast	2020 - 2021 Change (%)	2022 Forecast	2021 - 2022 Change (%)
<b>Gross Expenditures By Service</b>					
Harbours	2,092,300	2,132,600	1.9%	2,173,500	1.9%
<b>Total Gross Expenditures</b>	<b>2,092,300</b>	<b>2,132,600</b>	<b>1.9%</b>	<b>2,173,500</b>	<b>1.9%</b>
<b>Tax Levy By Service</b>					
Harbours	-	-	0.0%	-	0.0%
<b>Total Tax Levy</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	726,600	739,400	1.8%	753,900	2.0%
Materials & Supplies	104,800	107,100	2.2%	109,400	2.1%
Purchased Services	181,500	184,900	1.9%	188,300	1.8%
Internal Charges	61,100	61,100	0.0%	61,100	0.0%
Other Expenditures	678,900	439,300	(35.3%)	439,200	(0.0%)
Minor Capital & Transfer To Reserves	339,400	600,800	77.0%	621,600	3.5%
<b>Total Expenses</b>	<b>2,092,300</b>	<b>2,132,600</b>	<b>1.9%</b>	<b>2,173,500</b>	<b>1.9%</b>
<b>Revenues By Type</b>					
Activity Revenue	2,031,100	2,071,400	2.0%	2,112,300	2.0%
Internal Recoveries	61,200	61,200	0.0%	61,200	0.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	-	-	0.0%	-	0.0%
<b>Total Revenues</b>	<b>2,092,300</b>	<b>2,132,600</b>	<b>1.9%</b>	<b>2,173,500</b>	<b>1.9%</b>
<b>Tax Levy</b>	<b>\$-</b>	<b>\$-</b>	<b>0.0%</b>	<b>\$-</b>	<b>0.0%</b>

## 2021 - 2022 Budget Forecast Highlights

- 2021 shows an increase in revenues resulting from new mooring slip fees for the Oakville Power Boat Squadron. 2022 is the first year that debt charges end for Oakville Harbour. Additional increases are as a result of inflationary increases and minor adjustments in 2021 and 2022.

\*Note: Some of the operating impacts for 2021 and 2022 have not been updated and still reflect the project timing from the 2019-2028 capital forecast.

Harbours

## 2020 Recommended Capital Budget

The 2020 capital budget includes the installation of a seawall at Berta Point in the Bronte Inner Harbour along with upkeep of dockage and replacement of equipment to keep assets in a state of good repair.

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2020	2020
52211801	Seawall Installation - Berta Point - Bronte Harbour	Enterprise Initiatives	101,000	
52901804	Annual Dockage/Property	Enterprise Initiatives	96,000	
52902001	Harbours Equipment Replacement	Enterprise Initiatives	18,000	
<b>TOTAL</b>			<b>215,000</b>	



**Program: Infrastructure Maintenance**

**Program Based Budget**

**2020 - 2022**

### Vision

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

### Mission

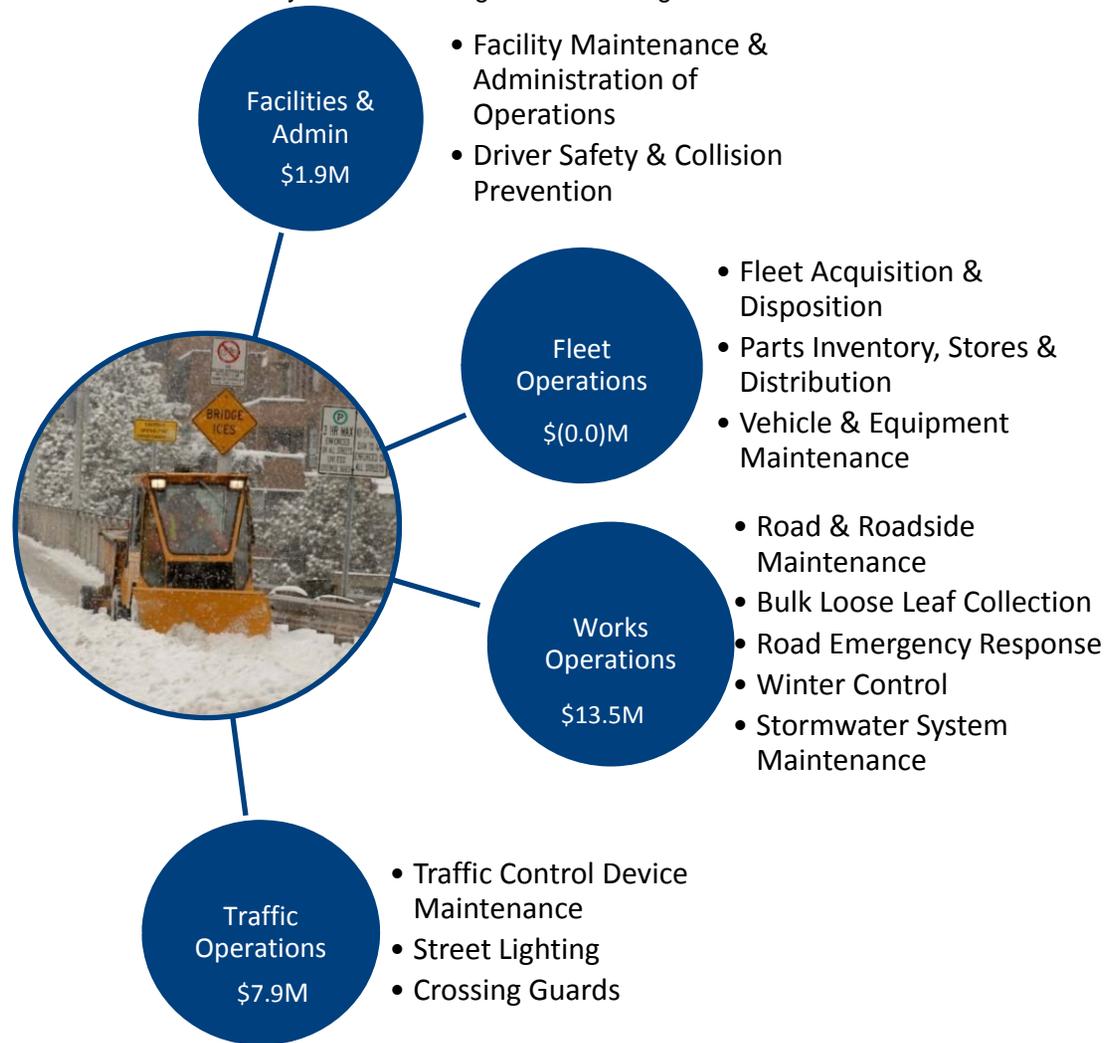
- Provide quality road, traffic and water resource systems maintenance and operations to the residents and businesses of Oakville.

### Key Initiatives

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

# Program Services

The Infrastructure Maintenance program, as delivered through the department of Roads & Works Operations, is responsible for the maintenance and operation of the town's transportation and water resource infrastructure systems. It manages the following service areas to achieve this:



# Key Performance Indicators

## 1. Percentage of gross operating budget

2015	2016	2017	2018	2019
12.4%	12.4%	12.4%	12.2%	12.1%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

## 2. Percentage of total FTEs

2015	2016	2017	2018	2019
8.5%	8.5%	8.6%	8.5%	8.4%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total town FTEs.				
<b>How Calculated:</b> Total program FTEs including part-time / total town FTEs including part-time.				

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

2015	2016	2017	2018	2019
0.24	0.25	0.23	0.21	0.13 projected (Oct. 30, 2019)
<b>Why Important:</b> Assesses general road conditions with respect to provincial standards and provides 'a state of good repair' asset indicator.				
<b>How Calculated:</b> Minimum Maintenance Standard deficiencies identified (excluding street lights and sign retro-reflectivity) / total lane kilometer of town roads.				

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

2015	2016	2017	2018	2019
85%	85% (2015 Survey Results)	82%	82% (2017 Survey Results)	83%
<b>Why Important:</b> To ensure we're meeting the service expectations of our residents and to help us set our strategic priorities.				
<b>How Calculated:</b> To gather the opinions of local residents in the most comprehensive and efficient way, Pollara Strategic Insights conducted a 20-minute telephone survey among 805 randomly-selected residents of the Town of Oakville.				

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

2015	2016	2017	2018	2019
74%	74% (2015 Survey Results)	88%	88% (2017 Survey Results)	76%
<b>Why Important:</b> To ensure we're meeting the service expectations of our residents and to help us set our strategic priorities.				
<b>How Calculated:</b> To gather the opinions of local residents in the most comprehensive and efficient way, Pollara Strategic Insights conducted a 20-minute telephone survey among 805 randomly-selected residents of the Town of Oakville.				

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

2015	2016	2017	2018	2019
100% (6 events)	100% (3 events)	100% (7 events)	100% (4 events)	8 projected (Oct. 31, 2019)
<b>Why Important:</b> Assesses the performance of winter maintenance response for roads and sidewalks during the winter season.				
<b>How Calculated:</b> Response timelines are compared to established service levels for roads and sidewalks. Measured snow events are those which exceed 7.5cms and the seasonal number of events are indicated in brackets.				

## Staffing Overview

Program: Infrastructure Maintenance	2019 Approved FTE	2020 Adjustments	2020 Reallocation	2020 Growth and Capital	2020 Total FTE	Net Change 2020 vs 2019
Facilities & Administration	5.2				5.2	0.0
Works Operations	60.8				60.8	0.0
Traffic Operations	49.8				49.8	0.0
Fleet Operations	22.8				22.8	0.0
<b>Total Infrastructure Maintenance</b>	<b>138.6</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>138.6</b>	<b>0.0</b>

Overall, total 2020 staff complement for the Infrastructure Maintenance program remains unchanged at 138.6 FTEs.

## Program Services Budget Overview

	2019 Restated Budget	Inflation & Adjustments	Budget Efficiencies	2020 Base Budget	2020 Base Increase \$	2020 Base Increase %	Capital and Growth Impact	2020 Requested Budget	2020 Requested Increase \$	2020 Requested Increase %
<b>Infrastructure Maintenance</b>										
Facilities & Administration	1,873,600	57,600	-	1,931,200	57,600	3.1%	(16,000)	1,915,200	41,600	2.2%
Fleet Operations	(33,700)	16,900	-	(16,800)	16,900	(50.1%)	(18,400)	(35,200)	(1,500)	4.5%
Works Operations	13,234,700	242,100	(20,000)	13,456,800	222,100	1.7%	82,900	13,539,700	305,000	2.3%
Traffic Operations	7,736,900	140,900	(47,200)	7,830,600	93,700	1.2%	96,700	7,927,300	190,400	2.5%
<b>Total Infrastructure Maintenance</b>	<b>\$22,811,500</b>	<b>\$ 457,500</b>	<b>\$ (67,200)</b>	<b>\$ 23,201,800</b>	<b>\$ 390,300</b>	<b>1.7%</b>	<b>\$ 145,200</b>	<b>\$ 23,347,000</b>	<b>\$ 535,500</b>	<b>2.3%</b>

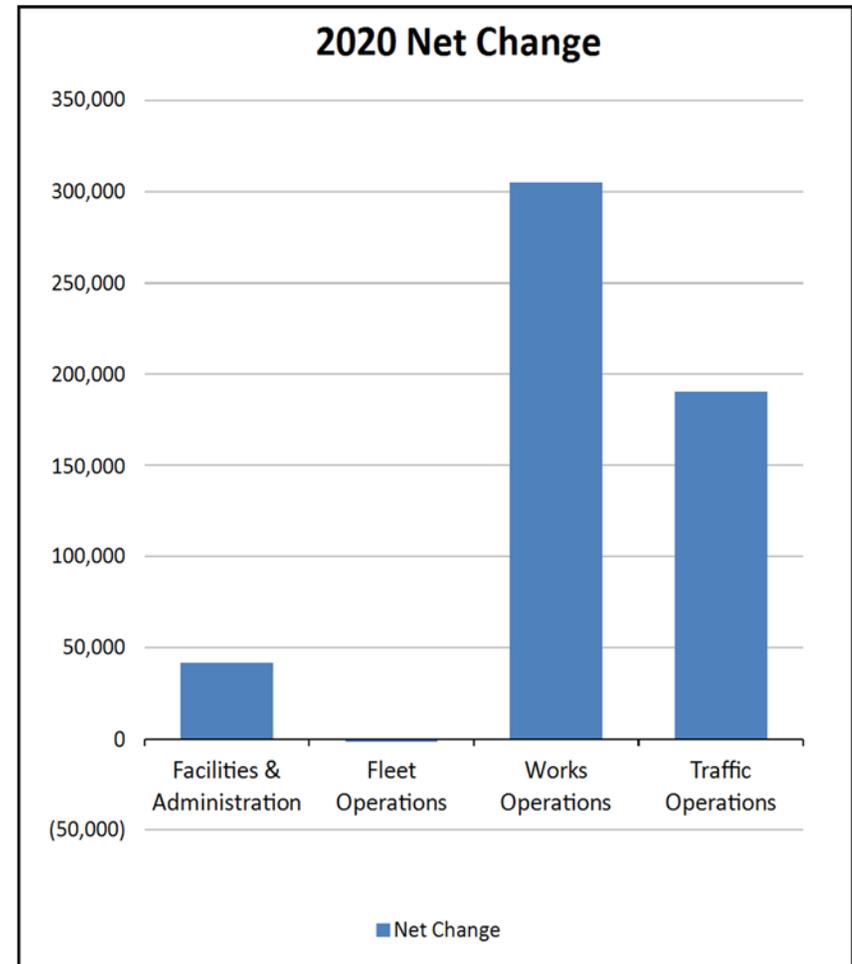
Overall the Infrastructure Maintenance budget has increased by \$535,500 or 2.3% providing a net budget of \$23,347,000. The base budget before capital and growth impacts has increased by \$390,300 or 1.7% primarily due to contractual increases for winter control which have been offset by efficiency savings of \$67,200 found in streamlining winter patrol operations and contracted maintenance costs for traffic operations. The primary driver of the capital and growth impacts are costs associated with maintenance of new roads assumed through subdivisions in North Oakville as well as town road works such as road widenings, new sidewalks and bike lanes. Savings have also been identified through energy management initiatives completed at the facilities through capital renewals.

Works Operations represents the largest program at \$13.5 million, to provide services such as winter control; road maintenance; stormwater system maintenance and bulk loose leaf collection. Traffic Operations is the second largest program with \$7.9 million, which provides maintenance and operation of traffic control infrastructure, street lighting and school crossing guard services. Fleet Operations is responsible for maintaining the town's vehicle and equipment fleet and stores operations which are fully recovered from service delivery departments. Fleet Operations have a minimal net positive budget due to recoveries from Oakville Hydro for vehicle maintenance. Facilities & Administration are comprised of costs associated with maintaining the town's Central Operations facility and North Operations Depot as well as administrative costs for the entire program.

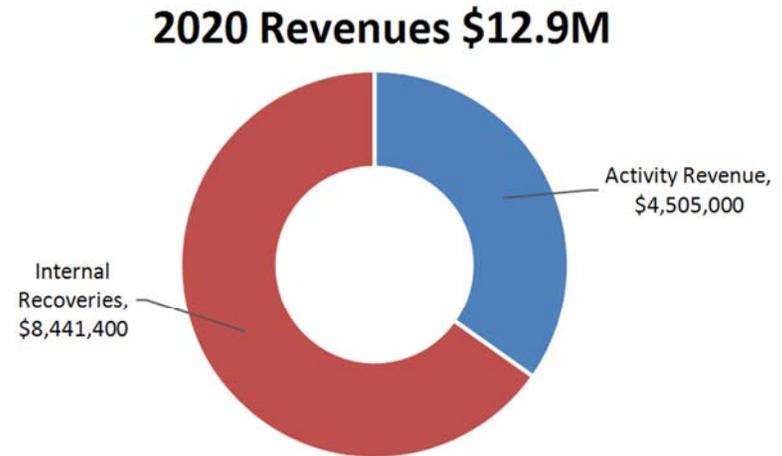
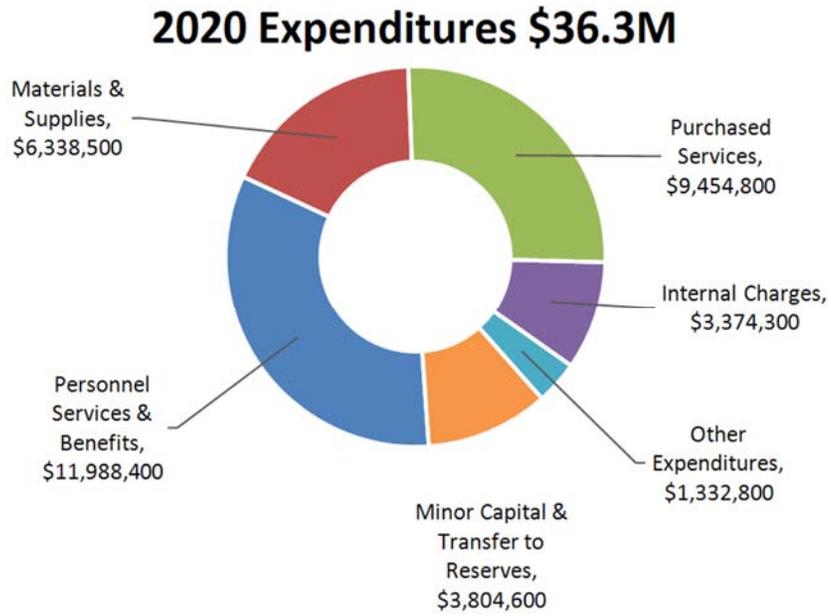
Infrastructure Maintenance

## Net Program Budget Change

- **Facilities and Administration** has increased by \$41,600. Adjustments are primarily included for utilities, building repairs and insurance.
- **Fleet Operations** has decreased by \$(1,500). Budget increases have been included for the transfer to vehicle and equipment reserves to ensure timely end of life replacement of assets. Additional budget adjustments are added for tools, vehicle parts and uniforms. These budget adjustments have been offset by an increase to internal fleet maintenance recoveries from other departments and based on trend and market conditions, a reduction to gasoline and coloured diesel is included.
- **Works Operations** has increased \$305,000 mainly as a result of increased costs associated with growth in the town road network. In addition, budget adjustments for winter maintenance contracted services and increased vehicle maintenance expenses have been included. Budget increases are partially offset with Regional recoveries for winter control and other maintenance completed on behalf of the Region.
- **Traffic Operations** has increased \$190,400 budget increases have been included for hydro expense required for street lighting and traffic supplies and signal parts which are partially offset with recoveries from internal departments.



## 2020 Program Budget by Component – Net \$ 23,347,000



In the Infrastructure Maintenance program's total expenditures are \$36,293,400 and total revenues are \$12,946,400, resulting in a net budget of \$ 23,347,000. The net change from the prior year is \$535,500 or 2.3%. The main drivers are the following:

- Personnel Services & Benefits** make up 33% of total expenditures with \$12.0 million and is also the largest driver. Personnel costs have increased by \$228,600 primarily due to inflationary adjustments for wages and benefits and contract obligations. This has been offset with budgeted gapping for the Crossing Guard program which has been based on the average annual number of Crossing Guard vacancies.
- Purchased Services** make up 26% of total expenditures and is the second largest driver, which is comprised of contracted services and hired equipment to maintain the road networks throughout the various seasons, as well as maintaining the streetlights, fleet vehicles and stormwater systems. In 2020, purchased services have increased by \$309,600 primarily due to increases for external contracts required for winter control. Additional budget adjustments have been made to insurance, uniforms and building repairs.
- Materials & Supplies** make up 17% of total expenditures and includes de-icing materials for roads, utilities for Central Operations and North Operations, the street-lighting program, fuel for vehicles and electrical signal parts to maintain traffic signals. Materials & supplies have increased by \$69,700 primarily due to increase for motor vehicle parts, small tools and diesel.

- **Internal Charges** are internal charges to the Works and Traffic Operations portions of the budget from Fleet and Stores for vehicle usage and maintenance as well as facility charges. Internal Charges have increased by \$1,600 due to increased vehicle and equipment maintenance costs by all department activities.
- **Other Expenditures** are mainly comprised of debt payments for the LED conversion program which have decreased by \$(15,400).
- **Minor Capital & Transfer to Reserves** are comprised of transfers to reserves for building maintenance, vehicle and equipment replacement and stormwater system maintenance. Minor Capital & Transfer to Reserves have increased by \$63,200 due to planned adjustments to the reserve transfer for the vehicle and equipment and building maintenance.
- **Internal Recoveries** makes up 65% of total revenues and represent the recoveries in Fleet and Stores services for vehicle maintenance and stores costs charged to the various town departments. Internal Recoveries has increased by \$82,700.
- **Activity Revenue** makes up 35% of total revenues and represent regional recoveries and overhead revenue for work done on behalf of external agencies such as Ministry of Transportation, Halton Region, Halton Hills and Oakville Hydro. Activity Revenue has increased by \$39,100.

## 2021 - 2022 Operating Budget Forecast

<b>Infrastructure Maintenance</b>	<b>2020 Requested Budget</b>	<b>2021 Forecast</b>	<b>2020 vs 2021 Change (%)</b>	<b>2022 Forecast</b>	<b>2021 vs 2022 Change (%)</b>
<b>Gross Expenditures By Service</b>					
Facilities & Administration	2,793,900	2,834,800	1.5%	2,878,800	1.6%
Fleet Operations	7,824,400	8,179,700	4.5%	8,435,300	3.1%
Works Operations	15,892,000	16,822,200	5.9%	17,604,500	4.7%
Traffic Operations	9,783,100	10,102,600	3.3%	10,599,300	4.9%
<b>Total Gross Expenditures</b>	<b>36,293,400</b>	<b>37,939,300</b>	<b>4.5%</b>	<b>39,517,900</b>	<b>4.2%</b>
<b>Tax Levy By Service</b>					
Facilities & Administration	1,915,200	1,956,100	2.1%	2,000,100	2.2%
Fleet Operations	(35,200)	(35,200)	0.0%	(35,200)	0.0%
Works Operations	13,539,700	14,427,700	6.6%	15,166,700	5.1%
Traffic Operations	7,927,300	8,219,200	3.7%	8,686,000	5.7%
<b>Total Tax Levy</b>	<b>23,347,000</b>	<b>24,567,800</b>	<b>5.2%</b>	<b>25,817,600</b>	<b>5.1%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	11,988,400	12,344,300	3.0%	12,662,500	2.6%
Materials & Supplies	6,338,500	6,603,200	4.2%	6,890,600	4.4%
Purchased Services	9,454,800	9,969,300	5.4%	10,651,100	6.8%
Internal Charges	3,374,300	3,682,100	9.1%	3,852,200	4.6%
Other Expenditures	1,332,800	1,334,000	(0.1%)	1,336,100	0.2%
Minor Capital & Transfer To Reserves	3,804,600	4,006,400	5.3%	4,125,400	3.0%
<b>Total Expenses</b>	<b>36,293,400</b>	<b>37,939,300</b>	<b>4.5%</b>	<b>39,517,900</b>	<b>4.2%</b>
<b>Revenues By Type</b>					
Activity Revenue	4,505,000	4,580,900	1.7%	4,658,900	1.7%
Internal Recoveries	8,441,400	8,790,600	4.1%	9,041,400	2.9%
Grants	-	-	0.0%	-	0.0%
Other Revenue	-	-	0.0%	-	0.0%
<b>Total Revenues</b>	<b>12,946,400</b>	<b>13,371,500</b>	<b>3.3%</b>	<b>13,700,300</b>	<b>2.5%</b>
<b>Tax Levy</b>	<b>\$23,347,000</b>	<b>\$24,567,800</b>	<b>5.2%</b>	<b>\$25,817,600</b>	<b>5.1%</b>

Infrastructure Maintenance

## 2021 - 2022 Budget Forecast Highlights

- The 2021 net budget is projected to increase by 5.2% or \$ 1,220,800 and reflects inflationary increases to the cost of delivering services.
- The 2022 net budget is projected to increase by 5.1% or \$ 1,249,800 and reflects inflationary increases to the cost of delivering services.

\*Note: Some of the operating impacts for 2021 and 2022 have not been updated and still reflect the project timing from the 2019-2028 capital forecast.

## 2020 Recommended Capital Budget

The capital forecast for Infrastructure Maintenance will provide funds to ensure that traffic and fleet assets are maintained to a state of good repair mitigating unscheduled breakdowns as well as avoiding higher repair and maintenance costs. The Roads & Works Operations replacement equipment capital forecast is based on the life cycle and asset conditions from the town's vehicle and equipment asset registry. The growth capital forecast will provide for new vehicles and equipment required to provide services to growth areas in the town.

The Central Operations Depot Capital Replacement ensures the building equipment and systems maintain optimum efficiency. Traffic operations will continue to replace the scheduled hardware and controllers on traffic signals through the Traffic Signal Hardware and Traffic Signal Controller replacement projects.

Operating Impacts from the roads and works growth equipment project relate to the operating costs for this equipment.

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2020	2020
51311803	Central Ops - Furniture Replacement	Infrastructure Renewal	25,000	
51311901	Central Operations Depot Capital Replacement	Infrastructure Renewal	358,000	
51311903	North Ops Capital Replacements	Infrastructure Renewal	100,000	
51321901	Roads and Works Replacement Equipment	Infrastructure Renewal	1,208,000	
51321902	Roads and Works Growth Equipment	Growth	414,000	11,400
51611801	Major Traffic Signal Repairs	Infrastructure Renewal	45,000	
51611901	AODA Signal Upgrade Program	Infrastructure Renewal	50,000	
51611902	Traffic Signal Interconnect	Infrastructure Renewal	60,000	
51611903	Traffic Signal Controller Replacement	Infrastructure Renewal	406,000	
51612001	Traffic Signal Hardware Replacement	Infrastructure Renewal	380,000	
51631802	Streetlight Rehabilitation	Infrastructure Renewal	50,000	
<b>TOTAL</b>			<b>3,096,000</b>	<b>11,400</b>



**Program: Oakville Transit**  
**Program Based Budget**  
**2020 - 2022**

## Vision

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

## Mission

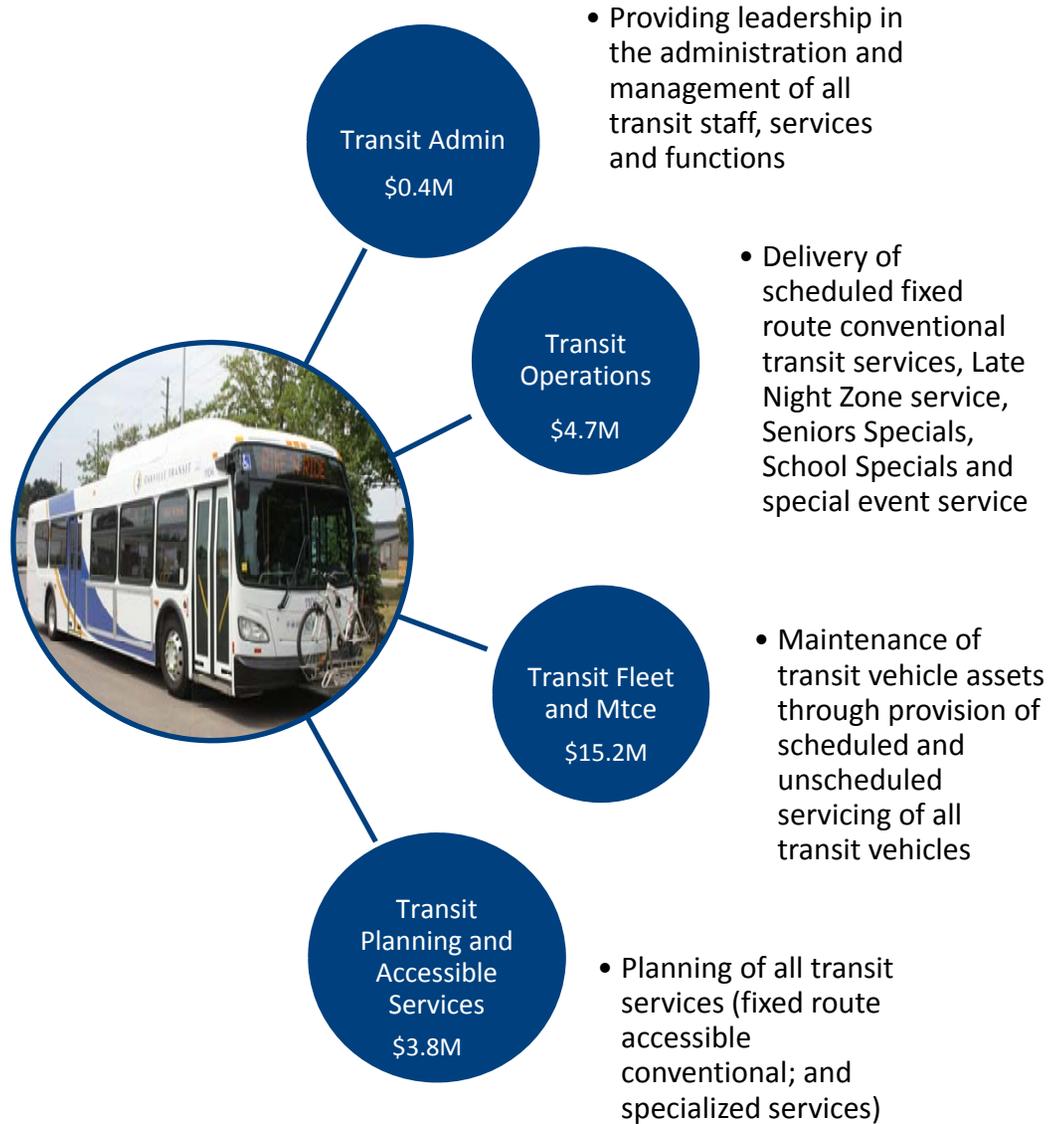
- To provide a safe, reliable, convenient and efficient public transit service.

## Key Initiatives

- Expansion of Home to Hub services to new and under-served areas of town.
- Introduce first Battery Electric Buses for our On-Demand fleet.
- Launch of upgraded On-Demand scheduling software and real-time Ride Hailing App.
- Launch onboard WiFi across the transit fleet including full automation of onboard camera system.
- Significantly upgrade bus stop accessibility infrastructure.
- Upgrade Intelligent Transportation System to provide more stable and reliable customer facing information.

# Program Services

The Oakville Transit program provides activities through the following services:



# Key Performance Indicators

## 1. Percentage of gross operating budget

2015	2016	2017	2018	2019
12.0%	12.4%	12.8%	12.8%	12.9%
<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

2015	2016	2017	2018	2019
13.4%	14.4%	14.5%	14.3%	14.3%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
<b>How Calculated:</b> Total program FTEs including part-time / Total town FTEs including part-time.				

## 3. Ridership

2015	2016	2017	2018	2019
2,833,825	2,851,371	2,945,877	3,019,421	3,015,000 (Projected 2019)
<b>Why Important:</b> Represents the level of use of the services and allows comparison to revenue recovered and costs.				
<b>How Calculated:</b> Total number of passenger boardings less those which are transfers from another bus; based on actuals for 2015-2018 and projected year end for 2019.				

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

2015	2016	2017	2018	2019
15.1	15.0	15.18	14.98	14.26 (Projected, 2019)
<b>Why Important:</b> To understand the degree to which transit ridership is either increasing or decreasing relative to the town's population.				
<b>How Calculated:</b> Net ridership divided by the total town population; based on actuals for 2015-2018 and projected year end for 2019.				

## 5. Transit on-time performance

2015	2016	2017	2018	2019
Not Available	72.4%	84.1%	84.5%	84% (Sept. 30, 2019)
<b>Why Important:</b> This measures the reliability of transit services.				
<b>How Calculated:</b> This KPI relies on ITS to measure deviations from schedule. "On-time" is defined as a bus being no more than 1 minute ahead of schedule and no more than 3 minutes behind schedule; based on actuals for 2015-2018 and year to date for 2019.				

## 6. Subsidy (tax levy per ride)

2015	2016	2017	2018	2019
5.30	5.99	5.89	6.27	6.24 (Sept. 30, 2019)
<b>Why Important:</b> Measures the degree to which cost of providing service is being shared between transit customers and taxpayers.				
<b>How Calculated:</b> The total net direct operating costs of conventional service divided by the number of conventional service rides; based on actuals for 2015-2018 and year to date for 2019.				

## 7. Preventable accidents safety rating

2015	2016	2017	2018	2019
0.55	0.68	0.38	0.56	0.66 (Sept. 30, 2019)
<b>Why Important:</b> Measures the effectiveness of driver training and of driver performance.				
<b>How Calculated:</b> The number of preventable collisions per 100,000 kms driven; based on actuals for 2015-2018 and year to date for 2019.				

## 8. Cost recovery ratio - conventional

2015	2016	2017	2018	2019
28.4%	28.4%	29.44%	29.12%	29.70 (Sept. 30, 2019)
<b>Why Important:</b> Measures the portion of operating costs recovered from external sources (fares, advertising, etc.).				
<b>How Calculated:</b> Total External Revenue / Gross Expenditures; based on actuals for 2015-2018 and year to date for 2019 (excludes Gas Tax funding)				
NOTE: administrative costs and building costs are fully included within the conventional cost recovery ratio.				

## 9. Cost recovery ratio – specialized

2015	2016	2017	2018	2019
8.7%	8.4%	7.92%	7.62%	7.08% (Sept 30, 2019)
<b>Why Important:</b> Measures the portion of operating costs recovered from external sources (fares, advertising, etc.).				
<b>How Calculated:</b> Total External Revenue / Gross Expenditures; based on actuals for 2015-2018 and year to date for 2019 (excludes Gas Tax funding).				

## Staffing Overview

Program: Oakville Transit	2019 Approved FTE	2020 Adjustments	2020 Reallocation	2020 Growth and Capital	2019 Total FTE	Net Change 2020 vs 2019
Transit Administration	4.0				4.0	0.0
Transit Operations	168.5			2.6	171.1	2.6
Transit Fleet & Maintenance	34.1				34.1	0.0
Transit Planning & Accessible Services	27.4			1.7	29.1	1.7
<b>Total Oakville Transit</b>	<b>234.0</b>	<b>0.0</b>	<b>0.0</b>	<b>4.3</b>	<b>238.3</b>	<b>4.3</b>

Overall, total 2020 staff complement for the Oakville Transit program is 238.3. Capital impacts of 1.7 FTE are required for operation and maintenance of additional specialized buses required to meet AODA demands. Additionally 2.9 FTE have been added through growth for the re-instatement of route 1 service on Trafalgar to meet demand in North Oakville. This has been partially offset by a reduction of 0.3 FTE for anticipated efficiencies related to implementing the Real-time Scheduling and Ride Hailing App (ICIP project).

## Program Services Budget Overview

	2019 Restated Budget	Inflation & Adjustments	Budget Efficiencies	2020 Base Budget	2020 Base Increase \$	2020 Base Increase %	Capital and Growth Impact	2020 Requested Budget	2020 Requested Increase \$	2020 Requested Increase %
<b>Oakville Transit</b>										
Transit Administration	419,300	21,100	-	440,400	21,100	5.0%	-	440,400	21,100	5.0%
Transit Operations	4,413,600	326,800	(78,900)	4,661,500	247,900	5.6%	7,900	4,669,400	255,800	5.8%
Transit Fleet & Maintenance	15,069,700	22,300	(58,800)	15,033,200	(36,500)	(0.2%)	197,400	15,230,600	160,900	1.1%
Transit Planning & Accessible Services	3,644,900	149,800	(150,000)	3,644,700	(200)	(0.0%)	143,700	3,788,400	143,500	3.9%
<b>Total Oakville Transit</b>	<b>\$ 23,547,500</b>	<b>\$ 520,000</b>	<b>\$ (287,700)</b>	<b>\$ 23,779,800</b>	<b>\$ 232,300</b>	<b>1.0%</b>	<b>\$ 349,000</b>	<b>\$ 24,128,800</b>	<b>\$ 581,300</b>	<b>2.5%</b>

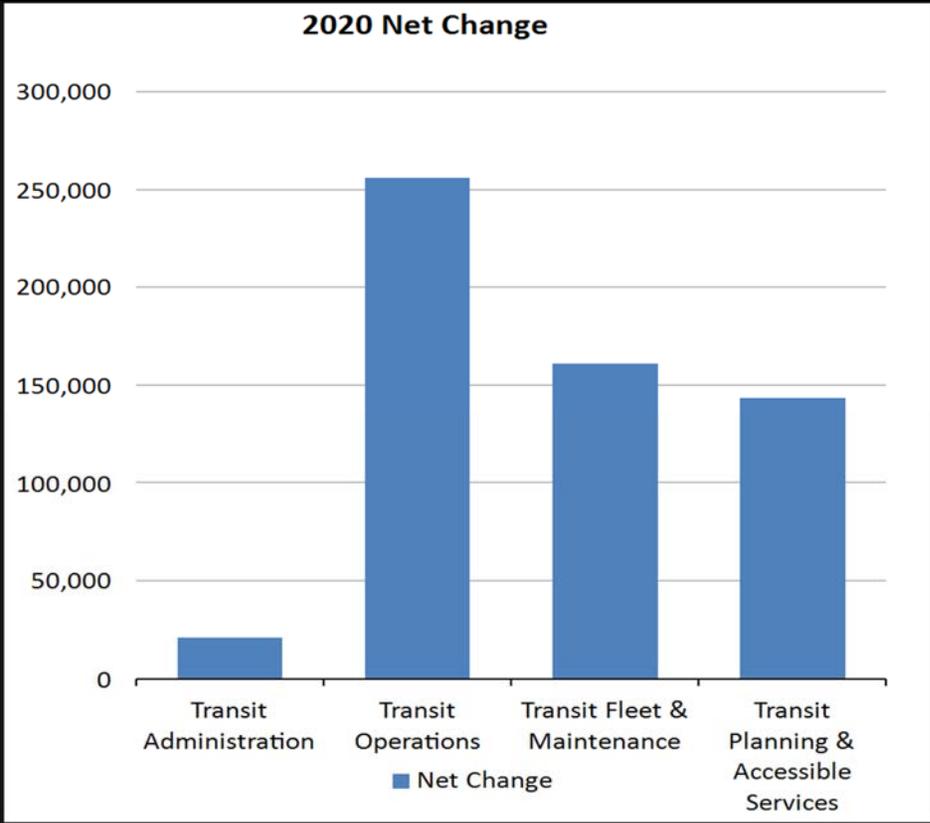
The overall requested budget of Oakville Transit is \$24,128,800, resulting in an increase of \$581,300 or 2.5%. This includes Capital and Growth impacts of \$349,000 which are mainly driven from capital purchases in 2019 for additional specialized buses and the costs associated with the operation and maintenance. In addition impacts related to capital projects submitted for grant funding through the Investing in Canada Infrastructure Program (ICIP) to enhance/acquire new technology have been incorporated. These technology projects will improve the overall efficiency of transit operations and customer service. Lastly, a portion of the impact is due to growth as a result of route 1 being re-introduced to service North Oakville.

Prior to Capital and Growth Impacts, Oakville Transit program has a base budget increase of \$232,300 or 1.0% over 2019. The main driver of the base budget is inflationary adjustments for personnel services & benefits and adjustments to revenue to reflect recent ridership trends as well as the shift from cash to Presto fares. Also identified within the base budget are efficiency savings of \$287,700 which represents the annualization of route adjustments implemented in 2019, as well as a reduction of taxi usage due to the optimization of trip planning from our scheduling software.

Oakville Transit's largest budget component is Transit Fleet & Maintenance services and makes up 63% of the 2020 overall net budget. Transit Fleet & Maintenance services is responsible for the maintenance and state of good repair of the conventional and specialized transit fleet as well as the Transit operations facility. Transit Operations is the second largest component of the net budget at \$4.7 million, which is comprised of costs to provide conventional and Home to Hub transit service which is offset by the revenue generated from various Transit services. Transit Planning & Accessible Services is comprised of costs associated with providing specialized transit service, planning of all transit services and co-ordination of office support for a net budget of \$3.8 million. Finally, Transit Administration is comprised of costs associated with the overall management of Oakville Transit.

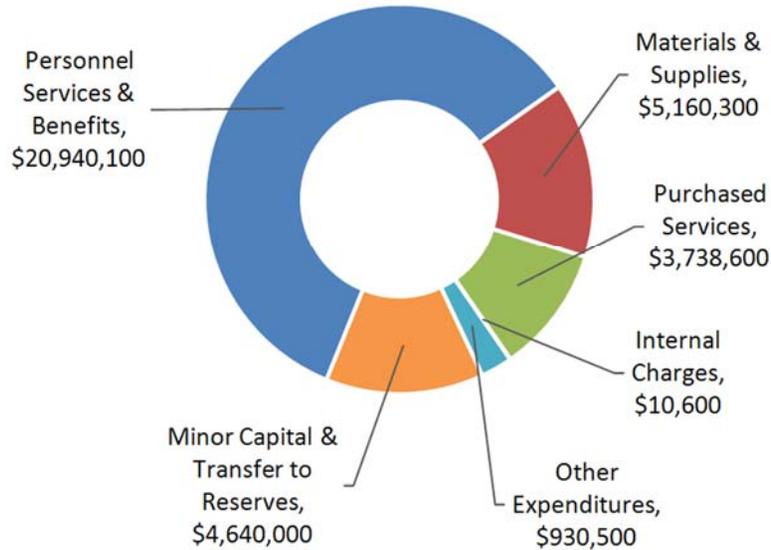
# Net Program Budget Change

- **Transit Administration** has increased by \$21,100 primarily due to inflationary increases for personal services & benefits, and contracted services.
- **Transit Operations** has increased by \$255,800. One of the primary drivers is personnel costs which are due to inflationary increases to salaries and benefits. In addition, revenues have decreased to be in line with 2019 projected ridership levels, which includes a 2% fare increase starting July 1<sup>st</sup>.
- **Transit Fleet & Maintenance** has increased \$160,900 mainly due to capital impacts for one expansion specialized bus and two spare specialized buses. Other drivers of the increase include rising insurance.
- **Transit Planning & Accessible Services** has increased \$143,500, due to capital impacts to personnel services & benefits for one expansion specialized bus and two spare specialized buses.

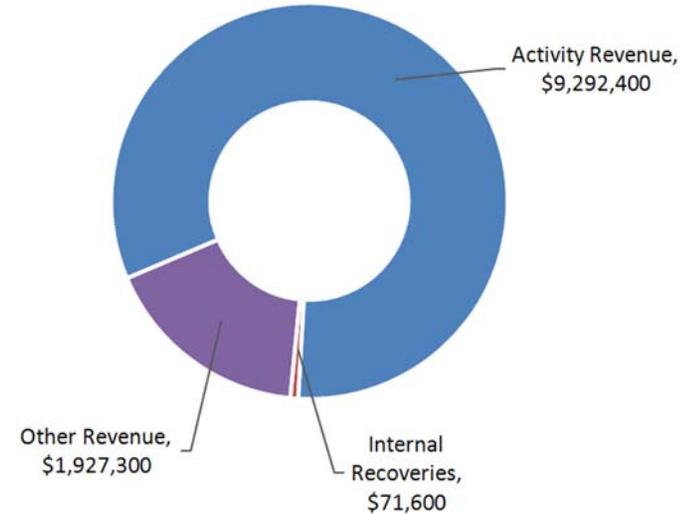


## 2020 Program by Component – Net \$24,128,800

### 2020 Expenditures \$35.4M



### 2020 Revenues \$11.3M



In 2020, the Oakville Transit program's total expenditures are \$35,420,100 and total revenues are \$11,291,300 resulting in a net budget of \$24,128,800. The net change from the prior year is \$581,300 or 2.5% primarily due to contractual obligations and capital and growth impacts. The main drivers are the following:

- Personnel Services & Benefits** make up 59% of the total expenditures and are the largest driver at \$20.9 million. The majority of the total FTEs are comprised of Transit drivers and mechanics to service the fleet. Personnel Services & Benefits have increased by \$416,000 primarily due to inflationary impacts and capital and growth impacts from additional service provided in north Oakville.
- Materials & Supplies** make up 15% of the total expenditures and are the second largest driver at \$5.2 million. Motor vehicle parts and accessories is the second largest component of the Materials & Supplies budget, which has decreased by \$126,900 primarily due to the price per litre of fuel reduction to \$1.00/litre for diesel.
- Minor Capital & Transfers to Reserves** total \$4.6 million and also make up 13% of total expenditures. Minor Capital & Transfers to Reserves are comprised of transfers to reserves for building maintenance and vehicle and equipment replacement. In 2020, minor capital & transfers to reserves have increased by \$103,000 primarily due to the increased transfer to the Vehicle and Equipment reserve for future replacement of new specialized buses.

- **Purchased Services** totals \$3.7 million and make up 11% of the total expenditures, which is mainly comprised of contracted vehicle maintenance, hired equipment for specialized service, repairs and maintenance for the Transit facility and advertising. Purchased Services have increased by \$48,400 primarily due to a capital impacts of \$80,000 for cellular costs for two new capital projects - Facility & onboard WiFi with Automated video and the ITS Infrastructure upgrade & cellular project. Other items such as uniforms, security, janitorial and contracted services have been increased to better reflect actual spending.
- **Other Expenditures** mainly consist of Transit facility property taxes, licenses and presto fare settlement fees. Other expenditures have decreased by \$27,800 primarily due to a decrease in property taxes.
- **No Activity Revenue** makes up 82% of total revenues and is the largest revenue source, which is comprised of all revenues related to fares, service fees, memberships/passes and sales. Activity Revenue has decreased by \$159,000. Revenues have been decreased to be in line with 2019 projected ridership levels and also includes a 2% fare increase to be implemented in July.
- **Internal Recoveries** makes up 1% of total revenues and is comprised of internal recoveries from other programs. Internal recoveries have decreased \$9,600 as a result of reflecting actual recoveries.

## 2021 - 2022 Operating Budget Forecast

Oakville Transit	2020 Requested Budget	2021 Forecast	2020 - 2021 Change (%)	2022 Forecast	2021 - 2022 Change (%)
<b>Gross Expenditures By Service</b>					
Transit Administration	556,900	568,800	2.1%	580,900	2.1%
Transit Operations	15,002,000	15,516,000	3.4%	16,296,900	5.0%
Transit Fleet & Maintenance	15,668,400	16,144,400	3.0%	16,761,300	3.8%
Transit Planning & Accessible Services	4,192,800	4,751,000	13.3%	4,993,300	5.1%
<b>Total Gross Expenditures</b>	<b>35,420,100</b>	<b>36,980,200</b>	<b>4.4%</b>	<b>38,632,400</b>	<b>4.5%</b>
<b>Tax Levy By Service</b>					
Transit Administration	440,400	452,300	2.7%	464,400	2.7%
Transit Operations	4,669,400	4,915,400	5.3%	5,418,800	10.2%
Transit Fleet & Maintenance	15,230,600	15,706,600	3.1%	16,323,500	3.9%
Transit Planning & Accessible Services	3,788,400	4,345,600	14.7%	4,586,900	5.6%
<b>Total Tax Levy</b>	<b>24,128,800</b>	<b>25,419,900</b>	<b>5.4%</b>	<b>26,793,600</b>	<b>5.4%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	20,940,100	21,961,300	4.9%	23,026,700	4.9%
Materials & Supplies	5,160,300	5,385,000	4.4%	5,649,900	4.9%
Purchased Services	3,738,600	3,872,900	3.6%	4,026,300	4.0%
Internal Charges	10,600	10,600	0.0%	10,600	0.0%
Other Expenditures	930,500	1,007,300	8.3%	1,012,700	0.5%
Minor Capital & Transfer To Reserves	4,640,000	4,743,100	2.2%	4,906,200	3.4%
<b>Total Expenses</b>	<b>35,420,100</b>	<b>36,980,200</b>	<b>4.4%</b>	<b>38,632,400</b>	<b>4.5%</b>
<b>Revenues By Type</b>					
Activity Revenue	9,292,400	9,561,400	2.9%	9,839,900	2.9%
Internal Recoveries	71,600	71,600	0.0%	71,600	0.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	1,927,300	1,927,300	0.0%	1,927,300	0.0%
<b>Total Revenues</b>	<b>11,291,300</b>	<b>11,560,300</b>	<b>2.4%</b>	<b>11,838,800</b>	<b>2.4%</b>
<b>Tax Levy</b>	<b>\$24,128,800</b>	<b>\$25,419,900</b>	<b>5.4%</b>	<b>\$26,793,600</b>	<b>5.4%</b>

## 2021 - 2022 Budget Forecast Highlights

- The 2021 net budget is projected to increase by 5.4% or \$ 1,291,100, while the 2022 net budget is projected to increase 5.4% or \$ 1,373,700; these increases reflect inflationary increases as well as an operating impact from capital for three specialized vehicle expansion buses to continue to service the community; additionally in 2022 there is an operating impact for one expansion specialized and three conventional buses. Ridership has been increased 1% for both years and fees have also been increased by 2% respectively.

\*Note: Some of the operating impacts for 2021 and 2022 have not been updated and still reflect the project timing from the 2019-2028 capital forecast.

## 2020 Recommended Capital Budget

The 2020 capital budget ensures Transit fleet will be maintained in a state of good repair, with funds provided for vehicle refurbishments and replacements based on condition, along with new specialized buses. The recommended capital budget includes projects that have been submitted to the Investing in Canada Infrastructure Program (ICIP) – Public Transit Stream grant intake for the purchase of electric buses and to enhance/acquire new technology. The Town’s share of these projects is 26.67%, with the additional funding coming from the Federal and Provincial governments. These projects will begin to green the transit fleet with the purchase of six small capacity electric buses, along with upgrading and acquiring technology that will improve the overall customer experience and efficiency of operations. The below chart shows the requested 2020 capital budget and associated operating impacts.

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2020	2020
54411804	Specialized Vehicle Replacement	Infrastructure Renewal	1,433,000	
54411902	Presto Equipment Replacement	Infrastructure Renewal	1,609,000	
54202001	Replacement Shelters	Infrastructure Renewal	84,000	
54412001	Maintenance Vehicle and Equipment Replacement	Infrastructure Renewal	60,000	
54411903	Major Vehicle Refurbishment	Infrastructure Renewal	2,474,000	
54202002	New Shelters	Growth	48,000	
54212001	Mtce Shop Exhaust Extraction System Upgrade	Infrastructure Renewal	277,000	
54422001	Real-time Scheduling Upgrade & App	Strategic Priorities	377,000	(4,900)
54411906	Replacement Buses	Infrastructure Renewal	4,047,000	
54211904	Transit Facility Equipment Replacement	Infrastructure Renewal	109,000	
54211903	Transit Facility Capital Repairs and Replacement	Infrastructure Renewal	92,000	
54411905	Specialized Vehicle Expansion	Growth	1,538,000	333,300
54412002	Electric Bus Needs Assessment	Strategic Priorities	201,000	
54422101	Integrated Conventional Scheduling Software	Strategic Priorities		(85,100)
54422003	ITS Infrastructure Upgrade & Cellular	Strategic Priorities	523,000	66,400
54412003	Electric Bus Charging Infrastructure-Light Duty	Strategic Priorities	100,000	
54211902	Bus Stop Accessibility Improvements	Strategic Priorities	250,000	
54422002	Facility & Onboard WiFi w Automated Video	Strategic Priorities	558,000	45,800
54212003	Video Display Wall LED Conversion	Strategic Priorities	329,000	(17,600)
54422004	Bus Activity Real Time Data Feed	Strategic Priorities	43,000	
<b>TOTAL</b>			<b>14,152,000</b>	<b>337,900</b>



**Program: Infrastructure Planning & Improvements**

**Program Based Budget**

**2020 - 2022**

## Vision

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

## Mission

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

## Key Initiatives

- Lakeshore Road Reconstruction and Streetscaping - completion of engineering design and mitigation strategy.
- Completion of Cornwall Road widening and reconstruction.
- Completion of Bridge Road reconstruction from Fourth Line to Lee's Lane.
- Partnership with Metrolinx for the delivery of the Kerr Street and Burloak Drive grade separation projects.
- Road Resurfacing Program to support a cost effective pavement network performance.
- Active Transportation Capital Program (pedestrian/cycling infrastructure network upgrades and major rehabilitation) and related initiatives.
- Planning/policy work related to the implementation of Automated Speed Enforcement (ASE) in community safety zones (photo radar).
- Pedestrian crossover and traffic signal construction programs.
- Pilot programs for Neighbourhood 40km/h Speed Limit Zones.

## **Additional Program Initiatives:**

### **Major Construction Projects:**

- Lakeshore Road streetscaping and reconstruction
- Speers Rd Widening and Reconstruction Project (Third Line to Fourth Line)
- Maplehurst Drive Storm Sewer
- Amber Crescent Culvert Replacement
- Westminster Dr Storm Sewer (Lakeshore Rd to Hixon St)
- Traffic Signal and Pedestrian Crossover construction programs

### **Environmental Assessment Studies:**

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

### **Engineering Design:**

- Sixth Line Widening and Reconstruction (Dundas Street to Highway 407)
- Speers Road Widening and Reconstruction (Fourth Line to Dorval Drive)
- North Service Road Widening and Reconstruction (Eighth Line to east of Invicta Drive)
- St. Jude's Cemetery Culvert
- Kerr Street Grade Separation Project
- Woodhaven Park Drive Storm Sewer
- Bridge Road (Lee's Lane to Sherin Drive)
- Crosstown Trail Phase 3 (Khalsa Gate to Fourth Line)

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

- Transportation Policy Papers
- Active Transportation Capital Program
- Traffic Signal Optimization Program
- Traffic Calming Program
- Pedestrian Safety Program
- Pedestrian, Cyclist and Traffic Data Collection Programs
- Road corridor network management to ensure an efficient and safe road system through the coordination of third party activities (e.g. utility and regional work, special event coordination, licenses and encroachment agreements, etc.)

# Program Services

The Infrastructure Planning and Improvements program provides:



# Key Performance Indicators

## 1. Percentage of gross operating budget

2015	2016	2017	2018	2019
1.6%	1.5%	1.6%	1.6%	1.6%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

## 2. Percentage of total FTEs

2015	2016	2017	2018	2019
1.8%	1.7%	1.8%	1.8%	1.8%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
<b>How Calculated:</b> Total program FTEs including part-time / Total town FTEs including part-time.				

## 3. Percentage of deficient pavement with the network

2015	2016	2017	2018	2019
8.1	9.0	8.5	7.3	8.7
<b>Why Important:</b> Investing in the state of good repair of the town's road network assists in optimizing life cycle performance and is a key aspect to community sustainability				
<b>How Calculated:</b> The percentage of deficient pavement is calculated based on a satisfactory Pavement Quality Index (PQI) level. For arterial/collector roads, a satisfactory PQI rating is established as 65; for a local residential road the PQI rating is established as 50. The reported figures represent the percentage of roads that fall under the established PQI levels.				

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

2015	2016	2017	2018	2019
n/a	104.42	103.87	109.84	109.95 (year end)
<b>Why Important:</b> Provides a consistent comparator to other municipalities of varying sizes.				
<b>How Calculated:</b> The town's total inventory (in km) of all (bike trails, cycle lanes, multi-use trails and signed routes) divided by the current year population.				

## 5. Kilometres of active transportation implemented per year

2015	2016	2017	2018	2019
28.3km	18.2km	3.0km	19.5km	12.8km
<b>Why Important:</b> Monitors the success of implementation of the Active Transportation Master Plan				
<b>How Calculated:</b> Total length of new sidewalks, bike lanes, bike routes, and multiuse trails constructed per year, or total length of sidewalks, bike lanes, bike routes and multi-use trails constructed/total length of active transportation infrastructure (sidewalks, bike lanes, bike routes, multi-use trails) identified on the Active Transportation Master Plan network.				

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

2015	2016	2017	2018	2019
98%	98.6%	98.6%	98%	98.5%
<b>Why Important:</b> Determines whether a signalized intersection is operating at acceptable levels of delay, on a scale of A to F. A location which is operating at LOS A, B, C or D is considered to have satisfactory operation with delays to motorists at acceptable levels (A-C) or reaching the upper limit of tolerable delays (D). . When an intersection's LOS is found to be LOS E or F, its levels of delay are not acceptable to motorists.				
<b>How Calculated:</b> Percentage of signalized intersections at Level of Service A – D.				

## Staffing Overview

Program: Infrastructure Planning & Improvements Services/Activities:	2019 Approved FTE	2020 Adjustments	2020 Reallocation	2020 Growth and Capital	2020 Total FTE	Net Change 2020 vs 2019
Administration	2.5				2.5	0.0
Road Infrastructure Improvements	24.5				24.5	0.0
Road Corridor Management	2.0				2.0	0.0
<b>Total Infrastructure Plan &amp; Improvement</b>	<b>29.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>29.0</b>	<b>0.0</b>

The staff complement for Infrastructure Planning and Improvements remains at 29.0 FTEs for 2020.

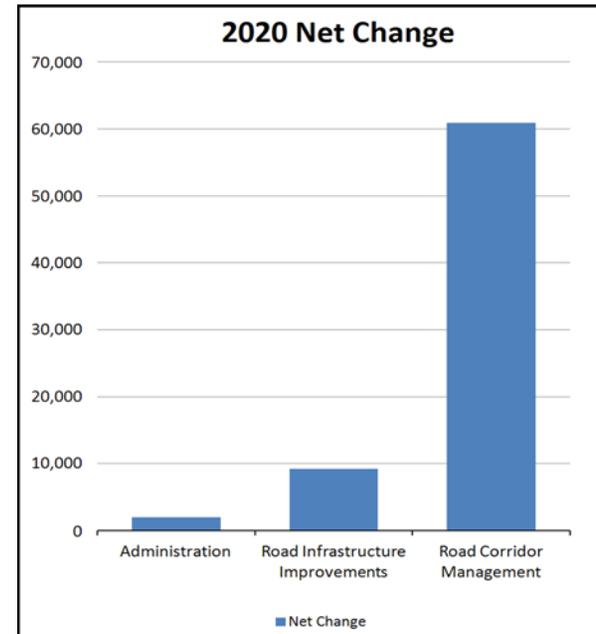
## Program Services Budget Overview

	2019 Restated Budget	Inflation & Adjustments	Budget Efficiencies	2020 Base Budget	2020 Base Increase \$	2020 Base Increase %	Capital and Growth Impact	2020 Requested Budget	2020 Requested Increase \$	2020 Requested Increase %
<b>Infrastructure Planning &amp; Improvements</b>										
Administration	477,900	2,000	-	479,900	2,000	0.4%	-	479,900	2,000	0.4%
Road Infrastructure Improvements	1,812,600	9,200	-	1,821,800	9,200	0.5%	-	1,821,800	9,200	0.5%
Road Corridor Management	37,000	60,900	-	97,900	60,900	164.6%	-	97,900	60,900	164.6%
<b>Total Infrastructure Planning &amp; Improvement</b>	<b>\$ 2,327,500</b>	<b>\$ 72,100</b>	<b>\$ -</b>	<b>\$ 2,399,600</b>	<b>\$ 72,100</b>	<b>3.1%</b>	<b>\$ -</b>	<b>\$ 2,399,600</b>	<b>\$ 72,100</b>	<b>3.1%</b>

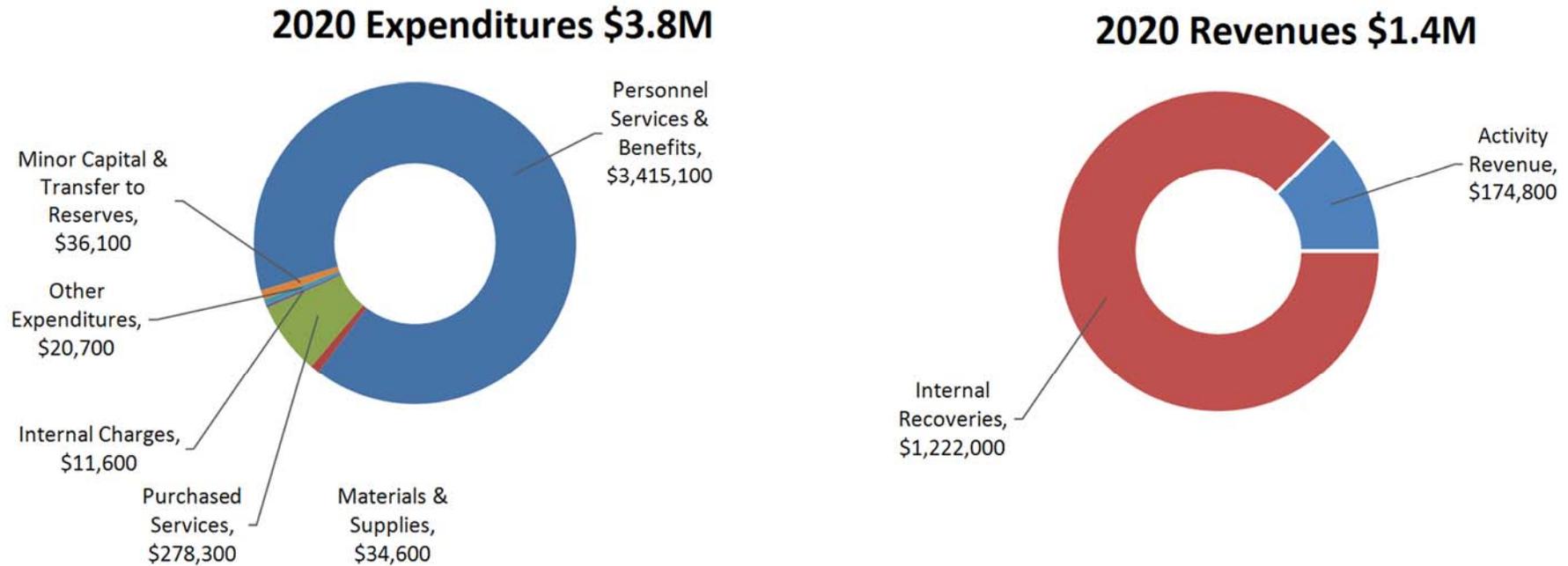
In 2020, the Infrastructure Planning & Improvements budget increased by \$72,100 or 3.1% resulting in a net total budget of \$2,399,600 which reflects the costs for the overall management, coordination and implementation of engineering planning, design and construction of Oakville's transportation infrastructure. The \$72,100 increase is primarily due to lower permits revenue for signs and advertising boards as these items were moved to Municipal Enforcement in 2019.

## Net Program Budget Change

- **Administration** has increased by \$2,000. This is driven by inflationary adjustments for personnel which is offset by labour costs adjustments to reflect lower actual rate of resources.
- **Road Infrastructure Improvements** has increased by \$9,200 primarily due to inflationary adjustments for personnel which is offset by labour costs adjustments to reflect lower actual rate of resources.
- **Road Corridor Management** has increased by \$ 60,900 mainly driven by lower revenue as some permits revenue items were moved to Municipal Enforcement department.



## 2020 Program Budget by Component– Net \$2,399,600



The Infrastructure Planning & Improvements program’s total expenditures are \$3,796,400 and total revenues are \$1,396,800, resulting in a net budget of \$2,399,600. In 2020, the budget has increased by \$72,100 or 3.1%. The main drivers are highlighted below.

- **Personnel Services & Benefits** is the largest cost component of the budget at \$3.4 million, representing 90% of the total gross expenditures. In 2020, personnel costs have increased by \$15,200 primarily due to inflation and contractual increases.
- **Purchased Services** which represents 7.6% of the gross expenditures have decreased by \$8,400 primarily due to a new process of how we record the Smart Commute program.
- **Internal Recoveries** which represents costs recovered from capital projects has increased by \$22,200 or 1.9% due to inflation and contractual increases.
- **Activity Revenue** has decreased by \$87,100 as several permit revenue lines for signs and advertising were moved to Municipal Enforcement in 2019.

## 2021 - 2022 Operating Budget Forecast

Infrastructure Planning and Improvements	2020 Requested Budget	2021 Forecast	2020 - 2021 Change (%)	2022 Forecast	2021 -2022 Change (%)
<b>Gross Expenditures By Service</b>					
Administration	479,900	490,400	2.2%	501,000	2.2%
Road Infrastructure Improvements	3,062,300	3,122,900	2.0%	3,187,000	2.1%
Road Corridor Management	254,200	259,200	2.0%	264,300	2.0%
<b>Total Gross Expenditures</b>	<b>3,796,400</b>	<b>3,872,500</b>	<b>2.0%</b>	<b>3,952,300</b>	<b>2.1%</b>
<b>Tax Levy By Service</b>					
Administration	479,900	490,400	2.2%	501,000	2.2%
Road Infrastructure Improvements	1,821,800	1,857,500	2.0%	1,896,700	2.1%
Road Corridor Management	97,900	99,800	1.9%	101,800	2.0%
<b>Total Tax Levy</b>	<b>2,399,600</b>	<b>2,447,700</b>	<b>2.0%</b>	<b>2,499,500</b>	<b>2.1%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	3,415,100	3,485,100	2.0%	3,558,800	2.1%
Materials & Supplies	34,600	35,200	1.7%	35,800	1.7%
Purchased Services	278,300	283,400	1.8%	288,500	1.8%
Internal Charges	11,600	11,600	0.0%	11,600	0.0%
Other Expenditures	20,700	21,000	1.4%	21,300	1.4%
Minor Capital & Transfer To Reserves	36,100	36,200	0.3%	36,300	0.3%
<b>Total Expenses</b>	<b>3,796,400</b>	<b>3,872,500</b>	<b>2.0%</b>	<b>3,952,300</b>	<b>2.1%</b>
<b>Revenues By Type</b>					
Activity Revenue	174,800	178,200	1.9%	181,600	1.9%
Internal Recoveries	1,222,000	1,246,600	2.0%	1,271,200	2.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	-	-	0.0%	-	0.0%
<b>Total Revenues</b>	<b>1,396,800</b>	<b>1,424,800</b>	<b>2.0%</b>	<b>1,452,800</b>	<b>2.0%</b>
<b>Tax Levy</b>	<b>\$2,399,600</b>	<b>\$2,447,700</b>	<b>2.0%</b>	<b>\$2,499,500</b>	<b>2.1%</b>

## 2021 - 2022 Budget Forecast Highlights

- The 2021 net budget is projected to increase by 2.0% or \$ 48,100 and reflects inflationary increases to the cost of delivering services.
- The 2022 net budget is projected to increase by 2.1% or \$ 51,800 and reflects inflationary increases to the cost of delivering services.

Infrastructure Planning and Improvements

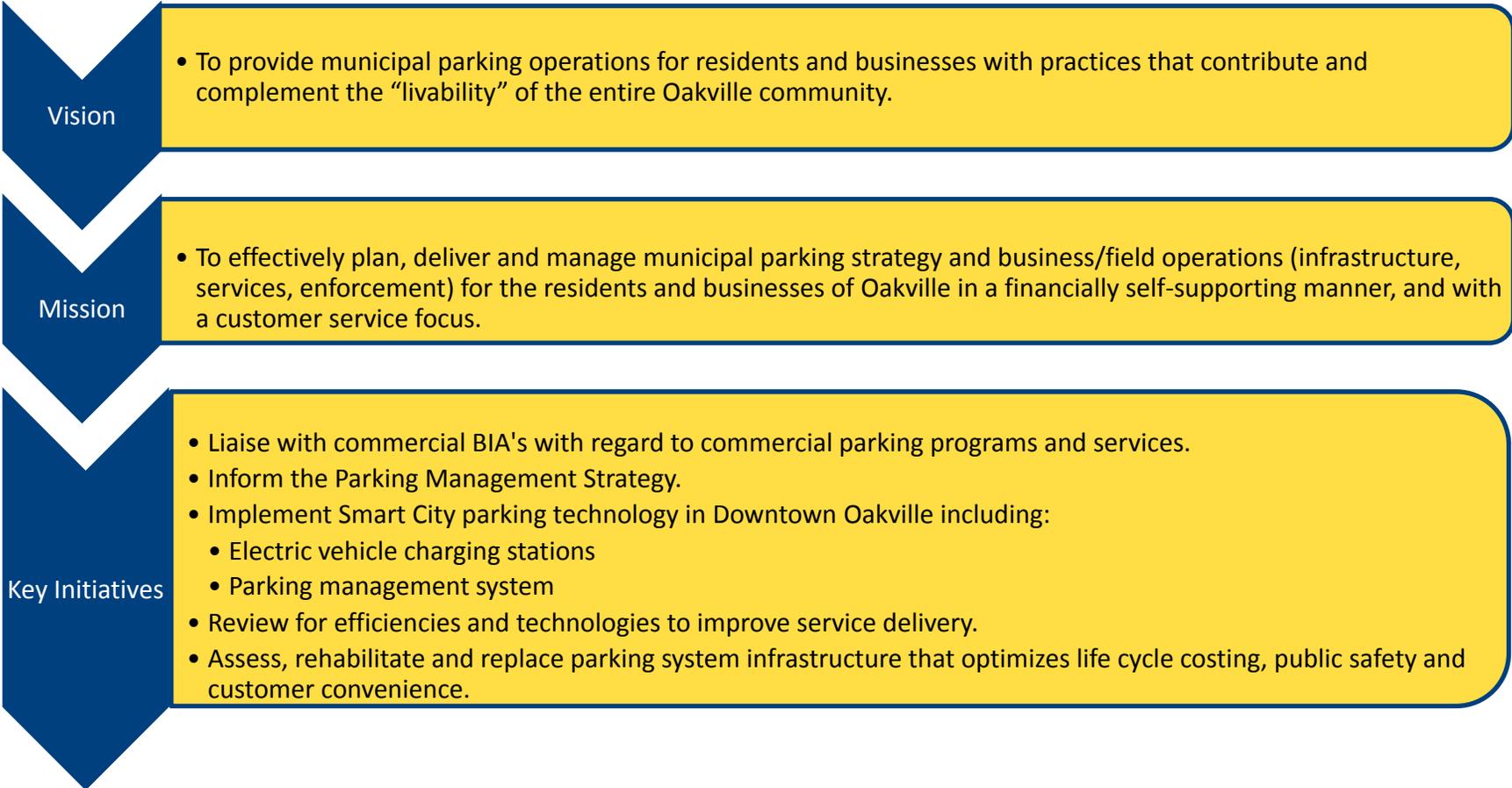
## 2020 Recommended Capital Budget

The following chart details recommended capital projects for 2020. Highlight projects include the reconstruction and widening of Speers Road from 3<sup>rd</sup> to 4<sup>th</sup> Line, the first phase of the reconstruction and streetscape of Lakeshore Road from Navy Street to Dunn Street, utility relocations and land for the future widening and grade separation at Kerr Street, and the construction of new traffic control signals and pedestrian crossovers. In addition, there are several major projects to keep infrastructure in a state of good repair, including the road resurfacing and preservation program, rehabilitation of the bridge at Royal Windsor Drive over the Metrolinx corridor, and new storm sewer systems at Westminster Drive, Maplehurst Drive, and Woodhaven Park Drive.

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2020	2020
53310703	Kerr St Widening and Grade Separation (Speers to NSR-N of QEW)	Growth	3,425,000	
53311502	North Service Rd Reconstruct & AT	Growth	4,040,000	
53311713	Speers Rd Phase 2 - Widening & AT	Growth	4,750,000	
53311901	Signal Optimization Program	Growth	100,000	
53312005	Khalsa Gate Phase 2 - Streetscape & AT	Strategic Priorities	240,000	
53312401	Wyecroft Rd Phase 1 - Reconstruct & AT	Growth	550,000	
53321504	Downtown Lakeshore - Reconstruction/Streetscape	Strategic Priorities	10,792,000	
53322001	Allan Street Streetscape & AT	Strategic Priorities	576,000	
53351801	Infrastructure Assessment and Engineering Studies	Infrastructure Renewal	100,000	
53361103	Warminster Dr Bridge at 14 Mile Creek	Infrastructure Renewal	445,000	
53381805	Woodhaven Park Drive Sewer	Infrastructure Renewal	270,000	
53381901	Storm Sewer Inspection	Infrastructure Renewal	250,000	
53411801	Traffic Signal Construction Program	Growth	1,690,000	33,200
53341901	ATMP - Active Transprt Studies	Growth	105,000	
53381807	Storm Sewer Maintenance & Replacement Program	Infrastructure Renewal	465,000	
52211824	FD-Gairloch Gardens Seawall	Infrastructure Renewal	50,000	
53361902	RWD @ Metrolinx Bridge Rehab	Infrastructure Renewal	3,030,000	
53381703	Maplehurst Storm Sewer	Infrastructure Renewal	1,615,000	
53381302	Westminster Drive - Storm Sewer	Infrastructure Renewal	3,130,000	
53361802	Bridge & Culvert Minor Rehabilitations - Various Locations	Infrastructure Renewal	354,000	

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2020	2020
53361901	Biannual Structure Inspection	Infrastructure Renewal	85,000	
53311902	Speers Rd Phase 4 - Widening & AT	Growth	635,000	
53311808	Lakeshore Rd W Phase 2 - Reconstruct & AT	Growth	1,760,000	
53341802	ATMP Cycle lanes, Pathways etc.	Growth	317,000	
53341902	ATMP - Crosstown Trail Phase 3	Growth	1,820,000	
53111901	Transportation Master Plan Updates	Growth	100,000	
53321901	Downtown Lakeshore Const Mitigation	Strategic Priorities	288,000	
53312008	Khalsa Gate Phase 1 - Streetscape & AT	Strategic Priorities	390,000	
53411902	Traffic Calming Program	Community	235,000	
53331901	Road Safety Program	Infrastructure Renewal	50,000	
53321601	Bridge Rd Phase 2 - Reconstruct & AT	Infrastructure Renewal	2,335,000	
53331903	Road Resurfacing and Preservation Program	Infrastructure Renewal	8,084,000	
53331902	Fences and Noise Wall Maintenance & Rehabilitation	Infrastructure Renewal	250,000	
53411901	Traffic Studies and Monitoring	Infrastructure Renewal	55,000	
53341904	ATMP-Active Transprt Initiatia	Growth	185,000	
53322005	Traffic Signal Upgrades	Strategic Priorities	1,010,000	
<b>TOTAL</b>			<b>53,576,000</b>	<b>33,200</b>

**Program: Parking**  
**Program Based Budget**  
**2020 - 2022**



# Program Services

The Parking program delivers the following services:



# Key Performance Indicators

## 1. Percentage of gross operating budget

2015	2016	2017	2018	2019
1.4%	1.4%	1.5%	1.4%	1.5%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

## 2. Percentage of total FTEs

2015	2016	2017	2018	2019
1.3%	1.3%	1.2%	1.2%	1.3%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
<b>How Calculated:</b> Total program FTEs including part-time / Total town FTEs including part-time.				

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

2015	2016	2017	2018	2019
62%/65%	N/A	N/A	N/A (no survey in 2018)	N/A (no survey in 2019)
<b>Why Important:</b> Assesses the available parking in the commercial districts.				
<b>How Calculated:</b> From parking utilization surveys Downtown Oakville /Kerr Village.				

## 4. Percentage of tickets paid and not disputed

2015	2016	2017	2018	2019
93%	92%	91%	91%	90% (As of Oct. 31/19)
<b>Why Important:</b> Assesses the quality of the tickets.				
<b>How Calculated:</b> Total tickets issued – number of tickets at early resolution and court/total tickets issued.				

## 5. Percentage of tickets resolved during facilitation sessions

2015	2016	2017	2018	2019
99.0%	99.7%	99.5%	99.2%	99.1% (As of Oct. 31/19)
<b>Why Important:</b> Assesses the value and success of the program.				
<b>How Calculated:</b> Total number of tickets resolved/Total number of tickets at early resolution.				

## Staffing Overview

Program: Parking	2019 Approved FTE	2020 Adjustments	2020 Reallocation	2020 Growth and Capital	2020 Total FTE	Net Change 2020 vs 2019
Commercial District Parking	1.9				1.9	0.0
Parking Operations and Enforcement	19.0	0.4			19.4	0.4
<b>Total Parking</b>	<b>20.9</b>	<b>0.4</b>	<b>0.0</b>	<b>0.0</b>	<b>21.3</b>	<b>0.4</b>

For 2020, Parking has increased by 0.4 FTE to 21.3 FTE. A part-time Equipment Operator has been added to support maintenance activities of parking lots and downtown parking garage. The additional personnel budget has been partially funded through a reduction to clerical hours and reduction to the building repairs budget.

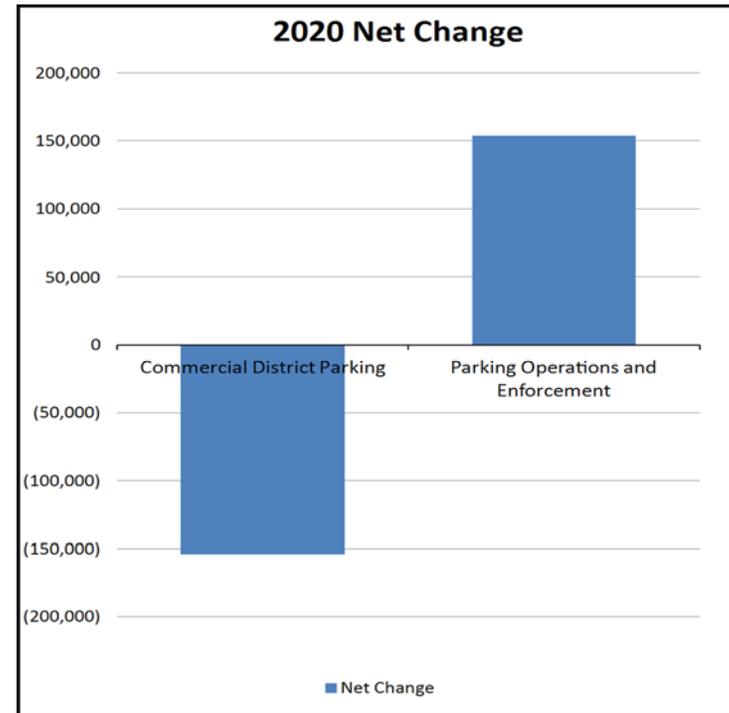
## Program Services Budget Overview

	2019 Restated Budget	Inflation & Adjustments	Budget Efficiencies	2020 Base Budget	2020 Base Increase \$	2020 Base Increase %	Capital and Growth Impact	2020 Requested Budget	2020 Requested Increase \$	2020 Requested Increase %
<b>Parking</b>										
Commercial District Parking	(246,000)	(151,500)	-	(397,500)	(151,500)	61.6%	(2,300)	(399,800)	(153,800)	62.5%
Parking Operations and Enforcement	246,000	144,700	-	390,700	144,700	58.8%	9,100	399,800	153,800	62.5%
<b>Total Parking</b>	<b>\$ -</b>	<b>\$ (6,800)</b>	<b>\$ -</b>	<b>\$ (6,800)</b>	<b>\$ (6,800)</b>	<b>0.0%</b>	<b>\$ 6,800</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>

Parking Services is a self-funded program and as a result budgeted surplus or shortfall are funded through the Parking reserve. For 2020, the base budget has increased by \$156,400. With the continuation of the Downtown Lakeshore Reconstruction and Streetscape project, parking will be impacted through most of 2020, resulting in reduced revenue. As a result, a transfer from the Parking reserve of \$531,000 is required to fund the program.

## Net Program Budget Change

- **Commercial District Parking** has decreased by \$(153,800). Personnel has been adjusted for inflationary increases to salary and benefits and additional part-time Equipment Operator hours have been included. Minimal adjustments have been made to insurance, internet and security. Although the Downtown Lakeshore Reconstruction and Streetscape project continues in 2020, service fees have increased to represent current trends.
- **Parking Operations and Enforcement** has increased by \$153,800. The part-time personnel budget has been reduced to partially offset the additional hours required for the part-time Equipment Operator. Additional budget increases include vehicle expense, bank charges and skills improvement. Fine and parking permit revenue has also increased. As a result the transfer from the Parking reserve has decreased to \$531,000.



## 2020 Program Budget by Component– Net \$0



The Parking program's total direct operating expenditures are \$4,670,300 and anticipated revenues are \$ 4,670,300. The budget includes a revenue transfer from the Parking reserve fund of \$528,400 million resulting in a net budget of \$0. Overall program changes are described below.

- **Personnel Services & Benefits** is the largest cost component at \$2.2 million representing 45% of the gross expenditures. In 2020, personnel costs have increased by \$51,600 primarily due to inflationary adjustments for salary and benefits.
- **Internal Charges** comprises \$1.0 million or 21% of the gross budget. The increase of \$9,100 is from inflationary adjustments made to internal services such as snow removal and labour charges.
- **Other Expenditures** totals \$563,600 and have increased by \$900 due to minor adjustments to property taxes and MTO services
- **Purchased Services** totals \$484,600 or 10% of the gross expenditures. For 2020, the budget has decreased by \$11,900. Increases to security services and cable were offset with reductions to repairs and miscellaneous purchased services.
- **Materials and Supplies** has increased by \$17,500 for increases to hydro for the parking garage.
- **Minor Capital & Transfer to Reserves** totals \$122,400. This includes an annual transfer to the parking equipment reserve of \$108,700 and an increase of \$6,400 for ongoing replacement of vehicles and equipment. Due to revenue reductions, a surplus which is annually transferred to reserves, has not been budgeted.
- **Activity Revenue** represents 84% of the budgeted revenue and has increased by \$429,300. Downtown Lakeshore Reconstruction and Streetscape project continues in 2020. Although revenue has decreased in 2019, the Parking budget has been adjusted to reflect current service levels which are higher than anticipated.
- **Other Revenue** has reduced by \$341,600 for the transfer from reserve required to balance budget changes for Parking.
- **Internal Recoveries** which is 5% of revenues has remained unchanged for 2020.

## 2021 - 2022 Operating Budget Forecast

Parking	2020 Requested Budget	2021 Forecast	2020 - 2021 Change (%)	2022 Forecast	2021 - 2022 Change (%)
<b>Gross Expenditures By Service</b>					
Commercial District Parking	1,777,200	1,762,000	(0.9%)	1,776,000	0.8%
Parking Operations and Enforcement	3,156,700	3,276,800	3.8%	3,407,100	4.0%
<b>Total Gross Expenditures</b>	<b>4,933,900</b>	<b>5,038,800</b>	<b>2.1%</b>	<b>5,183,100</b>	<b>2.9%</b>
<b>Tax Levy By Service</b>					
Commercial District Parking	(399,800)	(753,600)	(88.5%)	(789,800)	(4.8%)
Parking Operations and Enforcement	399,800	753,600	88.5%	789,800	4.8%
<b>Total Tax Levy</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	2,197,500	2,243,400	2.1%	2,290,500	2.1%
Materials & Supplies	246,100	271,600	10.4%	277,800	2.3%
Purchased Services	748,200	564,300	(24.6%)	579,800	2.7%
Internal Charges	1,042,000	1,046,000	0.4%	1,050,100	0.4%
Other Expenditures	563,600	563,600	0.0%	563,600	0.0%
Minor Capital & Transfer To Reserves	136,500	349,900	156.3%	421,300	20.4%
<b>Total Expenses</b>	<b>4,933,900</b>	<b>5,038,800</b>	<b>2.1%</b>	<b>5,183,100</b>	<b>2.9%</b>
<b>Revenues By Type</b>					
Activity Revenue	4,174,600	4,801,400	15.0%	4,945,700	3.0%
Internal Recoveries	228,300	228,300	0.0%	228,300	0.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	531,000	9,100	(98.3%)	(9,100)	(200.0%)
<b>Total Revenues</b>	<b>4,933,900</b>	<b>5,038,800</b>	<b>2.1%</b>	<b>5,164,900</b>	<b>2.5%</b>
<b>Tax Levy</b>	<b>\$-</b>	<b>\$-</b>	<b>0.0%</b>	<b>\$-</b>	<b>0.0%</b>

### 2021 - 2022 Budget Forecast Highlights

- The 2021 net budget is projected to increase by 0.0% or \$ - (zero dollar change). Inflationary increases have been budgeted and with the construction completion of Lakeshore Road East, revenue is anticipated to start increasing to normal patterns.
- The 2022 net budget is projected to increase by 0.0% or \$ - (zero dollar change). The budget has been adjusted for inflationary increases.

\*Note: Some of the operating impacts for 2021 and 2022 have not been updated and still reflect the project timing from the 2019-2028 capital forecast.

## 2020 Recommended Capital Budget

The capital budget provides funds to maintain and replace parking assets including lots, the parking garage, on street and lot parking equipment and vehicles. Enhancements to the parking software system are planned, along with the acquisition and installation of electric vehicle charging stations pending approval of the town submission to Natural Resources Canada's Zero-Emission Vehicle Infrastructure Program.

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2020	2020
53522001	Replace Handhelds and Software	Enterprise Initiatives	40,000	
53521503	Parking LPR Equipment and Software	Enterprise Initiatives	130,000	(7,700)
53521902	Vehicle Replacement (Operations)	Enterprise Initiatives	60,000	
53511904	Parking Garage - Rehab - FCM	Enterprise Initiatives	48,000	
53522005	EV Charging Stations	Enterprise Initiatives	302,000	
53511905	Annual Utilization Survey	Enterprise Initiatives	30,000	
53521905	Replacement of on Street Parking Equipment	Enterprise Initiatives	120,000	
53522004	Vehicle Replacement (Enforcement)	Enterprise Initiatives	129,000	13,100
53511906	Parking - Minor repairs	Enterprise Initiatives	44,000	
53512001	AIMS Parking System Enhancements	Enterprise Initiatives	173,000	
<b>TOTAL</b>			<b>1,076,000</b>	<b>5,400</b>



**Program: Municipal Enforcement**

**Program Based Budget**

**2020 - 2022**

## Vision

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

## Mission

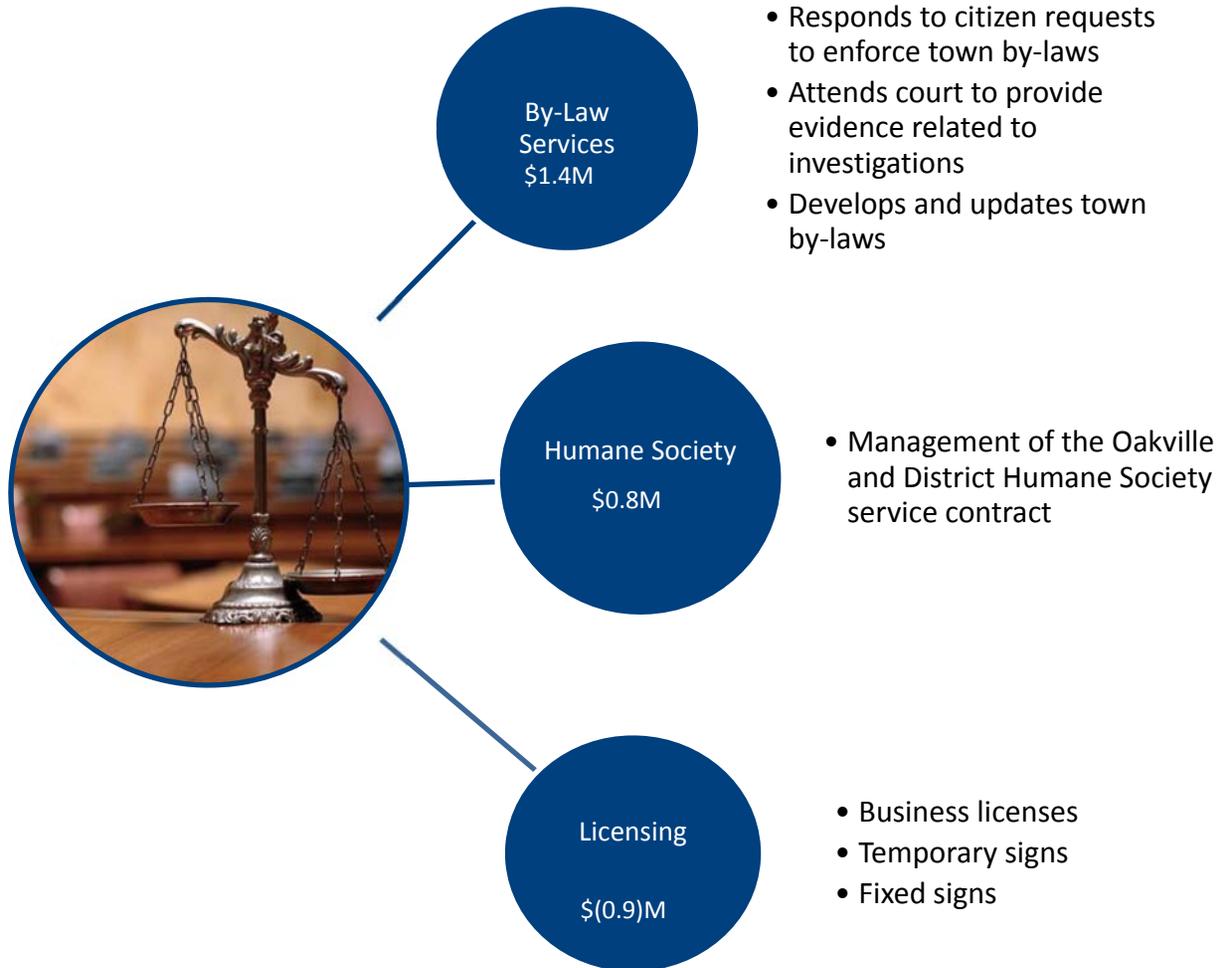
- To use industry best practices and legal guidelines to provide exceptional enforcement, parking, and licensing services through strategic planning, innovation and professionalism.

## Key Initiatives

- Continue to implement Council approved municipal enforcement strategy including:
  - Enforcement consolidations
  - Updated by-laws (i.e. site alteration by-law, use of roads by-law)
- Implement the tow truck licensing program.
- Continue with noise by-law update taking into consideration provincial noise pollution control guidelines.
- Review licensing services for online service delivery.
- Integrate process flows for by-law enforcement penalties into the AIMS ticket management system.
- Conduct licensing by-law review.
- Support Plan-It Program and Service Reviews.

## Program Services

The Municipal Enforcement Program delivers the following services:



## Key Performance Indicators

### 1. Percentage of gross operating budget

2015	2016	2017	2018	2019
0.9%	0.9%	1.0%	1.0%	1.1%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges) 2017 is the first year the Program was separated on its own.				

### 2. Percentage of total FTEs

2015	2016	2017	2018	2019
N/A	N/A	0.6%	0.7%	0.8%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
<b>How Calculated:</b> Total program FTEs including part-time / Total town FTEs including part-time. 2017 is the first year the Program was separated on its own.				

### 3. Average time to conclude an investigation

2015	2016	2017	2018	2019
IB = 69 days IL = 36 days	IB = 41 days IL = 29 days	IB = 25 days IL = 26 days	IB = 27 days IL = 28days	IB = 21 days IL = 23days (Nov. 15, 2019)
<b>Why Important:</b> To continuously ensure the efficiency of investigations and quickly identify opportunities for improvement.				
<b>How Calculated:</b> AMANDA report on the average time between the creation of investigative folder to the end of an investigation. IB= regulatory by-law investigations IL= licensing by-law investigations				

## 4.Number of yearly investigations

2015	2016	2017	2018	2019
IB = 2074 IL = 885	IB = 3031 IL = 1164	IB = 3360 IL = 969	IB = 3583 IL = 996	IB = 3691 IL = 506
Total: 2959	Total: 4195	Total: 4329	Total: 4579	Total: 4197 (Nov. 15, 2019)
<b>Why Important:</b> Understanding ongoing service demand allows us to monitor trends, predict resource requirements and strategically plan future enhancements.				
<b>How Calculated:</b> Number of IB's and IL's taken from AMANDA. Taxi inspection requirement reduced in 2017. IB= regulatory by-law investigations IL= licensing by-law investigations				

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

2015	2016	2017	2018	2019
BG = 47 POA 11 + 16 = 27 Orders = 181 Total: 255	BG= 102 POA = 11 Orders =237 Total: 350	BG = 80 POA = 3 Orders =397 Total: 480	BG = 184 POA = 25 Orders = 537 Total: 746	BG = 502 POA = 33 Orders = 311 Total: 846 (Nov. 15, 2019)
<b>Why Important:</b> Issuing a penalty, in any form, means that a community standard has been ignored. Monitoring this KPI allows us to reflect on our regulations to ensure they remain current, while also helping us to understand future resource requirements.				
<b>How Calculated:</b> Estimate – AMANDA reporting under development BG = Administrative penalties POA = provincial offences tickets (Part 1 and 3) LM = Lot Maintenance PS= Property standards Note: LM order introduced June 2017 and licensing and zoning order for parking infractions introduced in 2016.				

## Staffing Overview

Program: Municipal Enforcement Services Services/Activities:	2019 Approved FTE	2020 Adjustments	2020 Reallocation	2020 Growth and Capital	2020 Total FTE	Net Change 2020 vs 2019
Humane Society	0.0				0.0	0.0
Licensing	1.3				1.3	0.0
By-law Services	11.2				11.2	0.0
<b>Total Municipal Enforcement Services</b>	<b>12.5</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>12.5</b>	<b>0.0</b>

For 2020, the Municipal Enforcement complement remains unchanged at 12.5 FTE's.

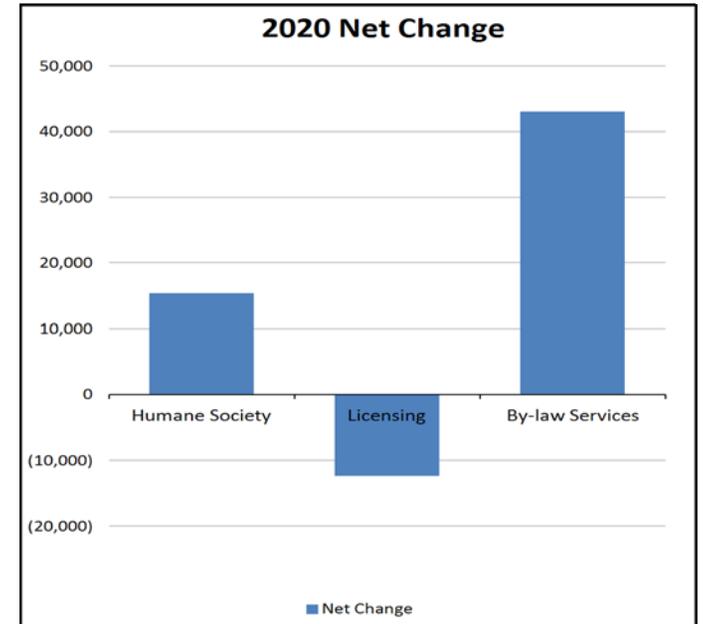
## Program Services Budget Overview

	2019 Restated Budget	Inflation & Adjustments	Budget Efficiencies	2020 Base Budget	2020 Base Increase \$	2020 Base Increase %	Capital and Growth Impact	2020 Requested Budget	2020 Requested Increase \$	2020 Requested Increase %
<b>Municipal Enforcement</b>										
By-law Services	1,392,400	43,000	-	1,435,400	43,000	3.1%	-	1,435,400	43,000	3.1%
Humane Society	820,600	15,400	-	836,000	15,400	1.9%	-	836,000	15,400	1.9%
Licensing	(851,800)	(12,400)	-	(864,200)	(12,400)	1.5%	-	(864,200)	(12,400)	1.5%
<b>Total Municipal Enforcement</b>	<b>\$ 1,361,200</b>	<b>\$ 46,000</b>	<b>\$ -</b>	<b>\$ 1,407,200</b>	<b>\$ 46,000</b>	<b>3.4%</b>	<b>\$ -</b>	<b>\$ 1,407,200</b>	<b>\$ 46,000</b>	<b>3.4%</b>

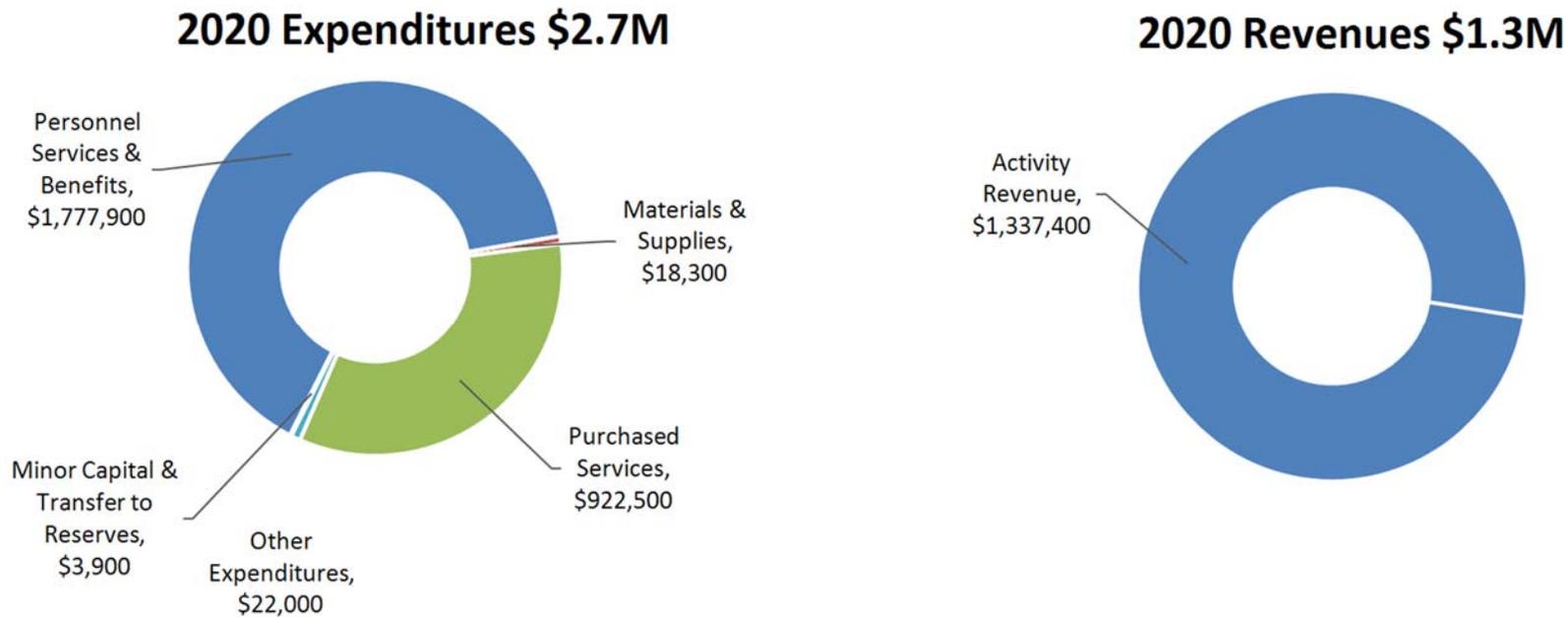
Overall, Municipal Enforcement has a net budget of \$1,407,200 which is an increase of \$46,000 or 3.4%. By-Law Services enforces most of the town's regulatory by-laws and represents the largest portion of the budget at \$1.4 million. Licensing provides the enforcement of business licenses and provides a recovery of \$0.9 million. Humane Society with a budget of \$0.8 million which is the contract with the Oakville Milton Humane Society for animal control services. Licensing services reflects an increase in revenue due to the transfer of permits for signs and advertising boards from the Infrastructure Planning program.

## Net Program Budget Change

- **By-law Services** have increased by \$43,000. As part of the Municipal Enforcement Strategy approved in 2016, the Parking Control Officers have taken additional prescribed duties completed by By-Law Enforcement Officers. The incremental rate increase resulting from greater level of responsibility is budgeted in By-Law Services. The budget change was completed mid-year in 2019 and the budget increase was included in both 2019 and 2020 budget. Also included are inflationary impacts for salaries and benefits and minor adjustments to miscellaneous purchased services, postage and office supplies.
- **Licensing** has a budget decrease of \$12,400. In addition to inflation adjustment to personnel, the budget includes increases for contract services and general equipment. The adjustments have been offset with increases to the operating revenue for the introduction of new licenses and for changes to volumes of existing licenses.
- **Humane Society** contract for animal control services increased by \$15,400 in line with inflation.



## 2020 Program Budget by Component– Net \$ 1,407,200



The Municipal Enforcement program's total direct operating expenditures are \$2,744,600 and anticipated revenues are \$ 1,337,400, which results in a net overall budget of \$ 1,407,200. Program changes are described below:

- **Personnel Services & Benefits** is the largest component of the budget and represents 65% of gross expenditures. In 2020, personnel costs have increased by \$124,100. In addition to inflation and contractual increases for salary and benefits, the budget includes the incremental adjustment resulting from the re-evaluation of the Parking Control Officer positions. Because the officers will take on additional responsibilities required of By-Law Enforcement Officers, the re-evaluation is necessary to compensate for the increased level of accountability. The re-evaluation was completed in 2019 and the incremental budget has been split between 2019 and 2020.
- **Purchased Services** is the second largest expense budget and represents 33% of gross expenditures. In 2020, the budget has increased by \$30,900 with the most significant driver being an inflation increase to the Oakville Milton Humane Society's grant. Additional budget increases have been included for miscellaneous purchased services and uniforms.
- **Activity Revenue** partially offsets department expenses and includes various fees for sign permits, by-law fines and administrative penalties. In 2020, the budget has increased by \$117,800. Revenue adjustments were made, based on volume and fee increases, and budgets for newly added licenses have been included from the Infrastructure Planning program.

## 2021 - 2022 Operating Budget Forecast

	2020 Requested Budget	2021 Forecast	2020 - 2021 Change (%)	2022 Forecast	2021 -2022 Change (%)
<b>Municipal Enforcement</b>					
<b>Gross Expenditures By Service</b>					
Humane Society	836,000	852,700	2.0%	869,800	2.0%
Licensing	132,900	135,200	1.7%	137,800	1.9%
By-law Services	1,775,700	1,811,300	2.0%	1,847,200	2.0%
<b>Total Gross Expenditures</b>	<b>2,744,600</b>	<b>2,799,200</b>	<b>2.0%</b>	<b>2,854,800</b>	<b>2.0%</b>
<b>Tax Levy By Service</b>					
Humane Society	836,000	852,700	2.0%	869,800	2.0%
Licensing	(864,200)	(881,600)	2.0%	(899,200)	2.0%
By-law Services	1,435,400	1,464,200	2.0%	1,493,100	2.0%
<b>Total Tax Levy</b>	<b>1,407,200</b>	<b>1,435,300</b>	<b>2.0%</b>	<b>1,463,700</b>	<b>2.0%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	1,777,900	1,813,100	2.0%	1,849,400	2.0%
Materials & Supplies	18,300	18,600	1.6%	18,900	1.6%
Purchased Services	922,500	941,200	2.0%	959,800	2.0%
Internal Charges	-	-	0.0%	-	0.0%
Other Expenditures	22,000	22,400	1.8%	22,800	1.8%
Minor Capital & Transfer To Reserves	3,900	3,900	0.0%	3,900	0.0%
<b>Total Expenses</b>	<b>2,744,600</b>	<b>2,799,200</b>	<b>2.0%</b>	<b>2,854,800</b>	<b>2.0%</b>
<b>Revenues By Type</b>					
Activity Revenue	1,337,400	1,363,900	2.0%	1,391,100	2.0%
Internal Recoveries	-	-	0.0%	-	0.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	-	-	0.0%	-	0.0%
<b>Total Revenues</b>	<b>1,337,400</b>	<b>1,363,900</b>	<b>(2.0%)</b>	<b>1,391,100</b>	<b>2.0%</b>
<b>Tax Levy</b>	<b>\$1,407,200</b>	<b>\$1,435,300</b>	<b>2.0%</b>	<b>\$1,463,700</b>	<b>2.0%</b>

## 2021 - 2022 Budget Forecast Highlights

- The 2021 net budget is projected to increase by 2.0% or \$ 28,100 and includes inflationary increases to the cost of delivering services.
- The 2022 net budget is projected to increase by 2.0% or \$ 28,400 and reflects inflationary increases to the cost of delivering services.

\*Note: Some of the operating impacts for 2021 and 2022 have not been updated and still reflect the project timing from the 2019-2028 capital forecast.

Municipal Enforcement

## 2020 Recommended Capital Budget

The capital budget provides funds to develop an Online option for licensing. This will improve the customer experience along with creating efficiencies for staff.

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2020	2020
53612001	Online Licensing and Self Serve	Strategic Priorities	191,000	
<b>TOTAL</b>			<b>191,000</b>	

**Program: Building Services**

**Program Based Budget**

**2020 - 2022**

## Vision

- To provide a centre of expertise for the community and the development industry regarding the requirements of the Ontario Building code, the town's zoning by-laws and Committee of Adjustment.

## Mission

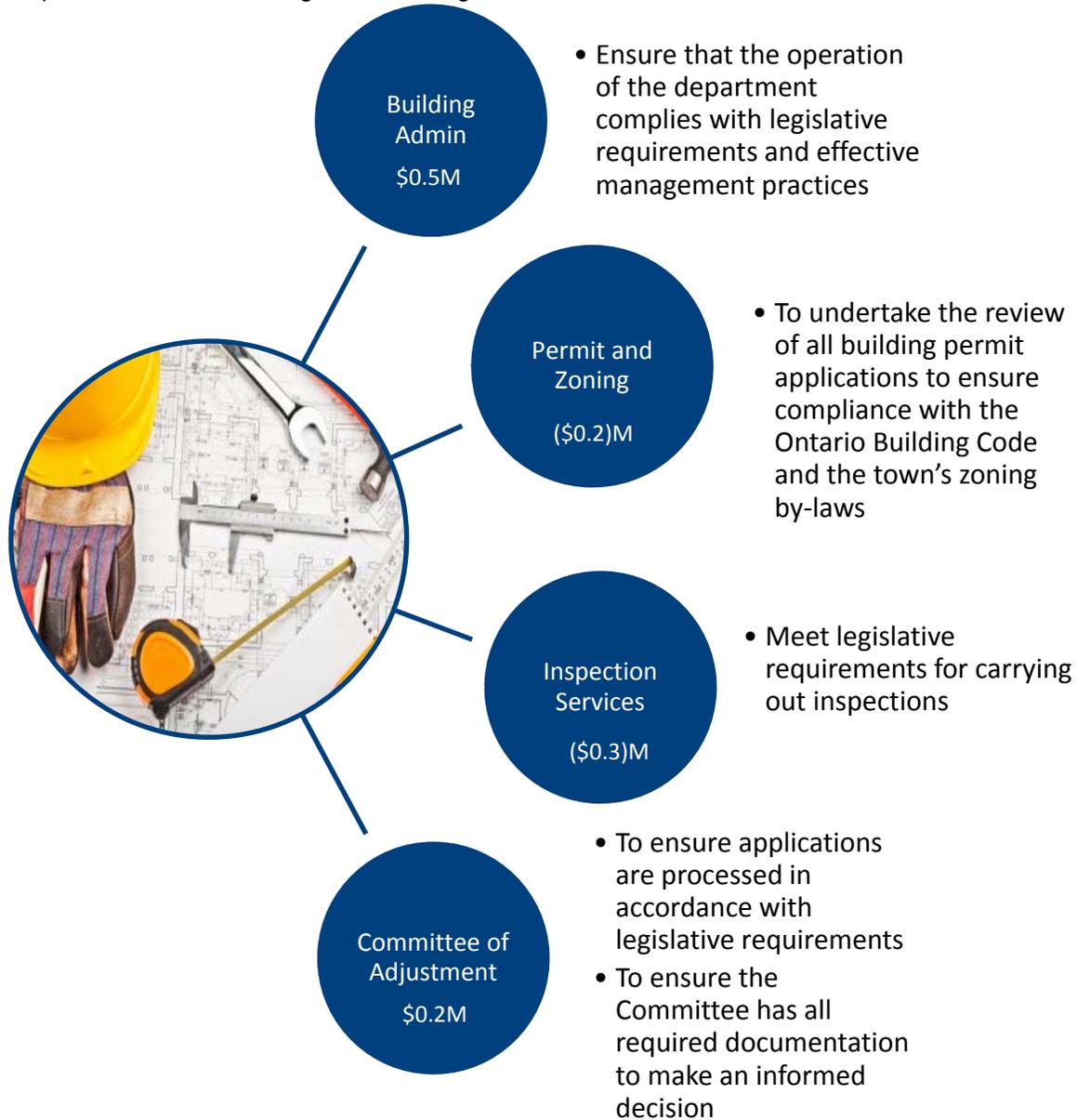
- To inform and assist our customers to ensure safe and orderly development and provide efficient delivery of building and zoning review approvals, inspections, minor variance and consent applications and other related services.

## Key Initiatives

- Develop and implement an E-Services RFI/RFP.
- Implement inspection process improvements.
- Implement Building Services Process improvements.
- Implement a public portal for on-line survey plans.
- Provide staff training on the new amendments to the Ontario Building Code.

# Program Services

The Building Services Department provides activities through the following services:



# Key Performance Indicators

## 1. Percentage of gross operating budget

2015	2016	2017	2018	2019
2.3%	2.3%	2.3%	2.4%	2.5%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

## 2. Percentage of total FTEs

2015	2016	2017	2018	2019
3.1%	3.0%	3.0%	2.9%	2.9%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
<b>How Calculated:</b> Total program FTEs including part-time / Total town FTEs including part-time.				

## 3. Cost recovery ratio

2015	2016	2017	2018	2019
100%	100%	100%	100%	100%
<b>Why Important:</b> Building Code Act allows for 100% cost recovery and council has directed full cost recovery for Committee of Adjustment.				
<b>How Calculated:</b> (Total Revenue + Transfer from Reserves) / (Gross Revenues – Committee of Adjustments Tax Supported).				

## 4. Percentage of inspections completed within mandated timeframes

2015	2016	2017	2018	2019
99%	99%	99%	99%	99% (October 28, 2019)
<b>Why Important:</b> Provincially mandated timeframes regulate time taken to complete inspections.				
<b>How Calculated:</b> Results gathered from the Amanda system.				

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

# Days	2015	2016	2017	2018	2019
10 days	10	11	18	14	9 (October 28, 2019)
15 days	15	19	30	12	14 (October 28, 2019)
20 days	15	21	29	32	15 (October 28, 2019)
30 days	16.5	19.5	46	12	17 (October 28, 2019)
<b>Why Important:</b> Provincially mandated timeframes regulate time taken to process building permit applications.					
<b>How Calculated:</b> Results gathered from the Amanda system.					

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

	2015	2016	2017	2018	2019
	13 days	14 days	14 days	14 days	14 (October 28, 2019)
<b>Why Important:</b> The Planning Act stipulates providing notice of applications a minimum of 10 days prior to a Committee of Adjustment meeting.					
<b>How Calculated:</b> Results gathered from the Amanda system.					

## Staffing Overview

Program: Building Services	2019 Approved FTE	2020 Adjustments	2020 Reallocation	2020 Growth and Capital	2020 Total FTE	Net Change 2020 vs 2019
Services/Activities:						
Building Administration	1.8				1.8	0.0
Inspection Services	21.0				21.0	0.0
Permit & Zoning	22.2				22.2	0.0
Committee of Adjustment	2.3				2.3	0.0
<b>Total Building Services</b>	<b>47.3</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>47.3</b>	<b>0.0</b>

Overall, the total staff complement for Building Services is 47.3 FTEs, unchanged from 2019.

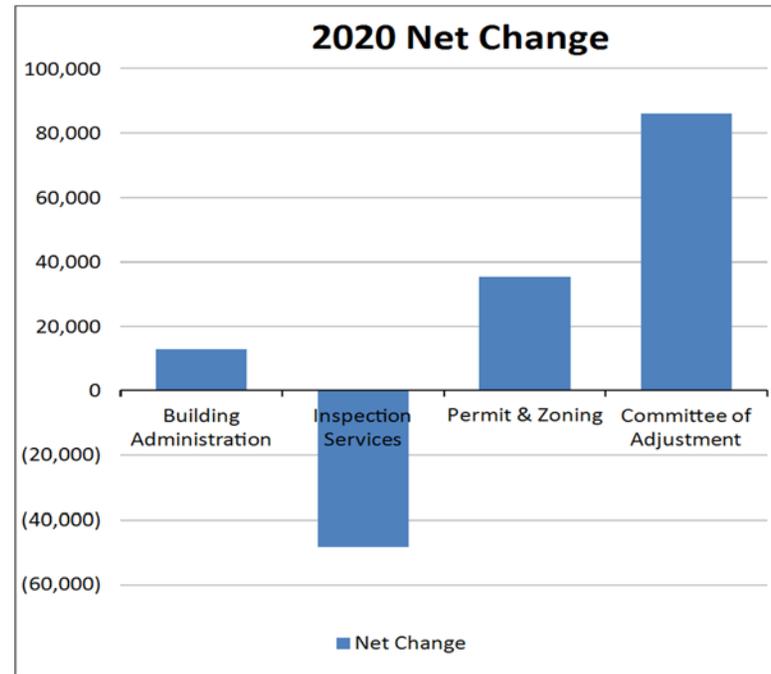
## Program Services Budget Overview

	2019 Restated Budget	Inflation & Adjustments	Budget Efficiencies	2020 Base Budget	2020 Base Increase \$	2020 Base Increase %	Capital and Growth Impact	2020 Requested Budget	2020 Requested Increase \$	2020 Requested Increase %
<b>Building Services</b>										
Building Administration	485,400	12,700	-	498,100	12,700	2.6%	-	498,100	12,700	2.6%
Inspection Services	(254,600)	(48,200)	-	(302,800)	(48,200)	18.9%	-	(302,800)	(48,200)	18.9%
Permit & Zoning	(230,800)	35,500	-	(195,300)	35,500	(15.4%)	-	(195,300)	35,500	(15.4%)
Committee of Adjustment	115,500	85,900	-	201,400	85,900	74.4%	-	201,400	85,900	74.4%
<b>Total Building Services</b>	<b>\$ 115,500</b>	<b>\$ 85,900</b>	<b>\$ -</b>	<b>\$ 201,400</b>	<b>\$ 85,900</b>	<b>74.4%</b>	<b>\$ -</b>	<b>\$ 201,400</b>	<b>\$ 85,900</b>	<b>74.4%</b>

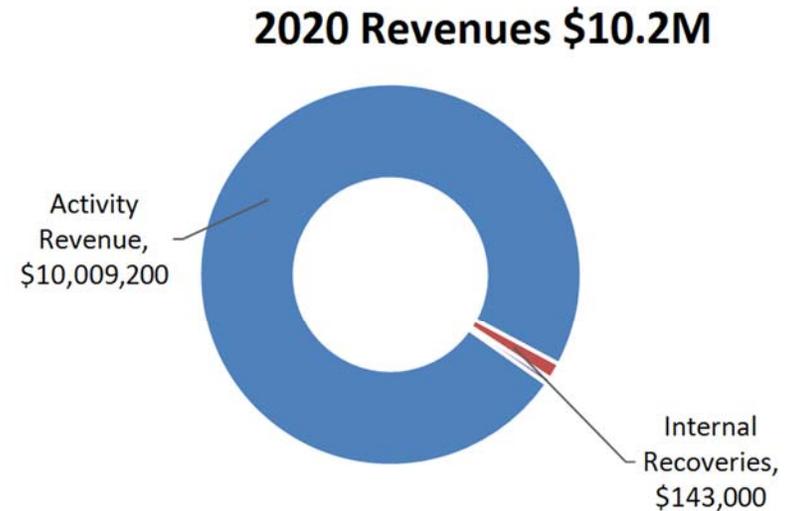
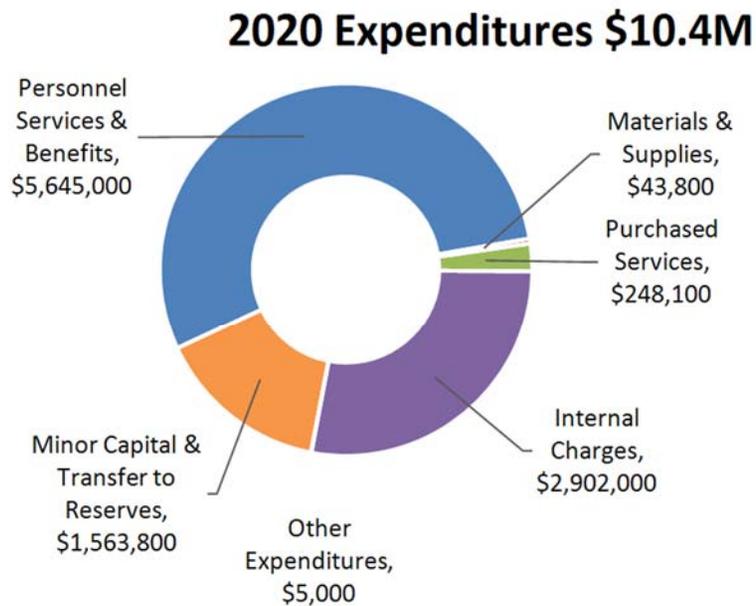
With the exception of Committee of Adjustment, the Building Services program is a 100% cost recovered program, meaning total gross expenditures of \$9.4 million have been fully offset by revenues and any surplus or shortfall is transferred to the Building Enterprise reserve fund, resulting in a net budget of zero for those services. For 2020, Building is projecting a surplus revenue transfer to reserve of \$1.6 million. Building Services ensures that all construction within the municipality meet Ontario Building Code minimum standards to ensure life safety for all residents, businesses and workers. In 2020, Building permit rates have not increased and average volumes have been projected based on past seven years average. The Committee of Adjustment service allows residents, builders, businesses and developers the opportunity to obtain minor variances from zoning regulations and/or the severance of lands. In 2020, the total net budget for Committee of Adjustment is \$201,400, which has increased by \$85,900 or 74% mainly driven by lower expected revenue due to lower volumes.

## Net Program Budget Change

- **Administration** has increased by \$12,700 primarily due to contractual and inflationary adjustments for wages and benefits.
- **Inspection Services** has decreased by (\$48,200). This is mainly driven by lower transfer to reserve funds (\$282,600) which is partially offset by lower expected revenue of \$156,500 and increased personnel costs as well as interdepartmental charges due to inflationary and contractual adjustments of \$77,900.
- **Permit & Zoning** has increased by \$35,500. This is mainly driven by lower transfer to reserve funds (\$240,775) which is partially offset by lower expected revenue of \$181,000 and the balance of the increase is due to personnel costs as well as interdepartmental charges due to inflationary and contractual adjustments.
- **Committee of Adjustment** has increased by \$85,900 mainly as a result of decreased revenue (\$62,100). The management team expects activity reduction, as already observed in the past 4 to 5 years. The balance of the increase is driven by an increase to internal charges as well as labour costs due inflationary and contractual increases.



## 2020 Program Budget by Component– Net \$201,400



In 2020, total direct operating expenditures for Building Services and Committee of adjustment is \$10,407,700 and total revenues is \$10,206,300 which results in a net revenue transfer to the Building Enterprise reserve of \$1,563,800 for an overall net budget of \$201,400. Overall, the Building Services portion of the budget is net to zero by recovering 100% of costs of the services with the net budget of \$201,400 related to Committee of Adjustments. The main drivers of the budget are as follows:

- **Personnel Services & Benefits** represents the largest portion of the gross expenditures with \$5.6 million. In 2020, personnel costs have increased by \$115,800, which includes inflationary and contractual wage and benefit increases.
- **Internal Charges** is the second largest component with \$2.9 million, which have increased by \$136,500 or 3% to reflect other departments direct and indirect costs attributed to the delivery of Building Services.
- **Minor Capital and Transfer to Reserves**, the third largest portion, has decreased by \$523,400 which is due to the decreased transfer to the Building Enterprise Reserve.
- **Purchased Services** has increased by \$15,700 driven by the Scanning project carry-over charge. This will be a multi-year project with estimated total cost of \$70,000.
- **Activity Revenue** represents 98% of the total revenue for the Building Services program. In 2020, activity revenue is projected to decrease by \$399,600 mainly due to lower activity level. This decrease includes COA revenue decrease of -\$62,100 (or 7.9%) driven by lower volume partly offset by fee increases.

## 2021 - 2022 Operating Budget Forecast

<b>Building Services</b>	<b>2020 Requested Budget</b>	<b>2021 Forecast</b>	<b>2020 - 2021 Change (%)</b>	<b>2022 Forecast</b>	<b>2021 -2022 Change (%)</b>
<b>Gross Expenditures By Service</b>					
Building Administration	568,200	579,300	2.0%	590,700	2.0%
Inspection Services	4,398,500	4,490,100	2.1%	4,579,900	2.0%
Permit & Zoning	4,512,300	4,597,600	1.9%	4,688,300	2.0%
Committee of Adjustment	928,700	946,900	2.0%	965,600	2.0%
<b>Total Gross Expenditures</b>	<b>10,407,700</b>	<b>10,613,900</b>	<b>2.0%</b>	<b>10,824,500</b>	<b>2.0%</b>
<b>Tax Levy By Service</b>					
Building Administration	498,100	508,900	2.2%	520,000	2.2%
Inspection Services	(302,800)	(304,800)	(0.7%)	(310,500)	(1.9%)
Permit & Zoning	(195,300)	(204,100)	(4.5%)	(209,500)	(2.6%)
Committee of Adjustment	201,400	205,100	1.8%	209,000	1.9%
<b>Total Tax Levy</b>	<b>201,400</b>	<b>205,100</b>	<b>1.8%</b>	<b>209,000</b>	<b>1.9%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	5,645,000	5,760,600	2.0%	5,879,400	2.1%
Materials & Supplies	43,800	44,500	1.6%	45,200	1.6%
Purchased Services	248,100	252,900	1.9%	257,800	1.9%
Internal Charges	2,902,000	2,958,900	2.0%	3,017,000	2.0%
Other Expenditures	5,000	5,100	2.0%	5,200	2.0%
Minor Capital & Transfer To Reserves	1,563,800	1,591,900	1.8%	1,619,900	1.8%
<b>Total Expenses</b>	<b>10,407,700</b>	<b>10,613,900</b>	<b>2.0%</b>	<b>10,824,500</b>	<b>2.0%</b>
<b>Revenues By Type</b>					
Activity Revenue	10,009,200	10,208,900	2.0%	10,412,700	2.0%
Internal Recoveries	143,000	145,800	2.0%	148,700	2.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	54,100	54,100	0.0%	54,100	0.0%
<b>Total Revenues</b>	<b>10,206,300</b>	<b>10,408,800</b>	<b>2.0%</b>	<b>10,615,500</b>	<b>2.0%</b>
<b>Tax Levy</b>	<b>\$201,400</b>	<b>\$205,100</b>	<b>1.8%</b>	<b>\$209,000</b>	<b>1.9%</b>

Building Services

## 2021 - 2022 Budget Forecast Highlights

- The 2021 net budget is projected to increase by 1.8% or \$3,700 driven by inflationary increases. Increased revenue will be offset by increases to the cost of delivering services as well as transfers to reserve funds.
- The 2022 net budget is projected to increase by 1.9% or \$3,900 driven by inflationary increases. Increased revenue will be offset by increases to the cost of delivering services as well as transfers to reserve funds.

## 2020 Recommended Capital Budget

The capital budget will provide funds for the initial phase of implementing an end-to-end online solution that will enhance service delivery for the full suite of development approvals and permitting services.

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2020	2020
62102001	Plan-It E-services	Strategic Priorities	1,404,000	
<b>TOTAL</b>			<b>1,404,000</b>	

**Program: Planning Services**

**Program Based Budget**

**2020 - 2022**

## Vision

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

## Mission

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

## Key Initiatives

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

# Program Services

Planning delivers the following services:



# Key Performance Indicators

## 1. Percentage of gross operating budget

2015	2016	2017	2018	2019
1.9%	1.8%	1.7%	1.8%	1.7%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

## 2. Percentage of total FTEs

2015	2016	2017	2018	2019
2.0%	2.0%	1.9%	1.8%	1.8%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
<b>How Calculated:</b> Total program FTEs including part-time / Total town FTEs including part-time.				

## 3. Cost recovery ratio

2015	2016	2017	2018	2019
54%	45%	54%	46%	38% (Sept. 30, 2019)
<b>Why Important:</b> To ensure fee supported related activities are being recovered 100% in accordance with the town's Rate's and Fee policy to the limit permissible under the Planning Act. The revised Fee Model indicates the target is 59.1% as this is the level of Planning activities that can be recovered through fees based on 5 year average volumes. Achievement can be rationalized against budgeted and actual activity volumes.				
<b>How Calculated:</b> Total Fee Revenue/Total Gross Costs. Actual cost recovery varies from year to year based on volumes.				

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

2015	2016	2017	2018	2019
80%	54%	15%	64%	27% (Sept, 30 2019)
<b>Why Important:</b> Ensure that Planning Services is meeting legislated timing for processing development applications.				
<b>How Calculated:</b> Tracked from AMANDA system to measure the time taken to process applications from "Open" to "Council decision" status.				

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

2015	2016	2017	2018	2019
74%	70%	4%	15%	3% (June 30, 2019)
<b>Why Important:</b> Ensure that Planning Services is meeting legislated timing for processing Site Plan applications.				
<b>How Calculated:</b> Tracked from AMANDA to measure the time taken to process applications from "Open" to "Clearing Conditions" status.				

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

2015	2016	2017	2018	2019
19%	8%	8%	0%	0% (Sept. 30, 2019)
<b>Why Important:</b> The percentage of Council decisions related to development applications that are appealed, measures the effectiveness of the Official Plan.				
<b>How Calculated:</b> Tracked from AMANDA to measure the percentage of Council decisions related to development applications (*Subdivision and Condominium applications, Zoning By-law amendments and Official Plan amendments). *Applications received and appealed in 2019 until September 30, 2019.				

## Staffing Overview

Program: Planning Services	2019 Approved FTE	2020 Adjustments	2020 Reallocation	2020 Growth and Capital	2020 Total FTE	Net Change 2020 vs 2019
Administration	1.5				1.5	0.0
Urban Design	5.0				5.0	0.0
Current Planning	14.0				14.0	0.0
Policy Planning & Heritage	9.0				9.0	0.0
<b>Total Planning Services</b>	<b>29.5</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>29.5</b>	<b>0.0</b>

Overall, the total staff complement for Planning is 29.5 FTEs. In 2020, there were no staffing changes.

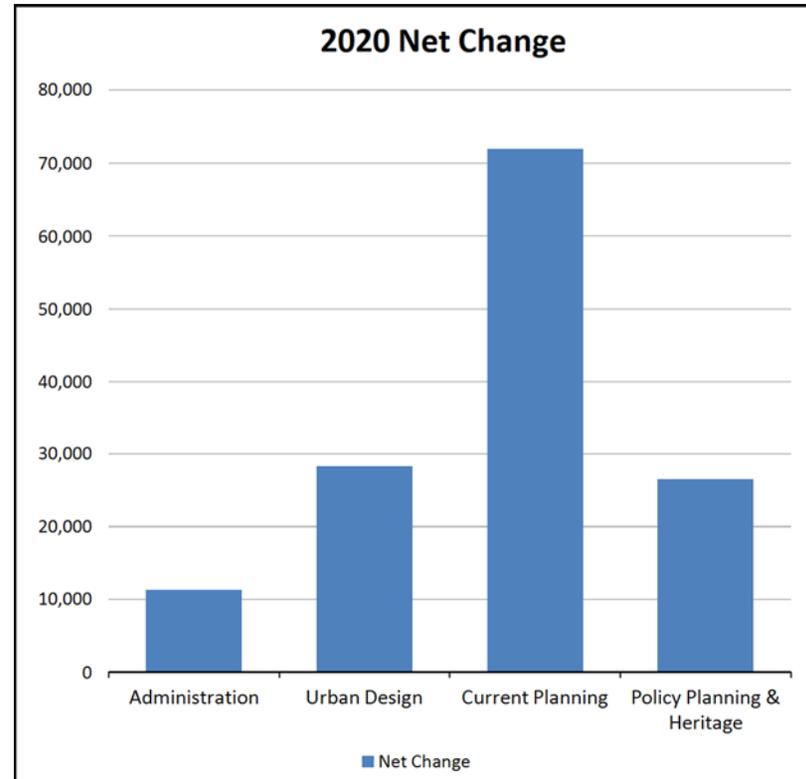
## Program Services Budget Overview

	2019 Restated Budget	Inflation & Adjustments	Budget Efficiencies	2020 Base Budget	2020 Base Increase \$	2020 Base Increase %	Capital and Growth Impact	2020 Requested Budget	2020 Requested Increase \$	2020 Requested Increase %
<b>Planning Services</b>										
Administration	467,300	11,300	-	478,600	11,300	2.4%	-	478,600	11,300	2.4%
Urban Design	1,081,600	28,300	-	1,109,900	28,300	2.6%	-	1,109,900	28,300	2.6%
Current Planning	(34,400)	72,000	-	37,600	72,000	209.3%	-	37,600	72,000	209.3%
Policy Planning & Heritage	1,238,100	26,500	-	1,264,600	26,500	2.1%	-	1,264,600	26,500	2.1%
<b>Total Planning Services</b>	<b>\$ 2,752,600</b>	<b>\$ 138,100</b>	<b>\$ -</b>	<b>\$ 2,890,700</b>	<b>\$ 138,100</b>	<b>5.0%</b>	<b>\$ -</b>	<b>\$ 2,890,700</b>	<b>\$ 138,100</b>	<b>5.0%</b>

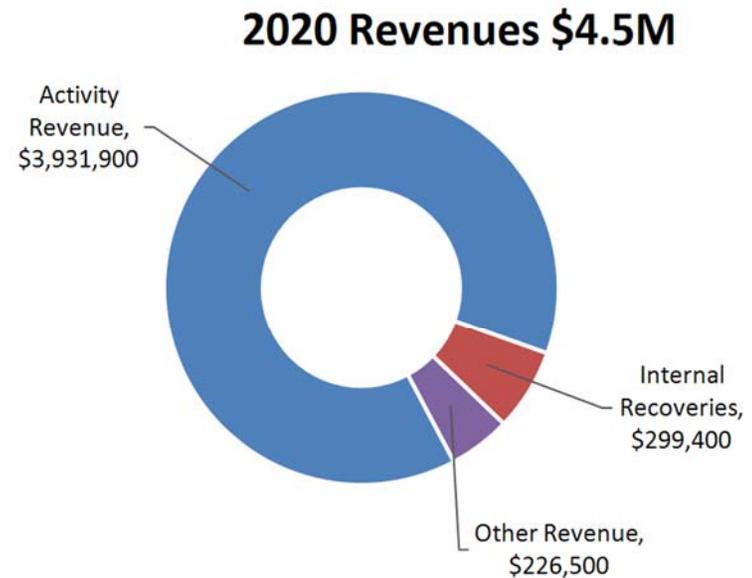
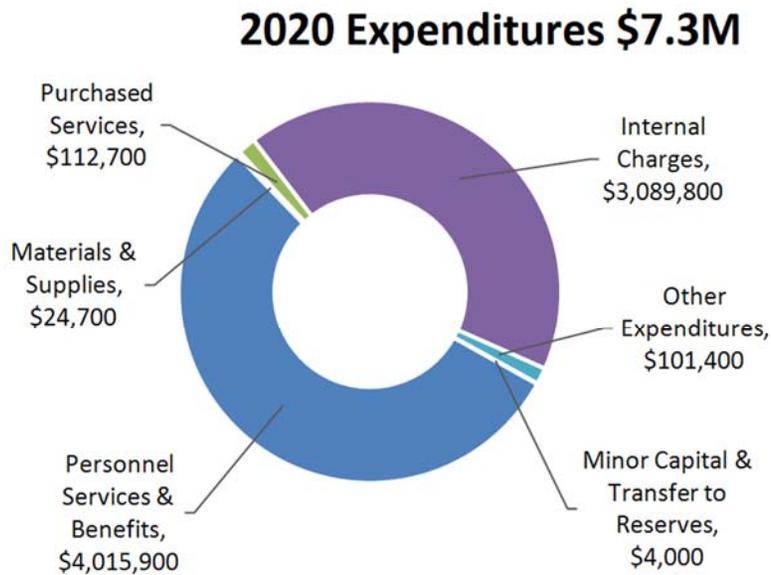
In 2020, the Planning Services program budget has increased by \$138,100 or 5.0% resulting in a net total budget of \$ 2,890,700. The largest portion of the total net budget is Policy Planning & Heritage at \$1.3 million which represent costs to help manage growth while balancing community needs, economic prosperity and environmental sustainability. Urban Design is the second largest portion of the total net budget at \$1.1 million which are the costs necessary to ensure that policies and practices reflect the town's strategic direction to enhance its built environment. The costs associated with Current Planning are to review and process development applications which is offset by revenues from the applications resulting in a net budget of \$0.04 million. In 2020, the strategy of budgeting revenue based on historical average volumes has continued as a means of stabilizing revenues and to mitigate fluctuations in development activity. As a result, the 2020 budget for planning activity revenue is \$3.9 million which is an increase of \$24,600 over 2019. This reflects slightly lower average volumes seen the past couple of years, particularly in subdivision applications and zoning by-law amendments. The decrease in volume has been partially offset by inflationary increases to fees.

## Net Program Budget Change

- **Administration** has increased \$11,300 primarily due to inflationary and contractual increases for wages and benefits. In addition, internal charges have increased to reflect current business requirements.
- **Urban Design** has increased \$28,300 primarily due to contractual and inflationary increases for wages and benefits. In addition, internal charges have increased which represents the time spent by other departments to assist the Urban Design program.
- **Current Planning** has increased \$72,000 primarily due to inflationary and contractual increases for wages and benefits. In addition internal charges have increased for staff time spent from other departments for Planning service delivery. Inflationary rate increases to fees have been included and overall activity revenue is expected to have a modest increase to reflect average volumes which partially mitigates expenditure increases.
- **Policy Planning & Heritage** has increased \$26,500 primarily due contractual and inflationary increases for wages and benefits along with a minimal increase to internal charges.



## 2020 Program Budget by Component– Net \$ 2,890,700



In 2020, the Planning Services program has total expenditures of \$7,348,500 and total revenues of \$ 4,457,800 resulting in a net budget of \$ 2,890,700. The main drivers for the change are the following:

- **Personnel Services & Benefits** represents 55% of the total gross expenditures for Planning Services with \$4.0 million. In 2020, personnel costs have increased by \$306,500, primarily due to temporary personnel budget added to support Planning legal matters anticipated for 2020, as well as inflationary and contractual increases for salaries and benefits.
- **Internal Charges** is the second largest cost component at 42% with \$3.1 million and represent direct and indirect costs from other departments involved in the Planning application process. In 2020, internal charges have increased by \$89,400 to reflect inflationary increases from other departments involved in the planning process that can be recovered through Planning fees.
- **Purchased Services** have increased by \$2,200, due to an increase in employee costs such professional development and dues which was reallocated from courier savings.
- **Activity Revenue** represents 88% of the total revenue for Planning Services with \$3.9 million. Activity revenue has increased by \$24,600. While inflationary increases to rates are included, average volumes particularly in subdivision applications and zoning by-law amendments have decreased.
- **Other Revenue** has increased \$226,500 as Tax Stabilization funding has been added to support the Planning legal matters anticipated for 2020.
- **Internal Recoveries** have increased by \$7,200 to reflect the allocation to Building and Development Engineering departments fee for service recovery models.

Planning Services

## 2021 - 2022 Operating Budget Forecast

Planning Services	2020 Requested Budget	2021 Forecast	2020 - 2021 Change (%)	2022 Forecast	2021 -2022 Change (%)
<b>Gross Expenditures By Service</b>					
Administration	736,200	521,000	-29.2%	532,500	2.2%
Urban Design	1,173,800	1,197,800	2.0%	1,222,300	2.0%
Current Planning	4,116,400	4,200,400	2.0%	4,286,200	2.0%
Policy Planning & Heritage	1,322,100	1,349,600	2.1%	1,377,600	2.1%
<b>Total Gross Expenditures</b>	<b>7,348,500</b>	<b>7,268,800</b>	<b>(1.1%)</b>	<b>7,418,600</b>	<b>2.1%</b>
<b>Tax Levy By Service</b>					
Administration	478,600	489,300	2.2%	500,200	2.2%
Urban Design	1,109,900	1,132,600	2.0%	1,155,800	2.0%
Current Planning	37,600	40,100	6.6%	42,700	6.5%
Policy Planning & Heritage	1,264,600	1,290,900	2.1%	1,317,700	2.1%
<b>Total Tax Levy</b>	<b>2,890,700</b>	<b>2,952,900</b>	<b>2.2%</b>	<b>3,016,400</b>	<b>2.2%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	4,015,900	3,871,500	(3.6%)	3,955,400	2.2%
Materials & Supplies	24,700	25,300	2.4%	25,900	2.4%
Purchased Services	112,700	114,700	1.8%	116,700	1.7%
Internal Charges	3,089,800	3,151,600	2.0%	3,214,600	2.0%
Other Expenditures	101,400	101,600	0.2%	101,800	0.2%
Minor Capital & Transfer To Reserves	4,000	4,100	2.5%	4,200	2.4%
<b>Total Expenses</b>	<b>7,348,500</b>	<b>7,268,800</b>	<b>(1.1%)</b>	<b>7,418,600</b>	<b>2.1%</b>
<b>Revenues By Type</b>					
Activity Revenue	3,931,900	4,010,500	2.0%	4,090,700	2.0%
Internal Recoveries	299,400	305,400	2.0%	311,500	2.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	226,500	-	100.0%	-	0.0%
<b>Total Revenues</b>	<b>4,457,800</b>	<b>4,315,900</b>	<b>(3.2%)</b>	<b>4,402,200</b>	<b>2.0%</b>
<b>Tax Levy</b>	<b>\$2,890,700</b>	<b>\$2,952,900</b>	<b>2.2%</b>	<b>\$3,016,400</b>	<b>2.2%</b>

# 2021 - 2022 Budget Forecast Highlights

- The 2021 net budget is projected to increase by 2.2% or \$ 62,200 and reflects inflationary increases to the cost of delivering services.
- The 2022 net budget is projected to increase by 2.2% or \$ 63,500 and reflects inflationary increases to the cost of delivering services.

## 2020 Recommended Capital Budget

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

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2020	2020
63101501	Official Plan/ Prov. Conformity Review	Growth	100,000	
63101701	Zoning Review	Growth	100,000	
63101703	Special Planning Projects/Studies	Growth	100,000	
<b>TOTAL</b>			<b>300,000</b>	

**Program: Development Engineering  
Program Based Budget  
2020 - 2022**

## Vision

- To ensure development proposals meet community objectives aimed at protecting and improving the livability of the community.

## Mission

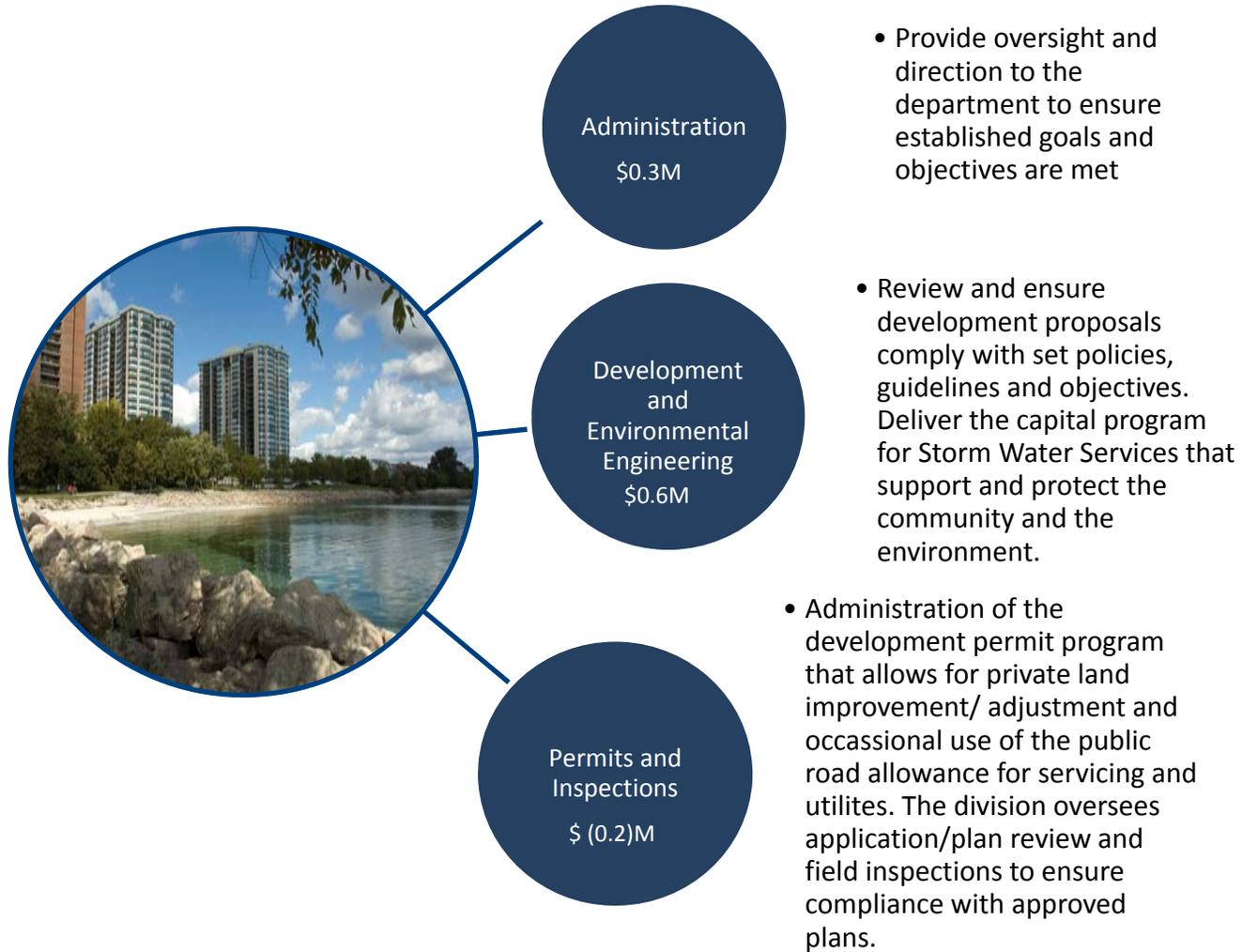
- Protecting the public and its interest in the greater community by ensuring land (re)development proposals comply with current engineering standards/practices and that our community is supported by stormwater management infrastructure and strategies that work to safeguard the community and its natural resources.

## Key Initiatives

- Introduce projects identified in the Storm Water Master Plan (completed fall 2019) into the Capital Forecast ensuring projects are prioritized and coordinated with other community improvement/asset management initiatives; ensuring projects are delivered in an effective and reasoned manner.
- Examine financial strategies (including that of a Stormwater Utility Model) available/suitable to financially support the recommendations of the Storm Water Master Plan.
- Initiate and support Phase 3 of the Plan-it service improvement initiative which aims to improve our services related to property improvement projects. The 2020 Plan-it Program will focus on:
  - Intake process improvements and redesign (including digital application intake)
  - Inspection process improvements and redesign
  - Building and Planning process improvements and implementation
  - Business Performance Management Phase 2
  - E-Services (Request for Information and Request for Proposal)
- Delivery of the 2020 Capital Program for Water Resource projects (shorelines, streams); ensuring the protection of lands and that our community assets remain in a state of good repair.

# Program Services

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



# Key Performance Indicators

## 1. Percentage of gross operating budget

2015	2016	2017	2018	2019
1.6%	1.6%	1.6%	1.5%	1.6%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

## 2. Percentage of total FTEs

2015	2016	2017	2018	2019
1.8%	1.8%	1.8%	1.7%	1.6%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
<b>How Calculated:</b> Total program FTEs including part-time / Total town FTEs including part-time.				

## 3. Cost recovery ratio

2015	2016	2017	2018	2019
82%	81%	95%	91% (Oct 31, 2018)	
<b>Why Important:</b> Monitors the programs alignment with the Town's User Fee Policy and is measure that can be rationalized against expected and actual activity levels.				
<b>How Calculated:</b> Total Revenues generated from applications/Total expenses attributed to application processing.				

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

2015	2016	2017	2018	2019
N/A	N/A	N/A	71%	87.8% (Oct. 31-19)
<b>Why Important:</b> To ensure service delivery remains in line with service level expectations. This is a new service launched in 2018 with an established level of service of 4 weeks (28 days) for application review. The measure is important to ensure we are delivering upon our commitments to customers.				
<b>How Calculated:</b> Number of applications reviewed within the 28 day commitment over the total number of applications reviewed.				

## 5. Percentage of permit applications processed within the prescribed timeframe (3 weeks)

2015	2016	2017	2018	2019
N/A	N/A	43%	67%	97.12% (Oct 31-19)*
<b>Why Important:</b> To ensure service delivery remains in line with service level expectations. This service has a NEW established level of service of 3 weeks (21 days) for application review. *As noted in the 2019 budget document, we made changes to our service tracking and have reset the service level to focus on staff processing time only for the application review/response. We changed this measure to a 3 week or 21 business day cycle for review times in 2019. The measure is important to ensure we are delivering upon our commitments to customers.				
<b>How Calculated:</b> Number of applications reviewed within the 21 day commitment over the total number of applications reviewed.				

## Staffing Overview

Program: Development Engineering	2019 Approved FTE	2020 Adjustments	2020 Reallocation	2020 Growth and Capital	2020 Total FTE	Net Change 2020 vs 2019
Administration	1.5				1.5	0.0
Development & Environmental Engineering	12.2		1.0		13.2	1.0
Permits & Inspection	12.5				12.5	0.0
<b>Total Development Engineering</b>	<b>26.2</b>	<b>0.0</b>	<b>1.0</b>	<b>0.0</b>	<b>27.2</b>	<b>1.0</b>

In 2020, the Development Engineering program has a total of 27.2 FTEs, which is a 1.0 FTE increase from 2019. This is a result of the internal restructure of Environmental Policy division, where one staffing resource was reallocated to Development Engineering.

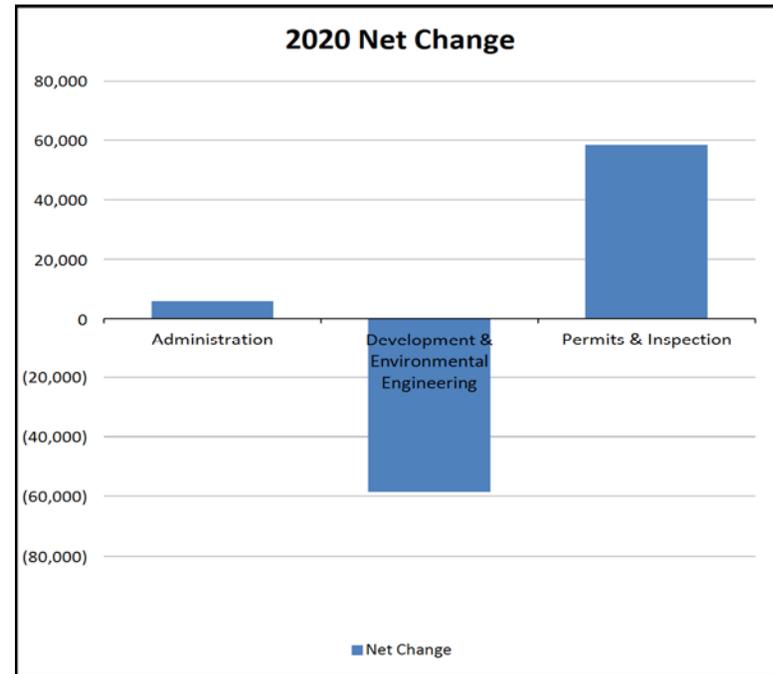
## Program Services Budget Overview

	2019 Restated Budget	Inflation & Adjustments	Budget Efficiencies	2020 Base Budget	2020 Base Increase \$	2020 Base Increase %	Capital and Growth Impact	2020 Requested Budget	2020 Requested Increase \$	2020 Requested Increase %
<b>Development Engineering</b>										
Administration	295,700	5,800	-	301,500	5,800	2.0%	-	301,500	5,800	2.0%
Development & Environmental Engineering	678,000	(58,500)	-	619,500	(58,500)	(8.6%)	-	619,500	(58,500)	(8.6%)
Permits & Inspection	(210,800)	58,500	-	(152,300)	58,500	(27.8%)	-	(152,300)	58,500	(27.8%)
<b>Total Development Engineering</b>	<b>\$ 762,900</b>	<b>\$ 5,800</b>	<b>\$ -</b>	<b>\$ 768,700</b>	<b>\$ 5,800</b>	<b>0.8%</b>	<b>\$ -</b>	<b>\$ 768,700</b>	<b>\$ 5,800</b>	<b>0.8%</b>

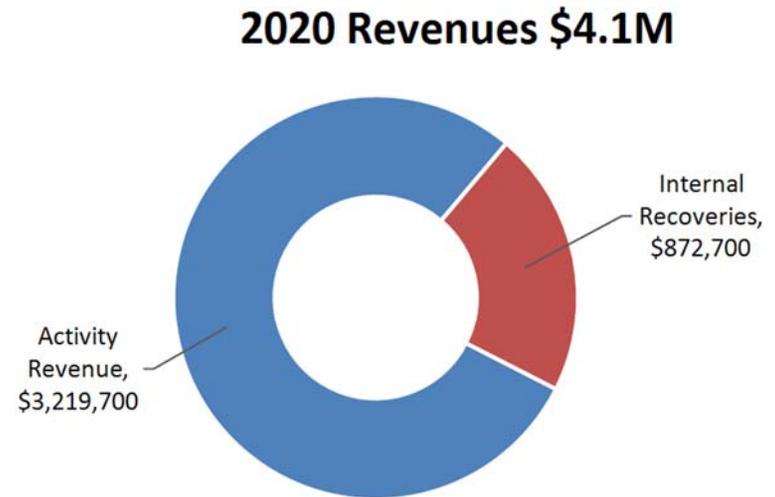
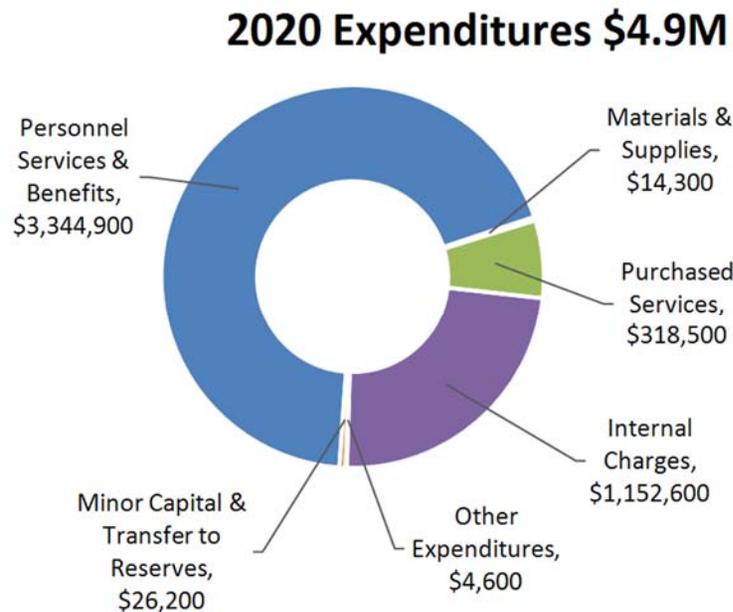
Overall the Development Engineering program has increase by \$5,800 or 0.8% resulting in a net total budget of \$768,700 which is an increase to the tax levy. The primary driver for the increase is the contractual and inflationary increases for personnel costs which is partially offset by a reduction in contracted services to reflect distribution of annual water resources monitoring costs over several years. In 2020, the strategy of budgeting revenue based on historical average volumes has continued as a means of stabilizing revenues and to mitigate fluctuations in development activity. As a result, the 2020 budget for development reviews is \$2.1 million and road permits is \$1.1 million for total activity revenue is \$3.2 million. This reflects the average volumes consistent with trends over the past couple years and inflationary increases to fees.

## Net Program Budget Change

- **Administration** has increased by \$5,800 primarily due to inflationary adjustments for wages and benefits.
- **Development Engineering** has decreased by \$(58,500) mainly due to the water resources monitoring costs that is now distributed over several years (\$80,000 over 4 years). Also, the revenue has increased by \$23,100 driven mainly by rate increases. These were offset by inflationary and contractual increases for personnel as well as by the addition of one FTE as a result of Climate Action restructure (internal reallocation).
- **Permits & Inspections** has increased by \$58,500 primarily due to inflationary and contractual increases in personnel which is partially offset by higher revenue.



## 2020 Program Budget by Component– Net \$768,700



In 2020, the Development Engineering program's total expenditures are \$4,861,100 and total revenues are \$4,092,400 resulting in a net budget of \$768,700. The net change from prior year is \$5,800 or 0.8%. The main drivers for the change are the following:

- **Personnel Services & Benefits** is the largest cost component of the budget at \$3.3 million representing 68% of the total gross expenditures. In 2020 personnel costs have increased by \$57,800. This is mainly due to inflationary increases and contractual obligations for wages as well as resource reallocation from Climate Action.
- **Internal Charges** is the second largest portion of the gross expenditures with \$1.2 million or 24% and represent time other departments spend on the Development Engineering application process that can be recovered through fees. In 2020, internal charges have increased by \$31,400 (or 2%) due to inflationary increases in the other departments.
- **Purchases Services** has decrease by \$59,800 mainly driven by adjustment to the water monitoring costs as the allocated \$80,000 will be spent over a period of 4 years – only \$20,000 left in 2020.
- **Activity Revenue** is 79% of the total revenue for the Development Engineering program and represents fees recovered for various services provided. In 2020, activity revenue has increased by \$600 as a result of inflationary increases of our fees which is offset by small volume decrease.
- **Internal Recoveries** have increased by \$23,000 to reflect inflationary increases to Development Engineering time spent on Planning Services activities.

## 2021 - 2022 Operating Budget Forecast

	2020 Requested Budget	2021 Forecast	2020 - 2021 Change (%)	2022 Forecast	2021 - 2022 Change (%)
<b>Development Engineering</b>					
<b>Gross Expenditures By Service</b>					
Administration	337,400	345,000	2.3%	352,800	2.3%
Development & Environmental Engineering	2,355,700	2,403,300	2.0%	2,451,700	2.0%
Permits & Inspection	2,168,000	2,210,900	2.0%	2,256,100	2.0%
<b>Total Gross Expenditures</b>	<b>4,861,100</b>	<b>4,959,200</b>	<b>2.0%</b>	<b>5,060,600</b>	<b>2.0%</b>
<b>Tax Levy By Service</b>					
Administration	301,500	308,400	2.3%	315,500	2.3%
Development & Environmental Engineering	619,500	632,900	2.2%	646,400	2.1%
Permits & Inspection	(152,300)	(155,800)	(2.3%)	(158,100)	(1.48%)
<b>Total Tax Levy</b>	<b>768,700</b>	<b>785,500</b>	<b>2.2%</b>	<b>803,800</b>	<b>2.3%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	3,344,900	3,413,500	2.1%	3,484,900	2.1%
Materials & Supplies	14,300	14,500	1.4%	14,700	1.4%
Purchased Services	318,500	324,700	1.9%	331,000	1.9%
Internal Charges	1,152,600	1,175,600	2.0%	1,199,000	2.0%
Other Expenditures	4,600	4,700	2.2%	4,800	2.1%
Minor Capital & Transfer To Reserves	26,200	26,200	0.0%	26,200	0.0%
<b>Total Expenses</b>	<b>4,861,100</b>	<b>4,959,200</b>	<b>2.0%</b>	<b>5,060,600</b>	<b>2.0%</b>
<b>Revenues By Type</b>					
Activity Revenue	3,219,700	3,283,500	2.0%	3,348,800	2.0%
Internal Recoveries	872,700	890,200	2.0%	908,000	2.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	-	-	0.0%	-	0.0%
<b>Total Revenues</b>	<b>4,092,400</b>	<b>4,173,700</b>	<b>2.0%</b>	<b>4,256,800</b>	<b>2.0%</b>
<b>Tax Levy</b>	<b>\$768,700</b>	<b>\$785,500</b>	<b>2.2%</b>	<b>\$803,800</b>	<b>2.3%</b>

## 2021 - 2022 Budget Forecast Highlights

- The 2021 net budget is projected to increase by 2.2% or \$16,800 and is driven by overall expenditures inflationary increases of 2% which is partially offset by Activity Revenue increase of 2%.
- The 2022 net budget is projected to increase by 2.3% or \$18,300 and reflects inflationary increases to the cost of delivering services, higher by 2%. This will be partially offset by activity revenue increase of 2%.

## 2020 Recommended Capital Budget

The capital budget includes projects undertaking erosion control works at a number of shoreline and creek locations as well as the maintenance of storm ponds and flooding protection. In 2020 major projects include erosion works at Munn's Creek Reaches 33-35, and shoreline protection at Vista and Shorewood Promenades.

Project	Project Title	Classification	Capital Budget	Operating Impacts
			2020	2020
53371102	Morrison Creek West Reach 37	Infrastructure Renewal	420,000	
53371505	Vista Promenade - Shoreline Protection	Infrastructure Renewal	630,000	
53371701	Flooding Protection Program	Infrastructure Renewal	528,000	
53371707	Outfall Major Maintenance	Infrastructure Renewal	210,000	
53371902	Creek & Channel Inspections	Infrastructure Renewal	160,000	
53372002	Shoreline Assessment	Infrastructure Renewal	159,000	
53371810	Munn's Creek, Reaches 33-35 - Creek Erosion	Infrastructure Renewal	2,110,000	
53371704	Flood Study Update	Infrastructure Renewal	105,000	
53371906	Storm Pond - Capital Maintenance	Infrastructure Renewal	422,000	
53372004	Dingle Shoreline Failure at Front	Infrastructure Renewal	55,000	
53372003	Shorewood Promenade	Infrastructure Renewal	630,000	
53371905	Environmental Studies and Monitoring	Growth	70,000	
<b>TOTAL</b>			<b>5,499,000</b>	



**Program: Strategic Business Services**

**Program Based Budget**

**2020 - 2022**

## Vision

- To be a centre of expertise and innovation for developing and delivering business solutions.

## Mission

- To provide data, analytics, and business improvement services to help our clients achieve service excellence.

## Key Initiatives

- Lead and support the implementation of the Plan-it Oakville Program.
- Develop, implement, and support Amanda based solutions for the Community Development Commission (CDC).
- Develop, implement, and support GIS based solutions for the CDC and the corporation.
- Develop, implement, and support SharePoint based solutions for the Community Development Commission (CDC).
- Support continuous improvements and innovation efforts across CDC.
- Lead the implementation of the CDC Data Analytics Strategy in order to monitor and improve performance.

# Program Services

Strategic Business Services provides services through the following activities:



Strategic Business  
Services  
\$0.3M

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

# Key Performance Indicators

## 1. Percentage of gross operating budget

2015	2016	2017	2018	2019
0.5%	0.5%	0.5%	0.5%	0.5%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

## 2. Percentage of total FTEs

2015	2016	2017	2018	2019
0.6%	0.6%	0.6%	0.6%	0.6%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
<b>How Calculated:</b> Total program FTEs including part-time / Total town FTEs including part-time.				

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

2015	2016	2017	2018	2019
97%	90%	90%	85%	85%(Sept. 30, 2019)
<b>Why Important:</b> Projects and service requests completed increase the effectiveness and efficiency of the program areas that SBS supports.				
<b>How Calculated:</b> As per Strategic Business Services (SBS) Service Request & Project Tracking Systems.				

## Staffing Overview

Program: Strategic Business Services Services/Activities:	2019 Approved FTE	2020 Adjustments	2020 Reallocation	2020 Growth and Capital	2020 Total FTE	Net Change 2020 vs 2019
Strategic Business Services	10.0				10.0	0.0
<b>Total Strategic Business Services</b>	<b>10.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>10.0</b>	<b>0.0</b>

The staff complement for Strategic Business Services remains unchanged from 2019 with 10.0 FTE's.

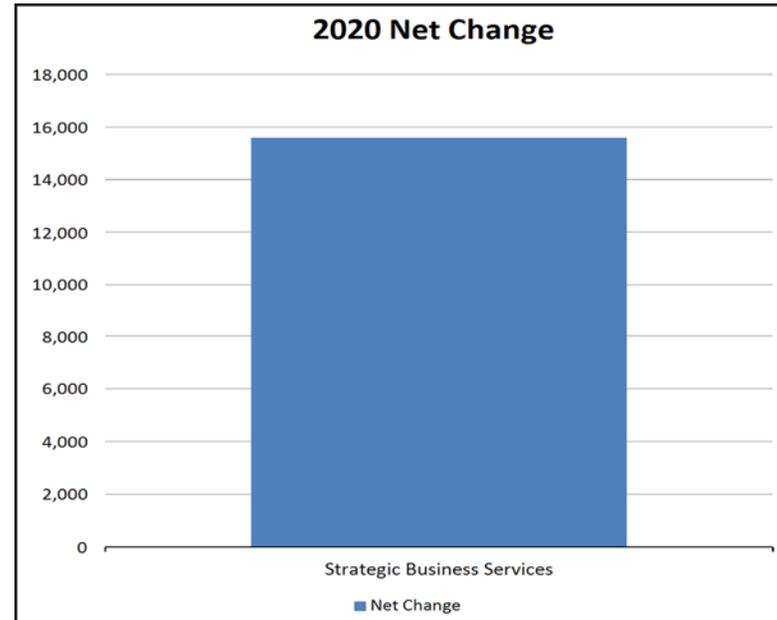
## Program Services Budget Overview

	2019 Restated Budget	Inflation & Adjustments	Budget Efficiencies	2020 Base Budget	2020 Base Increase \$	2020 Base Increase %	Capital and Growth Impact	2020 Requested Budget	2020 Requested Increase \$	2020 Requested Increase %
<b>Strategic Business Services</b>										
Strategic Business Services	333,500	15,600	-	349,100	15,600	4.7%	-	349,100	15,600	4.7%
<b>Total Strategic Business Services</b>	<b>\$ 333,500</b>	<b>\$ 15,600</b>	<b>\$ -</b>	<b>\$ 349,100</b>	<b>\$ 15,600</b>	<b>0.0%</b>	<b>\$ -</b>	<b>\$ 349,100</b>	<b>\$ 15,600</b>	<b>0.0%</b>

In 2020, the Strategic Business Services program net budget has increased by \$15,600 or 4.7%. The program provides support to the Community Development Commission, and over the last year has increased the services being provided to the Climate Action, Infrastructure Planning and Improvements and Municipal Enforcement departments. In addition, the town's use of GIS continues to expand with the adoption of the GIS Strategic Plan.

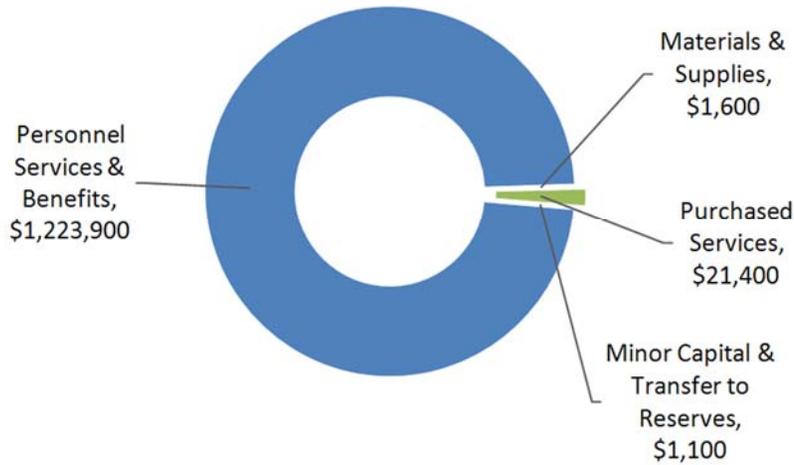
## Net Program Budget Change

**Strategic Business Services** has increased by \$15,600, primarily due to inflationary and step increase for wages and benefits. Personnel increases are partially mitigated with increased internal recoveries to reflect the average time spent by staff on activities that are fee recoverable.

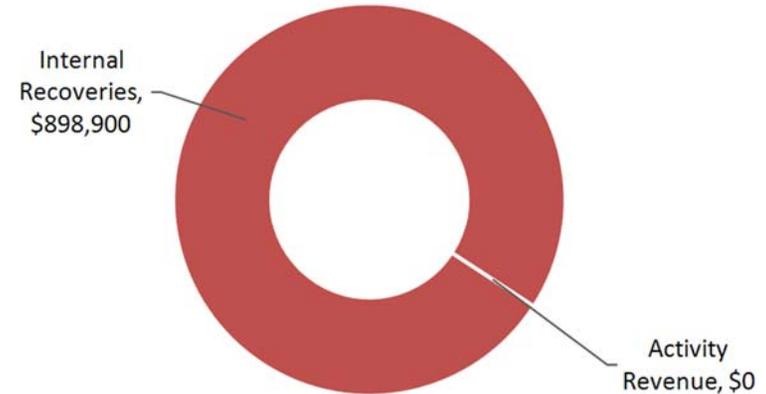


## 2020 Program Budget by Component– Net \$ 349,100

### 2020 Expenditures \$1.2M



### 2020 Revenues \$0.9M



In 2020, the Strategic Business Services program's total expenditures are \$1,248,000 and total revenues are \$ 898,900 resulting in a net budget of \$ 349,100. The net change from prior year has increased by \$15,600 or 4.7%. The main drivers for the change are the following:

- **Personnel Services & Benefits** have increased by \$40,900, which includes inflationary increases for salaries and benefits as well as step adjustments for new hires.
- **Internal Recoveries** have increased by \$25,100 to reflect the time spent by staff on activities that are fee recoverable.
- **Purchased Services** have increased by \$2,800 to reflect current needs for Lean training program across the town. Increased expenditure was reallocated from computer hardware with net zero impact.
- **Minor Capital & Transfers to Reserves** includes office furniture, computer hardware and software. Budget was reallocated to reflect current needs.

## 2021 - 2022 Operating Budget Forecast

Strategic Business Support	2020 Requested Budget	2021 Forecast	2020 - 2021 Change (%)	2022 Forecast	2021 - 2022 Change (%)
<b>Gross Expenditures By Service</b>					
Strategic Business Services	1,248,000	1,275,100	2.2%	1,302,800	2.2%
<b>Total Gross Expenditures</b>	<b>1,248,000</b>	<b>1,275,100</b>	<b>2.2%</b>	<b>1,302,800</b>	<b>2.2%</b>
<b>Tax Levy By Service</b>					
Strategic Business Services	349,100	358,200	2.6%	367,600	2.6%
<b>Total Tax Levy</b>	<b>349,100</b>	<b>358,200</b>	<b>2.6%</b>	<b>367,600</b>	<b>2.6%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	1,223,900	1,250,600	2.2%	1,277,900	2.2%
Materials & Supplies	1,600	1,600	0.0%	1,600	0.0%
Purchased Services	21,400	21,800	1.9%	22,200	1.8%
Internal Charges	-	-	0.0%	-	0.0%
Other Expenditures	-	-	0.0%	-	0.0%
Minor Capital & Transfer To Reserves	1,100	1,100	0.0%	1,100	0.0%
<b>Total Expenses</b>	<b>1,248,000</b>	<b>1,275,100</b>	<b>2.2%</b>	<b>1,302,800</b>	<b>2.2%</b>
<b>Revenues By Type</b>					
Activity Revenue	-	-	0.0%	-	0.0%
Internal Recoveries	898,900	916,900	2.0%	935,200	2.0%
Grants	-	-	0.0%	-	0.0%
Other Revenue	-	-	0.0%	-	0.0%
<b>Total Revenues</b>	<b>898,900</b>	<b>916,900</b>	<b>2.0%</b>	<b>935,200</b>	<b>2.0%</b>
<b>Tax Levy</b>	<b>\$349,100</b>	<b>\$358,200</b>	<b>2.6%</b>	<b>\$367,600</b>	<b>2.6%</b>

## 2021 - 2022 Budget Forecast Highlights

- The 2021 net budget is projected to increase by 2.6% or \$ 9,100 and reflects inflationary increases to the cost of delivering services.
- The 2022 net budget is projected to increase by 2.6% or \$ 9,400 and reflects inflationary increases to the cost of delivering services.

Strategic Business Services

## 2020 Recommended Capital Budget

The capital budget will provide funds for further enhancements to the Amanda module.

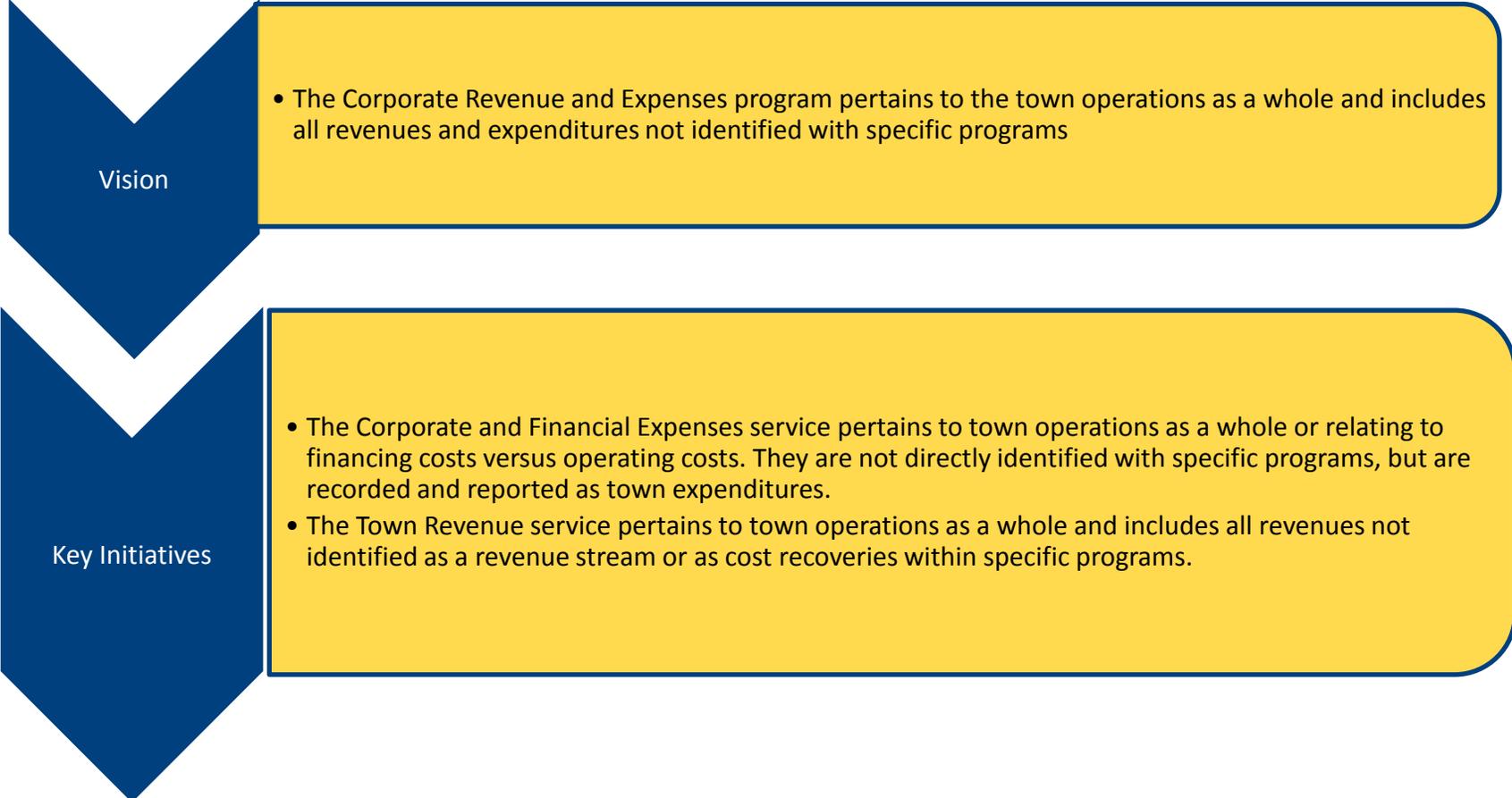
Project	Project Title	Classification	Capital Budget	Operating Impacts
			2020	2020
63101201	Amanda Module Enhancements	Infrastructure Renewal	100,000	
<b>TOTAL</b>			<b>100,000</b>	



**Program: Corporate Revenue and Expenses**

**Program Based Budget**

**2020 - 2022**



Vision

- The Corporate Revenue and Expenses program pertains to the town operations as a whole and includes all revenues and expenditures not identified with specific programs

Key Initiatives

- The Corporate and Financial Expenses service pertains to town operations as a whole or relating to financing costs versus operating costs. They are not directly identified with specific programs, but are recorded and reported as town expenditures.
- The Town Revenue service pertains to town operations as a whole and includes all revenues not identified as a revenue stream or as cost recoveries within specific programs.

## Program Services

The Corporate Revenue and Expenses program provides activities through the following services:



## Corporate Revenue Budget Summary

	2019 Budget	2020 Base Budget	Base Budget Change (%)	Capital and Growth Impact	2020 Requested Budget	2019-2020 Change (%)	Forecast 2021 Budget	Forecast 2020 Budget
<b>SOURCES OF REVENUE</b>								
Corporate Revenue								
Taxation	197,637,900	202,873,000	2.6%	4,414,900	207,287,900	4.9%	215,181,000	223,342,900
Supplementary Taxes	1,250,000	1,250,000	0.0%	-	1,250,000	0.0%	1,250,000	1,250,000
Local Improvement Collections	-	-	-	-	-	-	-	-
Payments in Lieu of Taxes	4,474,700	4,474,700	0.0%	-	4,474,700	0.0%	4,474,700	4,474,700
General Provincial Grants	-	-	-	-	-	-	-	-
Income from Investments	11,634,200	11,634,200	0.0%	-	11,634,200	0.0%	11,634,200	11,634,200
POA Halton Court Fines	976,000	976,000	0.0%	-	976,000	0.0%	1,015,400	1,015,400
Tax Penalty & Interest	3,000,000	3,000,000	0.0%	-	3,000,000	0.0%	3,121,200	3,121,200
Oakville Hydro Revenue	11,616,800	11,616,800	0.0%	-	11,616,800	0.0%	11,653,000	11,653,000
Subdivision Agreement Fees	-	-	-	-	-	-	-	-
One-time Revenue	-	-	-	-	-	-	-	-
Fund Balance and Transfer	9,128,900	9,106,400	-0.2%	-	9,106,400	-0.2%	9,076,800	5,151,400
<b>Total Corporate Revenue</b>	<b>239,718,500</b>	<b>244,931,100</b>	<b>2.2%</b>	<b>4,414,900</b>	<b>249,346,000</b>	<b>4.0%</b>	<b>257,406,300</b>	<b>261,642,800</b>
<b>Departmental Revenue &amp; Reserve Trfs</b>	<b>75,016,200</b>	<b>72,759,700</b>	<b>-3.0%</b>	<b>284,800</b>	<b>73,044,500</b>	<b>-2.6%</b>	<b>74,878,500</b>	<b>77,594,400</b>
<b>Internal Recoveries</b>	<b>22,576,300</b>	<b>22,968,700</b>	<b>1.7%</b>	<b>175,700</b>	<b>23,144,400</b>	<b>2.5%</b>	<b>23,715,700</b>	<b>24,186,500</b>
<b>TOTAL REVENUE</b>	<b>\$337,311,000</b>	<b>\$340,659,500</b>	<b>1.0%</b>	<b>\$ 4,875,400</b>	<b>\$ 345,534,900</b>	<b>2.4%</b>	<b>\$356,000,500</b>	<b>\$363,423,700</b>

Corporate Revenue has increased by 2.4% in total. This reflects the increase in the tax levy resulting from the 2020 proposed operating budget as well as the assessment growth. The budget for investment income reflects the full interest earned on all funds including reserves and reserve funds. The increased revenue is offset by a transfer to interest bearing reserves and reserve funds in accordance with the Financial Control Policy.

## Corporate Expenses Budget Summary

	2019 Budget	2020 Base Budget	Base Budget Change (%)	Capital and Growth Impact	2020 Requested Budget	2019-2020 Change (%)	Forecast 2021 Budget	Forecast 2020 Budget
<b>EXPENSES:</b>								
Personnel Services & Benefits	106,900	166,500	55.8%	-	166,500	55.8%	185,600	205,200
Materials & Supplies	5,000	5,000	0.0%	-	5,000	0.0%	5,100	5,200
Purchased Services	2,385,200	2,504,400	5.0%	-	2,504,400	5.0%	2,551,900	2,600,200
Other Expenditures	11,521,400	11,428,200	-0.8%	-	11,428,200	-0.8%	11,424,300	7,317,600
Minor Capital & Transfer to Reserves	53,914,800	55,940,400	3.8%	(69,900)	55,870,500	3.6%	56,058,100	57,847,900
<b>Total EXPENSES</b>	<b>67,933,300</b>	<b>70,044,500</b>	<b>3%</b>	<b>(69,900)</b>	<b>69,974,600</b>	<b>3.0%</b>	<b>70,225,000</b>	<b>67,976,100</b>
<b>REVENUES:</b>								
Activity Revenue	823,200	823,200	-	-	823,200	0.0%	823,300	823,400
Internal Recoveries	5,313,600	5,463,700	2.8%	(54,100)	5,409,600	1.8%	5,621,600	5,727,400
Other Revenue	12,906,300	10,579,400	-18.0%	-	10,579,400	-18.0%	10,527,500	6,578,600
<b>Total REVENUES</b>	<b>19,043,100</b>	<b>16,866,300</b>	<b>-11%</b>	<b>(54,100)</b>	<b>16,812,200</b>	<b>-11.7%</b>	<b>16,972,400</b>	<b>13,129,400</b>
<b>TAX LEVY</b>	<b>48,890,200</b>	<b>53,178,200</b>	<b>9%</b>	<b>(15,800)</b>	<b>53,162,400</b>	<b>8.7%</b>	<b>53,252,600</b>	<b>54,846,700</b>
<b>Tax Levy By Activity</b>								
Corporate Expenses								
Debt	1,067,900	1,018,600	-4.6%	-	1,018,600	-4.6%	1,064,100	903,700
Capital Funding	33,578,900	35,604,600	6.0%	-	35,604,600	6.0%	37,636,600	39,926,400
Corporate Expenses	14,227,800	16,539,400	16.2%	(124,000)	16,415,400	15.4%	14,530,800	13,989,900
WSIB Self Insurance	0	-	-	-	-	0.0%	5,300	10,700
Town Grants	15,600	15,600	0.0%	-	15,600	0.0%	15,800	16,000
<b>Tax Levy</b>	<b>48,890,200</b>	<b>53,178,200</b>	<b>8.8%</b>	<b>(124,000)</b>	<b>53,054,200</b>	<b>8.5%</b>	<b>53,252,600</b>	<b>54,846,700</b>

In 2020, Corporate Expenses has increased by \$4,164,000 or 8.5%. The main drivers for this change are due to the 1% Capital Levy and the removal of the one-time \$2.1 million in Tax Stabilization funding.

- Personnel Services & Benefits have increased by \$59,600 due to reflect an increase in retiree benefits.
- Purchased Services has increased \$119,200 due to an increase in miscellaneous purchased services.
- Other Expenditures have decreased by \$93,200, reflecting the retirement of roads debt, Pine Glen and Harbour debt.
- Minor Capital & Transfers to Reserves has increased by \$2.0 million to reflect the increase in capital levy funding which is transferred to directly to capital.

## Corporate Revenue and Expenses





## **Appendix I**

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

## Summary of Total 2020 FTEs by Program

Program	Full-time Restated	Part-time Restated	Capital Impact	Service Level Change	Reallocation of Staff	Total
Political Governance	11.5	0.3	-	-	-	11.8
Administrative Executive Management	10.0	-	-	-	-	10.0
ServiceOakville	9.0	2.8	-	-	-	11.8
Strategy, Policy and Communications	14.0	1.4	-	(1.4)	-	14.0
Human Resources	16.0	0.1	-	-	-	16.1
Regulatory Services	5.5	0.3	-	-	-	5.8
Municipal Enforcement Services	11.5	1.0	-	-	-	12.5
Financial Services	56.0	1.1	-	(1.0)	2.0	58.1
Legal Services	8.6	1.1	-	-	-	9.7
Information Systems & Solutions	53.0	4.1	3.0	-	(2.0)	58.1
Facilities and Construction Management	20.0	1.0	-	-	-	21.0
Emergency Services	226.0	-	20.0	4.0	-	250.0
Recreation and Culture Services	145.0	205.9	9.9	(3.7)	-	357.1
Parks & Open Spaces	81.1	73.4	2.1	(0.1)	-	156.4
Cemeteries	3.7	1.7	-	-	-	5.4
Harbours	5.0	3.2	-	0.6	-	8.8
Infrastructure Maintenance	99.3	39.3	-	-	-	138.6
Infrastructure Planning & Improvements	25.6	3.4	-	-	-	29.0
Parking	20.4	0.5	-	0.4	-	21.3
Oakville Transit	213.0	21.0	1.4	2.9	-	238.3
Economic Development	4.0	-	-	-	-	4.0
Strategic Business Support	10.0	-	-	-	-	10.0
Building Services	41.8	1.5	-	-	-	43.3
Planning Services	29.5	-	-	-	-	29.5
Development Engineering	24.7	1.5	-	-	1.0	27.2
Other	6.0	-	-	-	(1.0)	5.0
<b>Total - Town</b>	<b>1,150.0</b>	<b>364.7</b>	<b>36.4</b>	<b>1.6</b>	<b>-</b>	<b>1,552.7</b>
Galleries	7.0	4.2	-	-	-	11.2
Library Services	52.0	58.0	1.0	-	-	111.0
Forestry Temporary Arborists	2.0	-	-	-	-	2.0
Building Temporary Positions	4.0	-	-	-	-	4.0
<b>Consolidated Total</b>	<b>1,215.0</b>	<b>427.0</b>	<b>37.4</b>	<b>1.6</b>	<b>-</b>	<b>1,681.0</b>

## Schedule of Continuous Full-time Positions

Program	2018 Restated	2019 Restated	2020	Capital Impact	Service Level Change	Reallocation of Staff	2020 Proposed FTE
Political Governance	11.5	11.5	11.5	-	-	-	11.5
Administrative Executive Management	10.0	10.0	10.0	-	-	-	10.0
ServiceOakville	8.0	9.0	9.0	-	-	-	9.0
Strategy, Policy and Communications	9.0	14.0	14.0	-	(1.0)	-	13.0
Human Resources	16.0	16.0	16.0	-	-	-	16.0
Regulatory Services	5.5	5.5	5.5	-	-	-	5.5
Municipal Enforcement Services	11.5	11.5	11.5	-	-	-	11.5
Financial Services	57.0	56.0	56.0	-	(1.0)	2.0	57.0
Environmental Policy	5.1	-	-	-	-	-	-
Legal Services	8.6	8.6	8.6	-	-	-	8.6
Information Systems & Solutions	53.0	53.0	53.0	3.0	-	(2.0)	54.0
Facilities and Construction Management	20.0	20.0	20.0	-	-	-	20.0
Emergency Services	226.0	226.0	226.0	20.0	4.0	-	250.0
Recreation and Culture Services	145.0	145.0	145.0	5.0	-	-	150.0
Parks & Open Spaces	81.1	81.1	81.1	-	-	-	81.1
Cemeteries	3.7	3.7	3.7	-	-	-	3.7
Harbours	5.0	5.0	5.0	-	-	-	5.0
Infrastructure Maintenance	99.3	99.3	99.3	-	-	-	99.3
Infrastructure Planning & Improvements	25.5	25.6	25.6	-	-	-	25.6
Parking	19.4	20.4	20.4	-	-	-	20.4
Oakville Transit	213.0	213.0	213.0	1.0	-	-	214.0
Economic Development	4.0	4.0	4.0	-	-	-	4.0
Strategic Business Support	10.0	10.0	10.0	-	-	-	10.0
Building Services	41.8	41.8	41.8	-	-	-	41.8
Planning Services	29.5	29.5	29.5	-	-	-	29.5
Development Engineering	25.7	24.7	24.7	-	-	1.0	25.7
Other	6.0	6.0	6.0	-	-	(1.0)	5.0
<b>Total - Town</b>	<b>1,150.0</b>	<b>1,150.0</b>	<b>1,150.0</b>	<b>29.0</b>	<b>2.0</b>	<b>-</b>	<b>1,181.0</b>
Galleries	7.0	7.0	7.0	-	-	-	7.0
Library Services	48.0	52.0	52.0	-	-	-	52.0
Forestry Temporary Arborists	2.0	2.0	2.0	-	-	-	2.0
Building Temporary Positions	4.0	4.0	4.0	-	-	-	4.0
<b>Consolidated Total</b>	<b>1,211.0</b>	<b>1,215.0</b>	<b>1,215.0</b>	<b>29.0</b>	<b>2.0</b>	<b>-</b>	<b>1,246.0</b>

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

Program	2018 Restated	2019 Restated	2020	Capital Impact	Service Level Change	Reallocation of Staff	2020 Proposed FTE
Political Governance	0.3	0.3	0.3				0.3
Administrative Executive Management	-	-	-				-
ServiceOakville	2.8	2.8	2.8				2.8
Strategy, Policy and Communications	0.8	1.4	1.4		(0.4)		1.0
Human Resources	0.1	0.1	0.1				0.1
Regulatory Services	0.7	0.3	0.3				0.3
Municipal Enforcement Services	0.7	1.0	1.0				1.0
Financial Services	1.1	1.1	1.1				1.1
Environmental Policy	1.4		-		-		-
Legal Services	1.1	1.1	1.1				1.1
Information Systems & Solutions	4.1	4.1	4.1				4.1
Facilities and Construction Management	1.0	1.0	1.0				1.0
Emergency Services	-	-	-				-
Recreation Services	203.3	205.9	205.9	4.9	(3.7)		207.1
Parks & Open Spaces	71.9	73.4	73.4	2.1	(0.1)		75.3
Cemeteries	1.7	1.7	1.7				1.7
Harbours	3.2	3.2	3.2		0.6		3.8
Infrastructure Maintenance	39.3	39.3	39.3				39.3
Infrastructure Planning & Improvements	3.4	3.4	3.4				3.4
Parking	0.5	0.5	0.5		0.4		0.9
Oakville Transit	19.1	21.0	21.0	0.4	2.9		24.3
Economic Development	-	-	-				-
Strategic Business Support	-	-	-				-
Building Services	1.5	1.5	1.5				1.5
Planning Services	-	-	-				-
Development Engineering	1.5	1.5	1.5				1.5
Other	-	-	-				-
<b>Total - Town</b>	<b>359.5</b>	<b>364.7</b>	<b>364.7</b>	<b>7.4</b>	<b>(0.4)</b>	<b>-</b>	<b>371.7</b>
Galleries	4.2	4.2	4.2		-		4.2
Library Services	56.4	58.0	58.0	1.0	0.0		59.0
<b>Consolidated Total</b>	<b>420.1</b>	<b>426.9</b>	<b>426.9</b>	<b>8.4</b>	<b>(0.4)</b>		<b>435.0</b>

# Executive Summary

## Introduction

Municipalities deliver many services that are critical to the health and well-being of their residents and businesses. These services rely on well-planned, well-built and well maintained infrastructure. Therefore, it is essential that a municipality has a strong strategic framework that guides future investment in ways that support economic growth, maintains ageing infrastructure, responds to changing needs and is fiscally responsible.

Through capital budgeting the town can plan for future operating budget expenditures, manage debt repayment levels, and determine future reserve fund requirements. All of which need to be managed effectively in order to ensure the town's long-term financial position is sustainable. The implementation of the capital plan allows the town to provide the necessary infrastructure to maintain or enhance future service levels.

The 2020 capital budget and financing strategy continues to implement objectives set out in the various master plans and asset management plans which are built on the foundation of Council's strategic goals. Over the past several months, staff have been reviewing capital plans and making revisions to timing of projects and cost estimates to reflect recent pricing information. As a result, there were several pressures that had to be accommodated such as rising cost of materials, impacts of housing development on development charge revenues and capacity to deliver projects in a timely manner.



# Executive Summary

## Capital Budget Development/Program Needs

Overall, the 2020 capital budget and financing plan identifies the capital needs necessary to ensure service levels are maintained for the various programs offered across the town. A comprehensive capital forecast not only plans for renewal and replacement of existing infrastructure used to support town services, but also takes into consideration future needs. Plans also need to set out desired service levels and outcomes to be achieved from each asset category while aligning appropriate financial strategies to ensure fiscal health of the municipality is maintained. Determining how available funding should be allocated towards each of the capital related activities can be a difficult task. Strategies on how to evaluate or prioritize capital projects within the town have been developed which consider the benefit of the project to the community, health and safety or legislative requirements and alignment of the project with council's strategic goals.

The 2020 Infrastructure Renewal portion of the capital budget has been developed using asset specific data in the Corporate Information System (CIS). Annual condition assessments of the various asset categories have been incorporated into the budget process and guide the decision making along with age of the asset and type of use/demand on the asset. The Growth, Strategic Priorities and Community Enhancement portions of the capital forecast incorporate projects identified through one or more of the town's multi-year master plans that were developed to support the development and future outlook of the town.

Major elements include:

- Livable Oakville Official Plan
- 2017 Development Charges Study
- Switching Gears: Transportation Master Plan and 2017 Transportation Master Plan Review
- 2017 Parks, Recreation and Library Facilities Master Plan Review
- 2016 Fire Master Plan
- 2017 Active Transportation Master Plan Update
- Asset Management Plan

# Executive Summary

## Capital Budget Framework

The 2020 capital budget is built on a framework based on “drivers” in which to review and assess capital project needs. All financial tools available to the town need to be managed as a whole with the overall fiscal picture in mind. Therefore, the framework which was developed grouped projects into 5 categories:

<b>Growth</b>	<b>Infrastructure Renewal</b>	<b>Strategic Priorities</b>	<b>Community Enhancements</b>	<b>Enterprise Initiatives</b>
Cost to maintain current service levels as the town’s population grows. Needs identified in the Development Charges Study.	Costs to maintain existing infrastructure in a state of good repair. On-going replacement of infrastructure at end of useful life.	Costs for other initiatives identified to achieve council’s strategic goals.	Costs for improvements or enhancements to the community that increase the current level of service but are not entirely driven by growth.	Costs that support on-going initiatives for the town’s 3 self-supported programs; Cemeteries, Harbours and Parking.

Located on the town’s website are the Asset Management Plan as well as project detail sheets for each capital project in the 2020 capital budget and include the project description, capital budget by year and project financing. Also on the website is a link to an interactive GIS map which plots various 2020 capital projects on the map illustrating the location and access to the detailed information about the project.

# Executive Summary

## Capital Financing Policies and Assumptions

The 2020 capital budget and financing plan has been developed with the following financing policies and assumptions. These financial strategies form the basis of the town's strong financial position and are monitored to ensure the town's long-term financial position is sustained into the future:

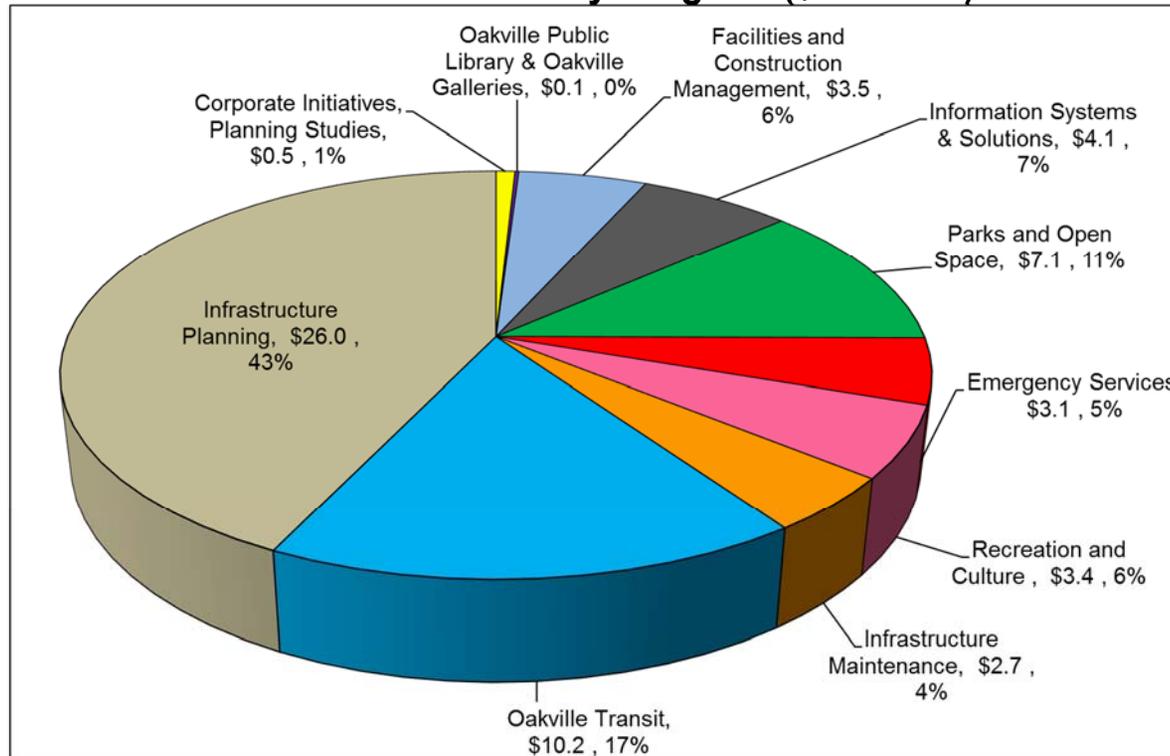
- Debt re-payment levels including the hospital commitment remain within the council approved policy limits;
- Outstanding debt to reserve levels do not exceed the 1:1 ratio required to maintain AAA credit rating;
- The 1% Capital levy increase is maintained;
- Timing of Growth projects aligns with anticipated residential and non-residential development;
- Development Charge reserve funds are in a surplus position;
- Capital reserves are maintained at sufficient levels to minimize risk, support future initiatives and provide for unknown contingencies;
- Equipment reserves are maintained at sufficient levels to support on-going life cycle replacements;
- Building replacement reserve contributions are maintained and as new facilities are built contributions are phased in over 5 years.



# Infrastructure Renewal

The 2020 Infrastructure Renewal capital budget includes expenditures of \$60.7 million and provides for replacement of existing assets and infrastructure at end of useful life based on annual condition assessments to ensure the town's infrastructure is maintained in a state of good repair. Of the \$60.7 million, 43% or \$26 million will be invested in the Infrastructure Planning program to improve the town's roadway infrastructure as illustrated in the following pie chart. Also, \$10.2 million or 17% will be spent on transit fleet and facility maintenance and \$7.1 million or 11% on the upkeep of parks and trails.

**Infrastructure Renewal by Program (\$ Millions)**



# Infrastructure Renewal

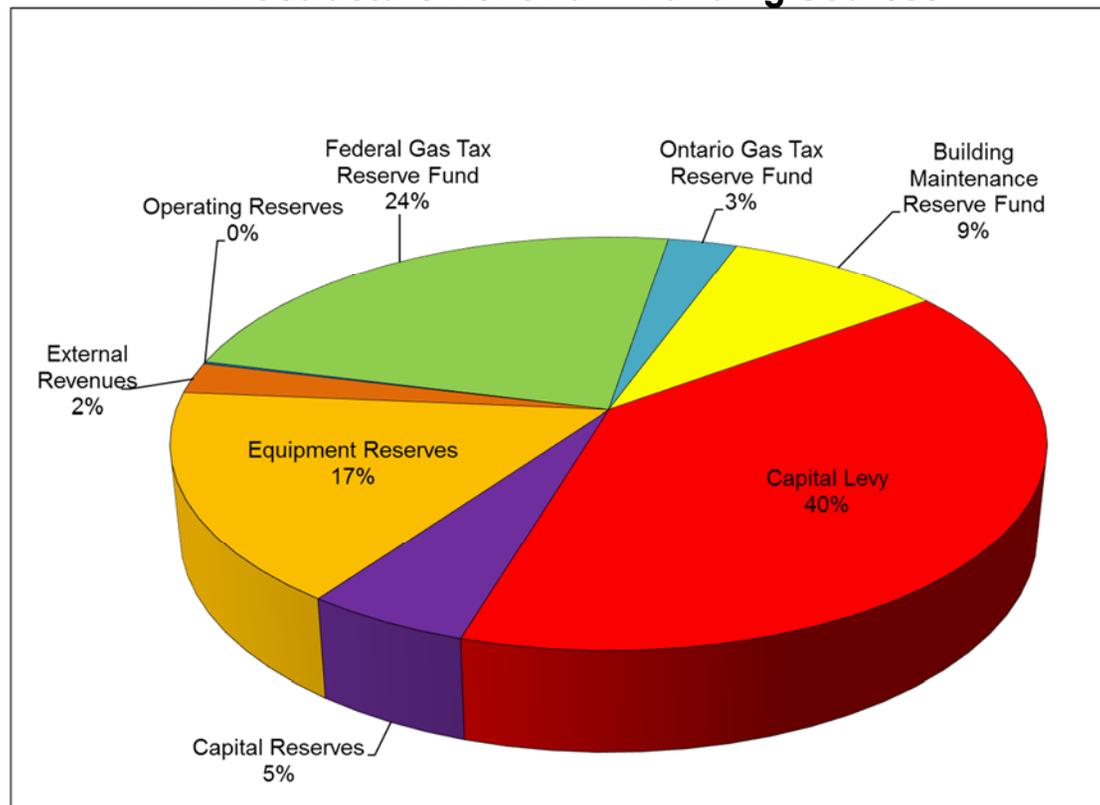
The largest value initiative in the Infrastructure Renewal requested budget is the replacement and refurbishment of Transit fleet, which includes the replacement of 3 specialized buses with battery electric buses (BEB's) pending the approval as part of the Investing in Canada Infrastructure Program – Transit Stream. The annual Road Resurfacing and Preservation Program is the second largest project at \$8.1 million. Significant capital funding is in place for the upkeep of facilities, storm sewer infrastructure, and the protection of our creeks and shorelines. The following table highlights some of the significant projects included in the Infrastructure Renewal budget. These projects represent 65% of all the infrastructure renewal projects in 2020.

<b>Highest Value Projects (\$ Millions)</b>		
<b>Program</b>	<b>Department - Project</b>	<b>2020</b>
Oakville Transit	Replacement and Refurbishment of Transit Fleet	\$ 9.6
Infrastructure Planning	53331903 Road Resurfacing and Preservation Program	\$ 8.1
Infrastructure Mtce/Parks/Fire	Replacement of Fleet and Equipment	\$ 3.3
Infrastructure Planning	53381302 Westminster Drive - Storm Sewer	\$ 3.1
Infrastructure Planning	53361902 RWD @ Metrolinx Bridge Rehab	\$ 3.0
Infrastructure Planning	53321601 Bridge Road - Sherin Drive to Warminster	\$ 2.3
Infrastructure Planning	53371810 Munn's Creek, Reaches 33-35 - Creek Erosion	\$ 2.1
Infrastructure Planning	53381703 Maplehurst Storm Sewer	\$ 1.6
Facilities and Construction Mgmt	Roof and HVAC Replacements	\$ 1.2
Information Systems	36101919 Hardware Evergreening	\$ 1.1
Parks and Open Space	52221901 B.A. Field - artificial turf replacement	\$ 0.9
Emergency Services	43302003 Fire Station 4 Facility Maintenance	\$ 0.9
Infrastructure Planning	53371505 Vista Promenade - Shoreline Protection	\$ 0.6
Infrastructure Planning	53372003 Shorewood Promenade	\$ 0.6
Information Systems	36101505 Active Network Class Registration and Booking System Replacement	\$ 0.6
Recreation and Culture	46682001 16 Mile - Replace Rubberized Rink Skate Flooring	\$ 0.5
<b>Total</b>		<b>\$ 39.7</b>

# Infrastructure Renewal

The primary source of funding for the Infrastructure Renewal program is the capital levy representing 40% of the total funding. Federal Gas Tax provides a significant source of funding for the rehabilitation of roadway assets and is providing 24% of total funding, while Provincial Gas Tax has been applied to Transit Fleet refurbishments. Equipment reserves and the Building Maintenance reserve represent 17% and 9% respectively, and are the main source of funding for vehicle and equipment replacements and facility repairs/replacements. The Capital Reserves represent 5% of the overall funding and have been used primarily for the renewal of park assets.

**Infrastructure Renewal – Funding Sources**

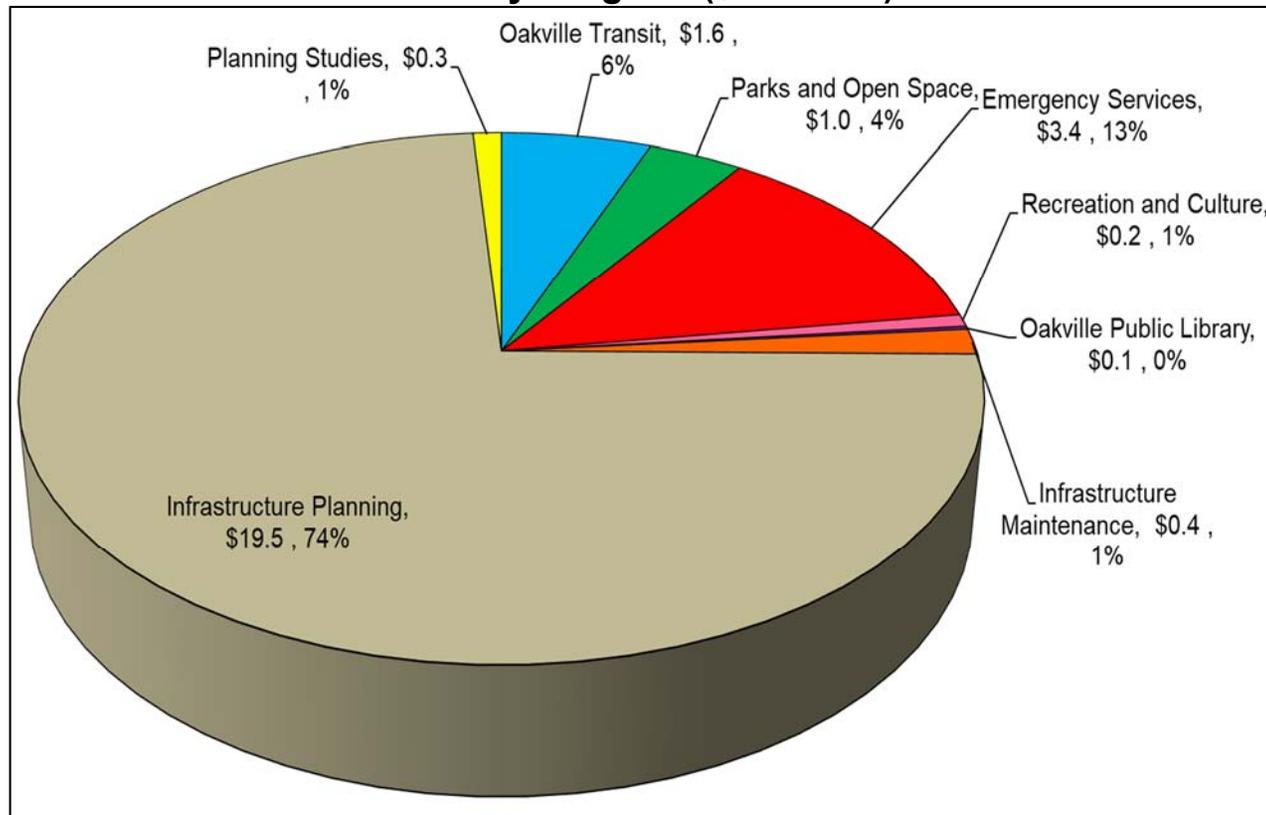


- *The Capital Levy was initiated by Council in 1996 and provides a significant funding source for the capital program; enabling on-going repairs and replacements to occur on a timely basis. 68% of the Capital Levy has been used to support Infrastructure Renewal.*
- *Federal and Provincial Gas Tax funding is passed down from upper-tier governments. Federal Gas Tax has been used mainly for roadway infrastructure while Provincial Gas Tax is dedicated for Transit.*
- *External Revenues are forecast to be received as part of the Investing in Canada Infrastructure Program (ICIP) for Transit.*

# Growth

The 2020 Growth capital budget includes expenditures of \$26.5 million. The following pie chart illustrates the total Growth budget by program with Infrastructure Planning representing the largest program at \$19.5 million or 74%, which provide required road network improvements to service growth. The second largest program is Emergency Services at 13% which includes the completion of Station 8.

**Growth by Program (\$ Millions)**



# Growth

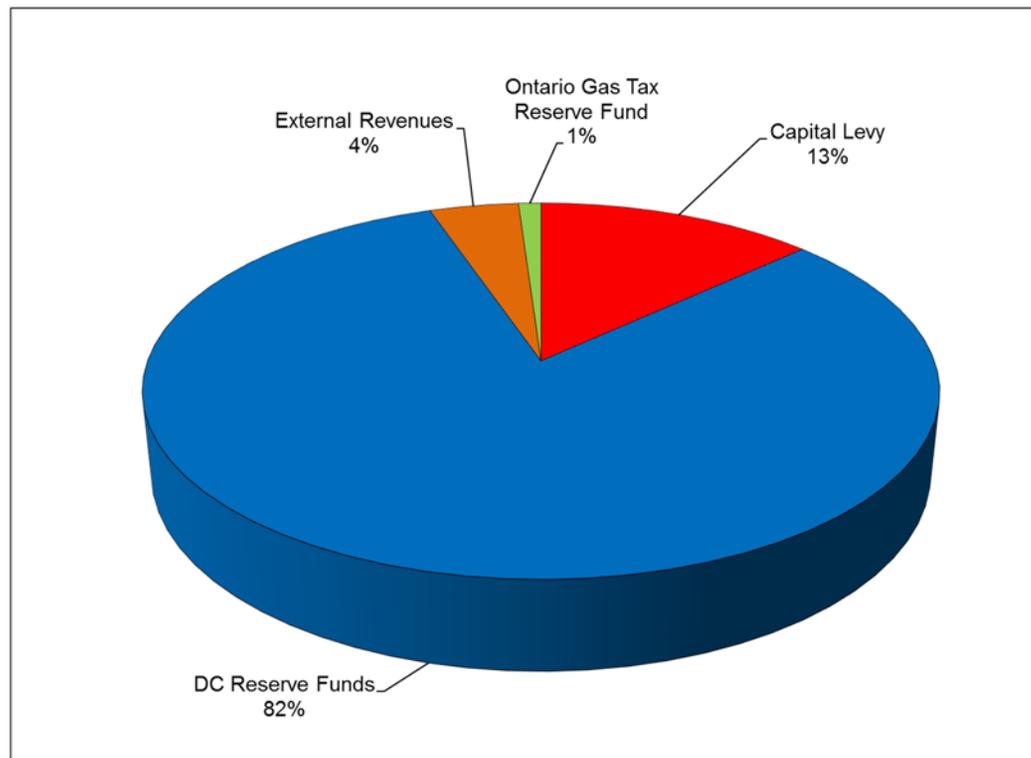
The following table highlights some of the major Growth projects. Bill 108 introduces significant changes to the financial tools available to ensure that growth pays for growth. Beginning in 2021, soft services (parks and recreation, libraries, parking and growth studies) will no longer be included as eligible services under the Development Charge Act and will be replaced with a capped Community Benefits Charge (CBC). There remains uncertainty as to the level of funding the CBC would provide, and as such, most capital projects related to these services have been delayed until more is known regarding the impact of this new legislation.

<b>Highest Value Projects (\$ Millions)</b>		
<b>Program</b>	<b>Department - Project</b>	<b>2020</b>
Infrastructure Planning	53311713 Speers Road - Fourth Line to Dorval Drive	\$ 4.8
Infrastructure Planning	53311502 North Service Road (1km East of Invicta to 8th Line)	\$ 4.0
Infrastructure Planning	53310703 Kerr St Widening and Grade Separation (Speers to NSR-N of QEW)	\$ 3.4
Emergency Services	43301802 Fire Station #8	\$ 3.3
Infrastructure Planning	53341902 ATMP - Crosstown Trail Phase 3	\$ 1.8
Infrastructure Planning	53311808 Lakeshore Road West - Dorval Dr to Fourth Line	\$ 1.8
Infrastructure Planning	53411801 Traffic Signal Construction Program	\$ 1.7
Oakville Transit	54411905 Specialized Vehicle Expansion	\$ 1.5
Infrastructure Mtce/Parks	Roads and Parks Growth Equipment	\$ 0.9
Infrastructure Planning	53311902 Speers Road - Procor to 3rd Line	\$ 0.6
Infrastructure Planning	Active Transportation Infrastructure, Studies & Initiatives	\$ 0.6
Infrastructure Planning	53312401 Wycroft Road - 3rd Line to Bronte Road	\$ 0.6
Recreation/Library/Fire/Transportation	Master Plans	\$ 0.5
<b>Total</b>		<b>\$ 25.4</b>

# Growth

Funding for the Growth Capital budget is primarily from Development Charges representing 82% of the total funding. Capital Levy is used to fund the 10% mandatory share of growth projects for soft services as well as the portion of growth projects that are deemed to have a benefit to existing residents. External revenues include anticipated funding from the Investing in Canada Infrastructure Program – Transit Stream for new small capacity electric buses.

## Growth – Funding Sources

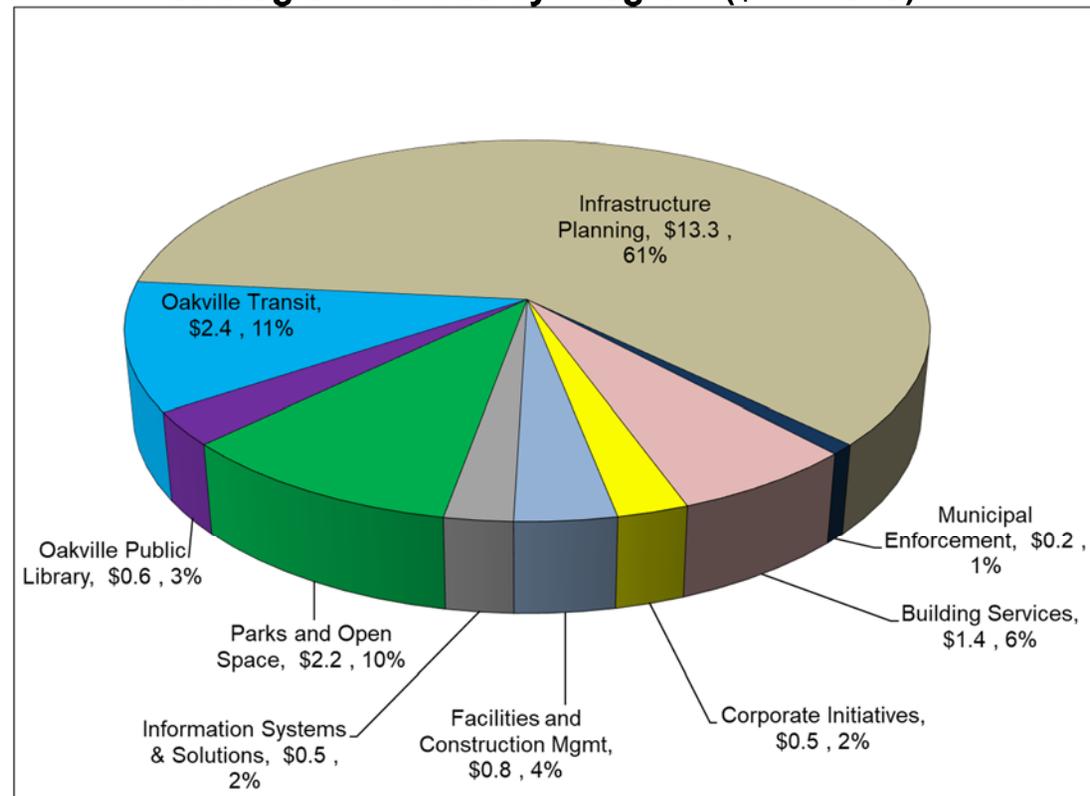


- *Development Charges are collected at the time of Building Permit issuance and are put in reserve funds until expenditures are incurred to build the required growth projects set out in the town's development charges study.*
- *Bill 108 will eliminate DC funding for soft services such as Parks, Recreation and Libraries, and Parking, replacing it with Community Benefits funding beginning in 2021.*
- *Bill 108 includes changes to the Planning Act that will eliminate the ability to collect cash-in-lieu of parkland (Section 42) and density and height bonusing (Section 37), which have historically been used for growth related park and community infrastructure.*

# Strategic Priorities

This category includes projects that have been initiated by staff in order to achieve the goals set out in Council's strategic plan that are not driven by growth or asset related. The 2020 Strategic Priorities capital budget includes expenditures of \$21.9 million. The following pie chart illustrates Strategic Priorities budget by program with Infrastructure Planning representing the largest program at \$13.3 million (61%) as it includes the second phase of the Downtown Lakeshore Road Reconstruction and Streetscape at \$10.8 million. The second largest program area is Oakville Transit with \$2.4 million (11%) which includes projects that have been submitted for Investing in Canada Infrastructure Program (ICIP) funding.

**Strategic Priorities by Program (\$ Millions)**



# Strategic Priorities

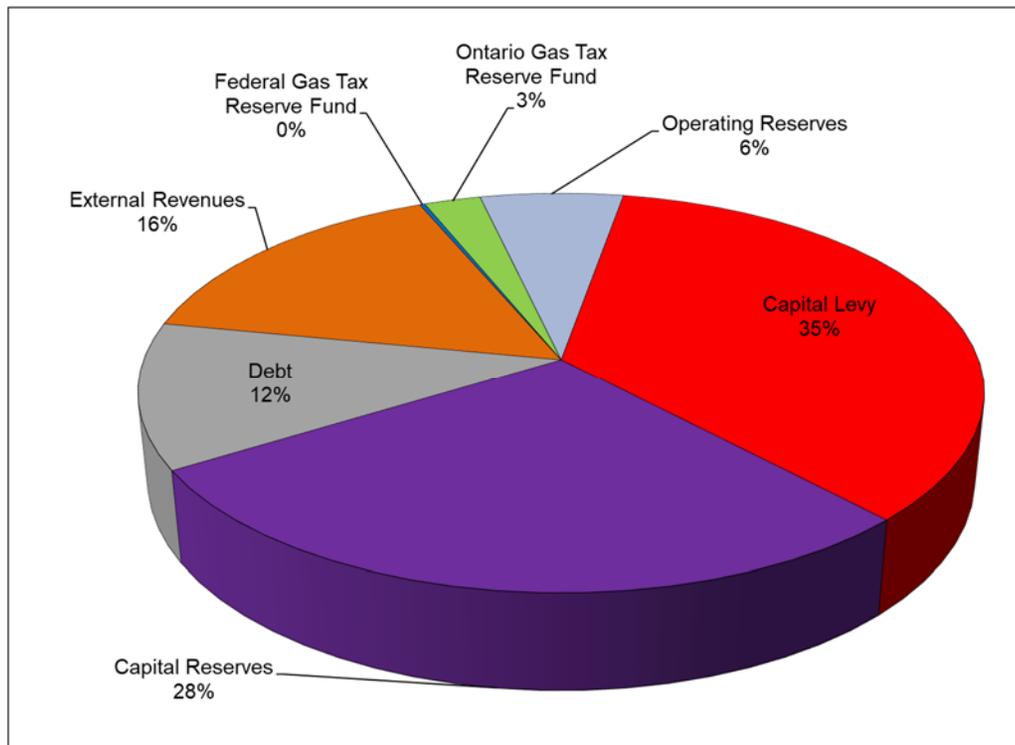
The following table illustrates the highlight projects for Strategic Priorities. The most significant projects are the Downtown Lakeshore Road Reconstruction and the EAB Management Program. The Plan-It E-services project will implement an online solution to enhance service delivery, providing a public portal for customers. Oakville Transit has a number of projects that will upgrade and acquire technology that will improve the overall customer experience and efficiency of operations pending approval from the ICIP program.

<b>Highest Value Projects (\$ Millions)</b>		
<b>Program</b>	<b>Department - Project</b>	<b>2020</b>
Infrastructure Planning	53321504 Downtown Lakeshore - Reconstruction/Streetscape	\$ 10.8
Parks and Open Space	52271904 EAB Management Program	\$ 2.2
Building Services	62102001 Plan-It E-services	\$ 1.4
Infrastructure Planning	53322005 Traffic Signal Upgrades	\$ 1.0
Infrastructure Planning	Khalsa Gate Streetscape & AT	\$ 0.6
Infrastructure Planning	53322001 Allan Street Streetscape & AT	\$ 0.6
Oakville Transit	54422002 Facility & Onboard WiFi w Automated Video	\$ 0.6
Oakville Transit	54422003 ITS Infrastructure Upgrade & Cellular	\$ 0.5
Corporate Initiatives	21101801 Web Based Services - Ph2	\$ 0.5
Oakville Public Library	71101403 OPL Website Refresh to Town Standards	\$ 0.5
Oakville Transit	54422001 Real-time Scheduling Upgrade & App	\$ 0.4
Facilities and Construction Management	22101701 Energy Management System Solution	\$ 0.4
<b>Total</b>		<b>\$ 19.4</b>

# Strategic Priorities

The majority of the funding for the Strategic Priorities capital budget is provided from the capital levy which represents 35% of the total financing. Capital reserves represent the second largest source of funding at 28%. External revenues include anticipated grant funding as part of the ICIP program as well as developer recoveries related to Khalsa Gate Streetscape work.

## Strategic Priorities – Funding Sources

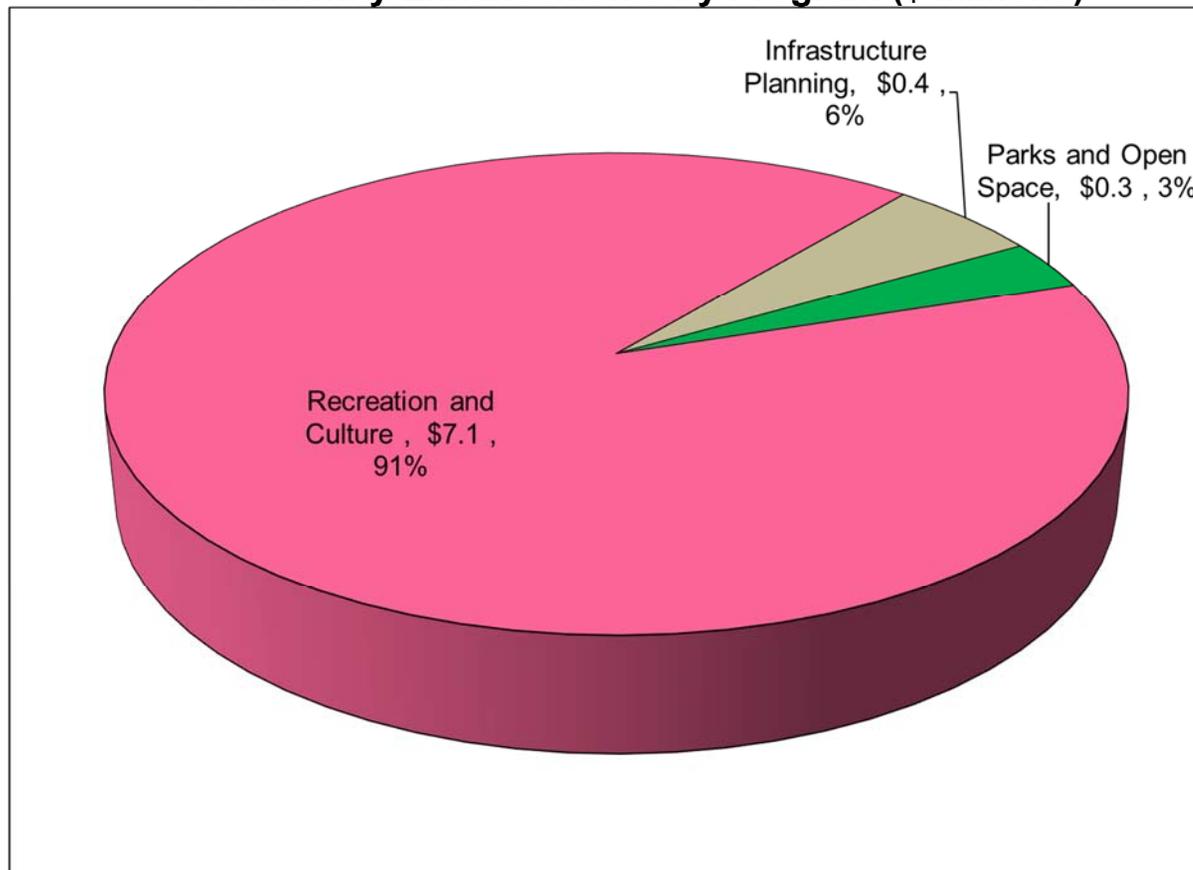


- *\$7.7 million or 22% of the total Capital Levy has been allocated to support Strategic Priority projects.*
- *The Building Enterprise operating reserve has been used to fund the Plan-It E-services project*
- *A portion of the Lakeshore Road project is recommended to be debt financed.*

# Community Enhancements

The 2020 Community Enhancements capital budget includes expenditures of \$7.8 million and includes improvements or enhancements to the community that increase the current level of service but are not entirely driven by growth. As illustrated in the following pie chart the largest portion of the budget is in the Recreation and Culture program at \$7.1 million or 91%, followed by Infrastructure Planning and Parks and Open Space.

**Community Enhancements by Program (\$ Millions)**



# Community Enhancements

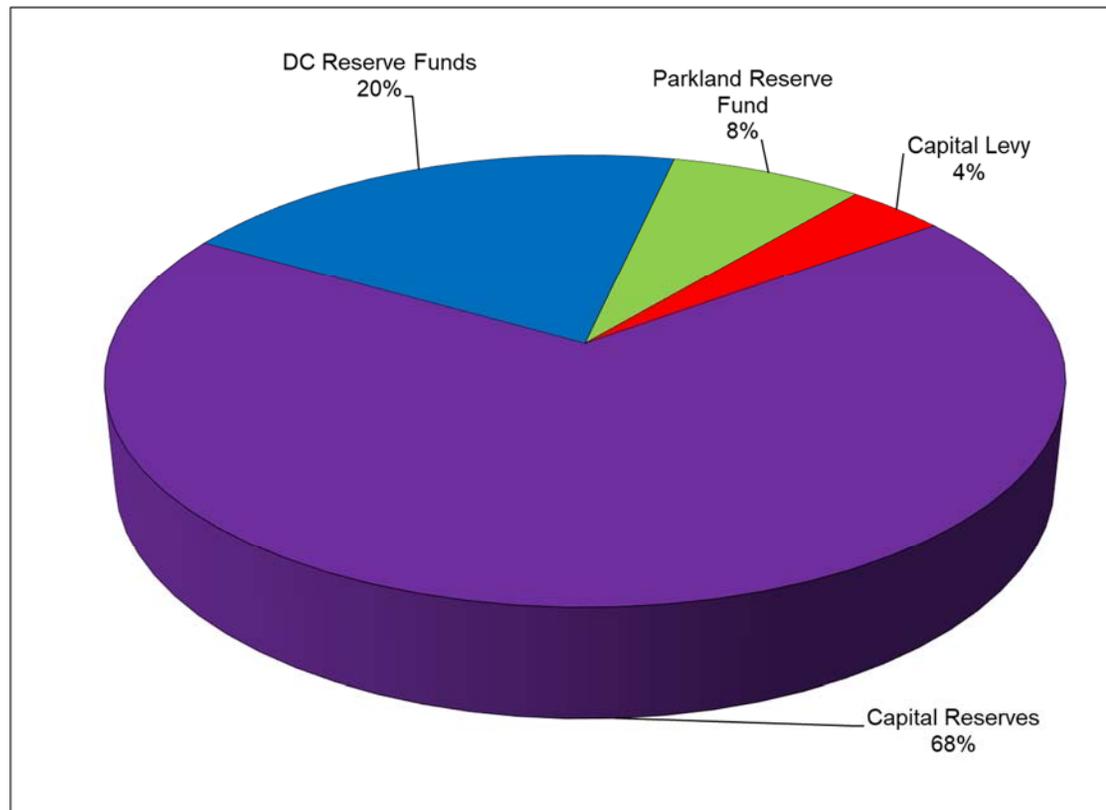
The following table lists the capital projects included in the Community Enhancements. The most significant projects are the new South East Community Centre and Neighbourhood Park which are set to open in 2020.

<b>Highest Value Projects (\$ Millions)</b>		
<b>Program</b>	<b>Department - Project</b>	<b>2020</b>
Recreation and Culture	46601701 South East Community Centre	\$ 7.1
Infrastructure Planning	53411902 Traffic Calming Program	\$ 0.4
Parks and Open Space	52212007 Wallace Park Redev and Washroom Exp/Reno	\$ 0.2
Parks and Open Space	52212003 Splash Pad - Southeast Oakville	\$ 0.1
<b>Total</b>		<b>\$ 7.8</b>

# Community Enhancements

The primary source of funding for the Community Enhancements program is the capital reserves and the capital levy, representing 72% of the total funding combined. Development charges represent 20% of the funding as the South East Community Centre is partially driven by growth. Parkland Reserve funds (Cash in Lieu) have been applied to the new South East neighbourhood park.

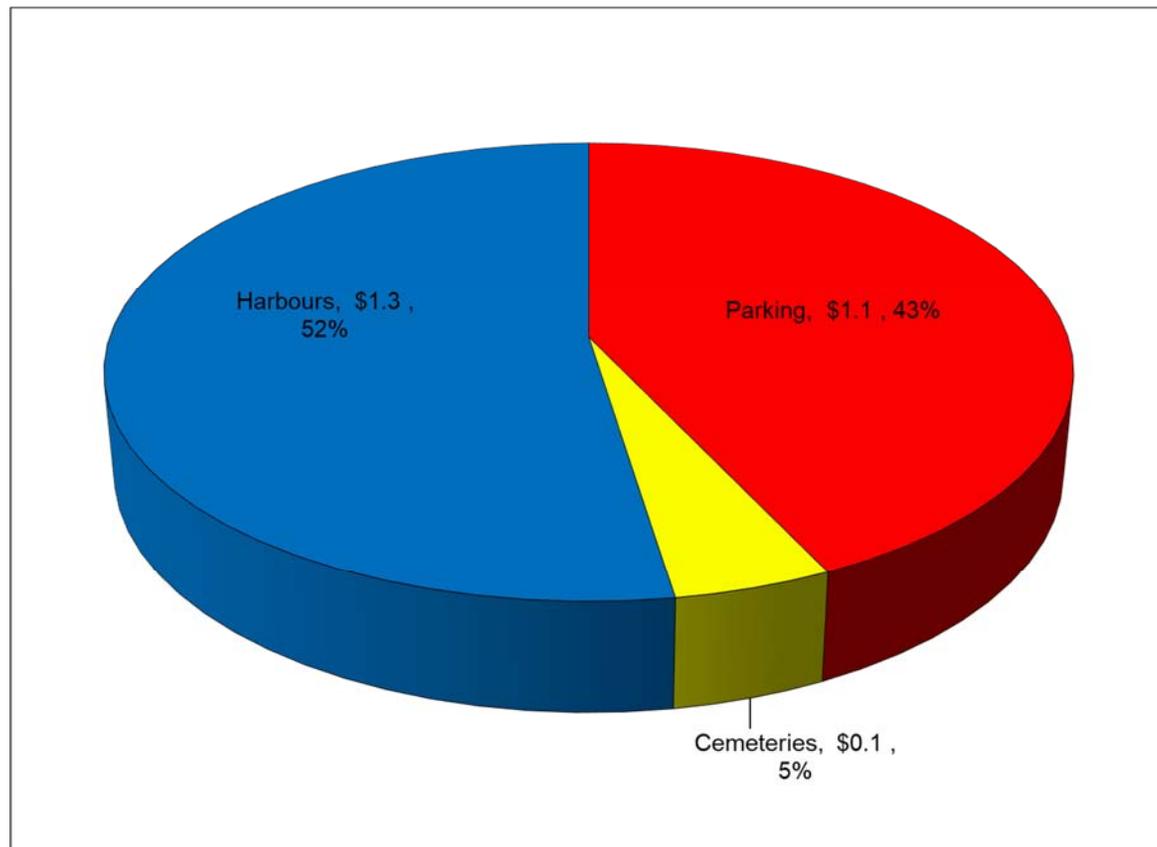
## Community Enhancements – Funding Sources



# Enterprise Initiatives

The Enterprise Initiatives category includes projects that support on-going initiatives for the town's self-supported programs: Cemeteries, Harbours, Parking and Building Services. The 2020 capital budget includes expenditures of \$2.5 million. The following pie chart illustrates the total Enterprise Initiatives budget by program with Harbours representing the largest program at \$1.3 million or 52% which includes the first phase of dock renewal. Parking is the second largest program at \$1.1 million or 43% and includes the installation of electric vehicle charging stations as well as enhancements to the parking software system.

**Enterprise Initiatives by Program (Millions)**



# Enterprise Initiatives

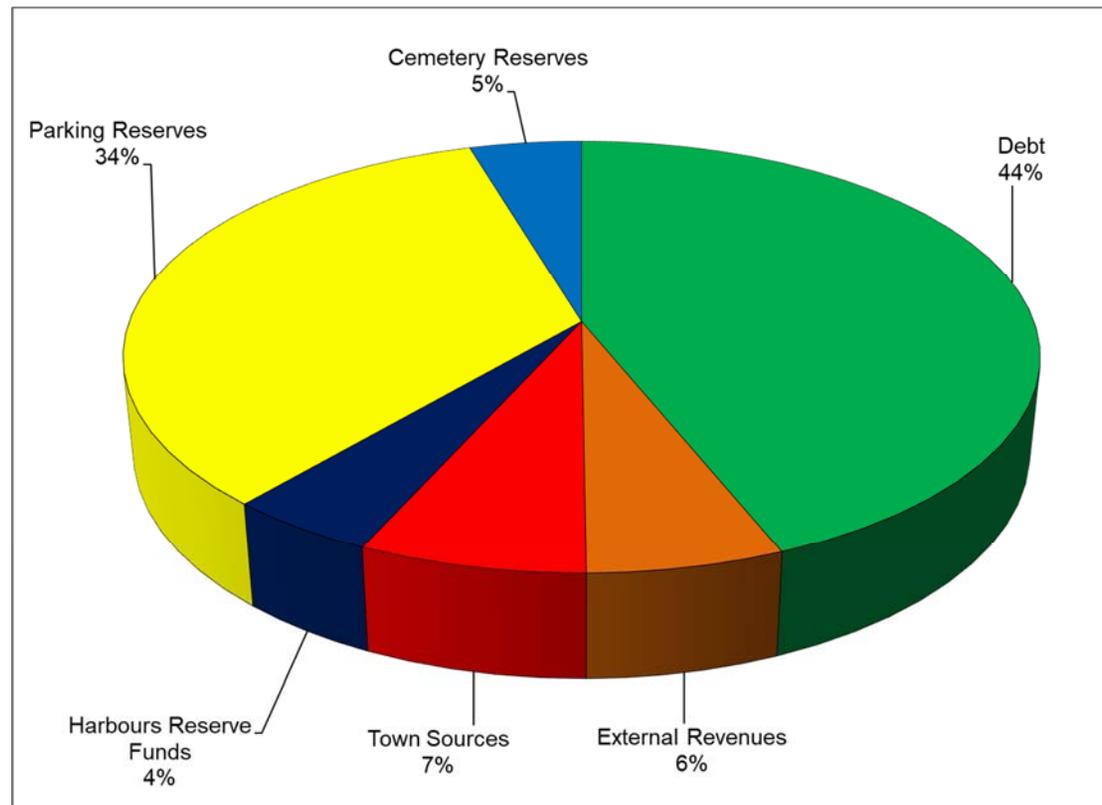
The following table highlights significant projects for Enterprise Initiatives. The Dock Renewal project will be debt financed while the EV Charging Stations project has been submitted to the government of Canada's Zero-Emission Vehicle Infrastructure Program (ZEVIP) and if successful, will result in the installation of 20 dual level 2 EV charges across the town over 2020 and 2021.

<b>Highest Value Projects (\$ Millions)</b>			
<b>Program</b>	<b>Department - Project</b>		<b>2020</b>
Harbours	52902002 Dock Renewal	\$	1.1
Parking	53522005 EV Charging Stations	\$	0.3
Parking	53512001 AIMS Parking System Enhancements	\$	0.2
Parking	53521503 Parking LPR Equipment and Software	\$	0.1
Parking	53522004 Vehicle Replacement (Enforcement)	\$	0.1
Parking	53521905 Replacement of on Street Parking Equipment	\$	0.1
Cemeteries	52712002 Road Rehabilitation	\$	0.1
Harbours	52211801 Seawall Installation - Berta Point - Bronte Harbour	\$	0.1
Harbours	52901804 Annual Dockage/Property	\$	0.1
Parking	53521902 Vehicle Replacement (Operations)	\$	0.1
<b>Total</b>		<b>\$</b>	<b>2.3</b>

# Enterprise Initiatives

Funding for the Enterprise Initiatives capital budget is generally provided from respective program specific reserves and reserve funds that are fueled by revenues generated by Cemetery, Parking and Harbours services. The Cemetery and Parking capital budgets are 100% financed from their respective reserves. Where in the case of Harbours, \$1.1 million of debt financing will be used for the dock renewal project and town capital reserves will be used to support the seawall rehabilitations as determined in the 2005 Harbour Master Plan. External revenues are anticipated for the electric vehicle charging stations, pending approval from ZEVIP, which will fund 50% if the costs.

## Enterprise Initiatives – Funding Sources





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

# Town of Oakville

## 2020 Projected Reserve, Reserve Fund Balances (\$ Millions)

Reserve/Reserve Fund	Projected 2019 Ending Balance	2020 Activity				Interest	Projected 2020 Ending Balance
		Transfers to/(from) Reserve from Operating	Capital Commitments <sup>1</sup>	Development Charges/ Revenues	Total		
<b>Obligatory Reserve Funds:</b>							
Development Charges	81.2	(4.0)	(87.2)	42.3	32.3	3.1	35.4
Parkland	39.6	-	(4.9)	3.6	38.3	1.2	39.5
Gas Tax	21.8	(1.9)	(24.0)	8.6	4.4	0.4	4.8
<b>sub-total</b>	<b>142.6</b>	<b>(5.9)</b>	<b>(116.1)</b>	<b>54.5</b>	<b>75.0</b>	<b>4.7</b>	<b>79.7</b>
<b>Discretionary Reserve Funds:</b>							
Town Building Replacement	10.2	3.5	(5.7)	-	8.0	0.3	8.3
Parking	2.9	(0.5)	(0.5)	-	1.9	0.1	2.0
Harbours	(6.5)	-	(0.1)	-	(6.6)	-	(6.6)
Street Trees	0.0	(0.0)	-	-	-	-	-
Employment Liability	20.6	0.7	-	-	21.3	0.6	21.9
Bonus Zoning	2.8	-	-	-	2.8	0.1	2.9
Other	0.2	0.0	-	-	0.2	0.0	0.2
<b>sub-total</b>	<b>30.3</b>	<b>3.6</b>	<b>(6.3)</b>	<b>-</b>	<b>27.6</b>	<b>1.1</b>	<b>28.7</b>
<b>Total Reserve Funds</b>	<b>172.9</b>	<b>(2.3)</b>	<b>(122.4)</b>	<b>54.5</b>	<b>102.6</b>	<b>5.8</b>	<b>108.4</b>
<b>Town Reserves:</b>							
Operational Reserves <sup>2</sup>	25.6	2.0	(1.5)	-	26.1	-	26.1
Equipment Reserves	20.1	8.4	(10.3)	-	18.1	0.6	18.7
Capital Reserves	32.3	12.5	(14.3)	-	30.5	0.9	31.5
Stabilization Reserves <sup>2</sup>	56.9	3.2	-	-	60.1	-	60.1
<b>Total Reserves</b>	<b>134.9</b>	<b>26.1</b>	<b>(26.1)</b>	<b>-</b>	<b>134.9</b>	<b>1.5</b>	<b>136.4</b>
<b>Total Reserves, Reserve Funds</b>	<b>307.8</b>	<b>23.8</b>	<b>(148.6)</b>	<b>54.5</b>	<b>237.5</b>	<b>7.3</b>	<b>244.8</b>

\* Note: Schedule may not add due to rounding

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

2) The balance for Stabilization and Operational reserves includes preliminary estimated 2019 surplus based on Q3 projections.

## Town of Oakville

### 2020 Projected Outstanding Debt Principal (\$ '000s)

	2019 Outstanding Debt	Prior Year Debt Approved Not Issued Yet	2020 Proposed Debt	2020 Debt Principal Payment	2020 Projected Outstanding Debt
<b>Tax Levy Supported Debt:</b>					
Municipal Buildings	88	-	-	88	-
Roads	191	5,200	-	132	5,259
LED Streetlight Conversion	9,494	1,150	-	1,017	9,626
Transit	1,124	-	-	574	550
Fire Protection	-	-	-	-	-
Recreation Facilities	-	-	-	-	-
Parks and Pier Rehab	532	-	-	177	354
<b>sub-total</b>	<b>\$ 11,428</b>	<b>\$ 6,350</b>	<b>\$ -</b>	<b>\$ 1,988</b>	<b>\$ 15,790</b>
<b>Self Supported Debt:</b>					
Harbours	1,734	-	1,100	409	2,426
Development (16 Mile Facility)	7,552	-	-	3,710	3,842
Pine Glen Soccer Club	6,114	-	-	460	5,654
<b>sub-total</b>	<b>\$ 15,400</b>	<b>\$ -</b>	<b>\$ 1,100</b>	<b>\$ 4,579</b>	<b>\$ 11,921</b>
<b>Hospital Debt:</b>					
New Oakville Hospital <sup>1</sup>	82,373	-	-	2,064	80,308
<b>sub-total</b>	<b>\$ 82,373</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,064</b>	<b>\$ 80,308</b>
<b>TOTAL</b>	<b>\$ 109,200</b>	<b>\$ 6,350</b>	<b>\$ 1,100</b>	<b>\$ 8,631</b>	<b>\$ 108,020</b>

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