



OAKVILLE

Adopted 2025 Budget and Business Plans

2025 Tax Bill Increase = 4.91% or \$39.10 per 100,000 of assessment

2025 Total Tax Levy = \$281.1 million

2025 Gross Operating Budget = \$437.1 million

2025 Capital Budget = \$202.2 million



Town of Oakville



VISION A vibrant and livable community for all.

MISSION Serving the community in a responsible, inclusive way, dedicated to building environmental, social, and economic sustainability.

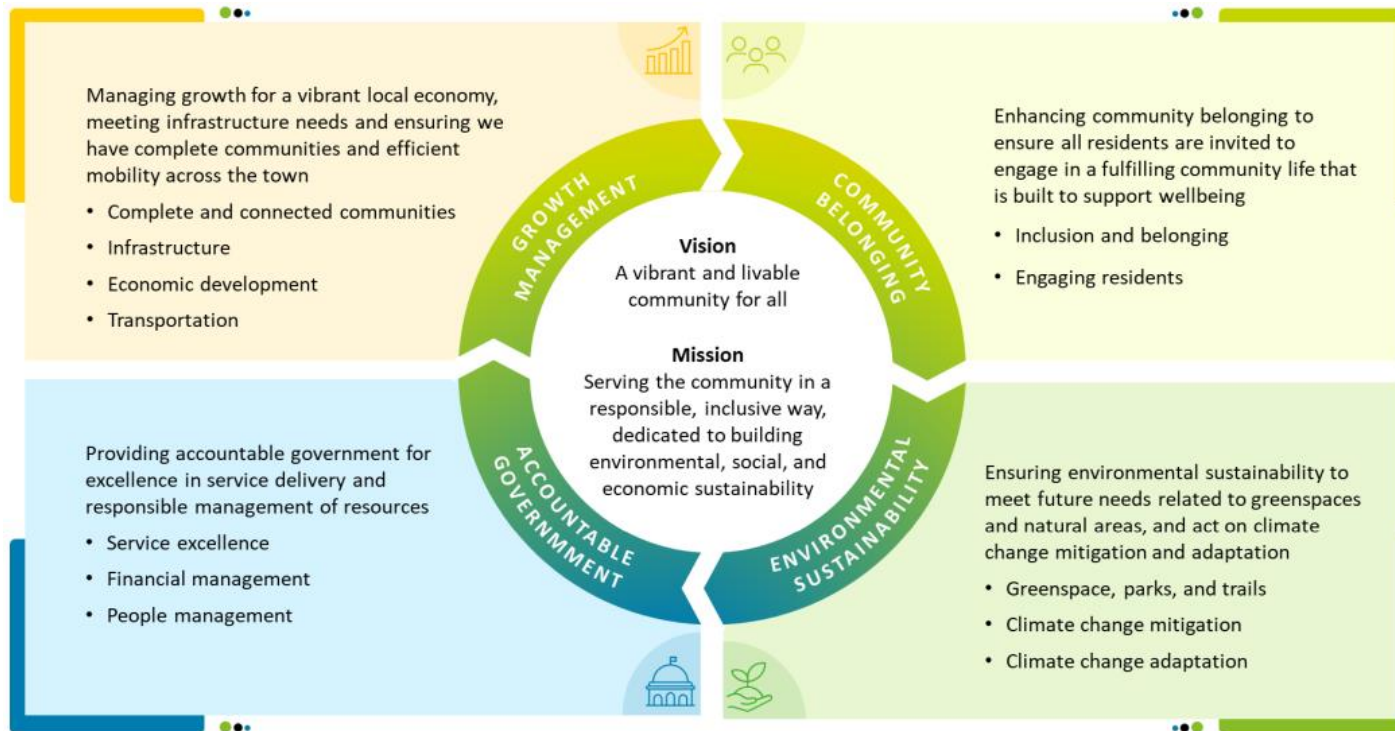


Council's Strategic Plan

The Town of Oakville Council Strategic Plan and 2023-2026 Action Plan will help guide Council's decision-making over that four-year period. With a vision to be a vibrant and livable community for all, the long-term strategy reflects the community's desire for an active, beautiful, and full-of-life community where people of all ages and abilities have a place to call home. Council and town staff are ready to serve the community in a responsible, inclusive way, dedicated to building economic, social, and environmental sustainability and take action on the strategic priorities that have been set in the plan.

Strategic Priorities and Objectives

Strategic priorities are based on the vision, purpose, and guiding principles, designed to connect vision with action. They guide specific deliverables and performance metrics and are enacted through municipal policy and departmental plans. The collective aspirations of Town of Oakville's Council, leadership, residents, businesses, and stakeholders are reflected in the four strategic priority areas of Growth Management, Community Belonging, Environmental Sustainability, and Accountable Government. Strategic objectives outline the goals of the strategic plan and identify what will be accomplished in each area.

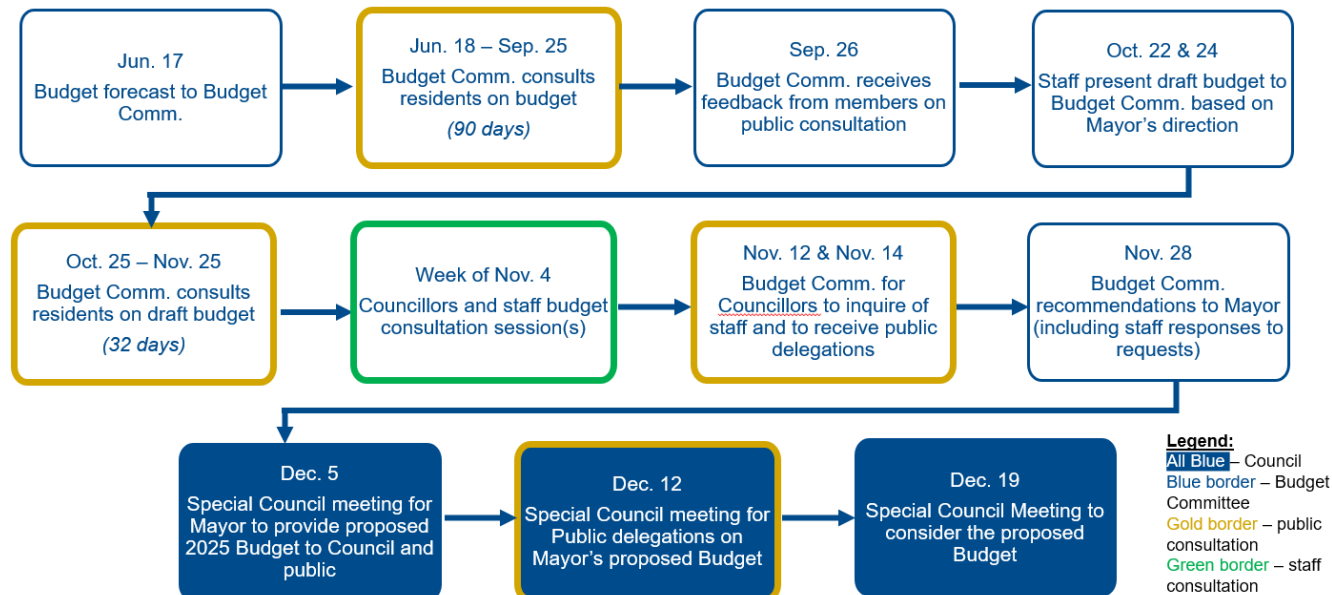


Annual Business Planning Process

Council's Strategic Plan is the essential driver of the town's annual business planning process. Council's strategic goals are incorporated into the program business plans and budgets. The annual budget process begins with staff conducting a line-by-line review of the existing budget to ensure that it is reasonable, reflects expected spending levels and that it is aligned with service objectives. To promote continuous improvement, all service areas are encouraged to review service delivery processes and find more effective ways to deliver service and potential cost savings. Following staff reviews, the town's Executive Leadership Team (ELT) evaluates the budget from a corporate perspective to ensure it is within the guidelines and builds on Council's priorities and objectives.

Budget Process

Following ELT's review, the staff-prepared, draft budget is presented to the Budget Committee for their review, which includes the draft budget book and staff presentations. The Budget Committee will hold public meetings where members of the public can delegate on the staff-prepared, draft budget. Members of the public can also send questions and comments to budget@oakville.ca. Key dates and timelines for the budget approval process are shown below. The process with respect to proposing and adopting the budget is in accordance with Ontario Regulation 530/22 subsections 7 – 9. Click on the [budget decision flowchart](#) for more information.



Budget Executive Summary

2025 Budget Overview

The budget shown below represents a public investment to provide the desired programs, services, and infrastructure to residents of Oakville while advancing Council's strategic priorities and objectives.

\$639.3M Gross Investment in Services

\$437.1M

2025 Operating Budget*

\$202.2M

2025 Capital Budget

*Capital levy is excluded as it is used to fund the capital budget.

Net Property Tax Levy \$281.1M

The Town of Oakville's budget is prepared using a performance-based, program-based budgeting (PB2) methodology. PB2 focuses on programs rather than departments and emphasis is on the allocation of resources based on desired outcomes and measurement of actual program results against expected outcomes. Town programs have been organized to support the strategic priority areas shown below. While they may have specific initiatives or projects that support several strategic priority areas, each program's primary focus falls within one area.



GROWTH MANAGEMENT

- ✓ Planning & Development
- ✓ Building Services
- ✓ Economic Development
- ✓ Infrastructure Planning
- ✓ Infrastructure Maintenance
- ✓ Transit
- ✓ Municipal Enforcement
- ✓ Parking



COMMUNITY BELONGING

- ✓ Recreation & Culture
- ✓ Oakville Library
- ✓ Emergency Services
- ✓ Political Governance
- ✓ Facility Services



ENVIRONMENTAL SUSTAINABILITY

- ✓ Parks & Open Space
- ✓ Harbours
- ✓ Cemeteries
- ✓ Storm Water Capital
- ✓ Green Fleet & Energy Management Capital



ACCOUNTABLE GOVERNMENT

- ✓ Administrative Executive Leadership
- ✓ Communications and Customer Experience
- ✓ Corporate Strategy and Government Relations
- ✓ Corporate Asset Management
- ✓ Regulatory Services
- ✓ Corporate Support (HR, Finance, Legal, ITS)
- ✓ Business Support Services

The 2025 investment in programs and services is summarized below based on the strategic priority areas.

(millions)*	GROWTH MANAGEMENT	COMMUNITY BELONGING	ENVIRONMENTAL SUSTAINABILITY	ACCOUNTABLE GOVERNMENT
Gross Operating Investment**	\$152.6	\$132.1	\$39.0	\$46.3
Capital Investment	\$62.1	\$46.1	\$79.3	\$14.7
Total Gross Investment**	\$214.7	\$178.2	\$118.3	\$61.0
Net Tax Levy**	\$82.5	\$95.7	\$26.8	\$40.5

*Totals in this and subsequent charts and tables may not add exactly due to rounding.

**Excludes Corporate Revenue and Expenses as these financial expenses and revenues are not related to specific town programs.

2025 Strategic Investments and Initiatives

Both ongoing work and new initiatives advance the town toward its vision. The section that follows identifies some key initiatives that support the strategic priority areas. Full details are available in the program business plans.



GROWTH MANAGEMENT

- \$12.5 million for the renovation and expansion of Fire Station 4
- \$9.8 million for Transit vehicle expansion
- \$6.2 million for road resurfacing and preservation
- \$4.4 million for North Service Road widening
- \$4.2 million for Burloak Drive grade separation
- \$3.1 million for traffic management and traffic signal programs
- \$1.2 million for Bridge Road widening and bridge rehabilitation
- \$60,000 for an enhanced Heritage Grant Program



COMMUNITY BELONGING

- \$17.7 million for replacement and major refurbishment of Transit vehicles
- \$7.2 million for various parking lot, driveway, and facility-related maintenance and improvements
- \$5.7 million for replacement of rink A at the River Oaks Community Centre
- \$4.2 million for replacement emergency vehicles and equipment
- \$3.2 million in traffic calming and road safety program to promote safe travel and pedestrian safety on town roads
- \$1.4 million for rehabilitation of Falgarwood outdoor pool
- \$85,000 to fund Free Care-a-Van transit service for persons with disabilities



ENVIRONMENTAL SUSTAINABILITY

- \$37.6 million for parkland acquisition for future park development
- \$7.7 million for parks, trails, and parks facilities renewal and rehabilitation
- \$7.2 million to develop new neighbourhood parks, parkettes, and trails
- \$4.4 million for the Transit electric charging infrastructure
- \$4.3 million to support the health of the tree canopy and natural environment through the EAB program, invasive species audit/control, woodlot preventative maintenance, and tree planting
- \$4.3 million for Towne Square rehabilitation
- \$1.7 million for St. Jude's cemetery culvert replacement

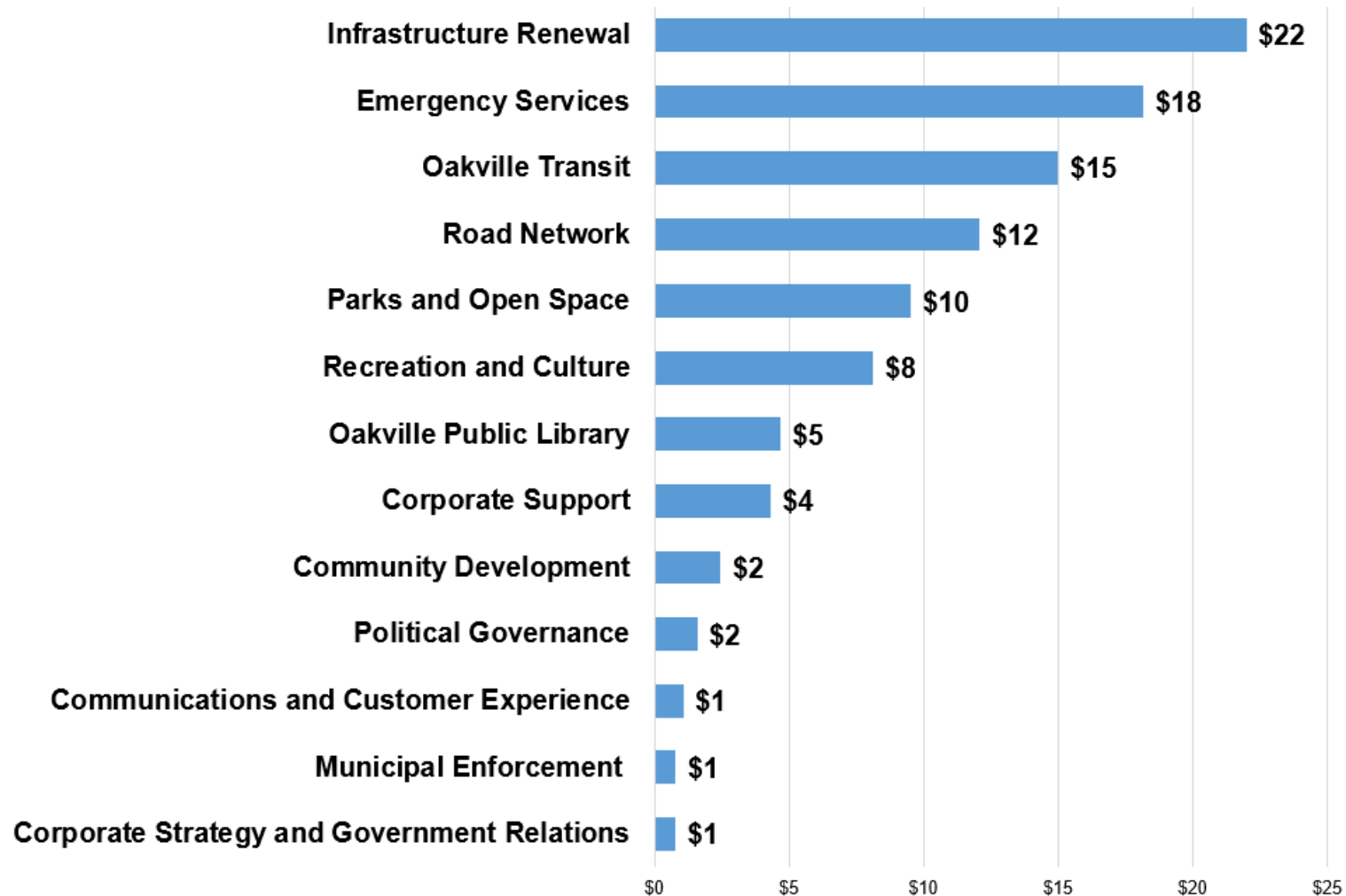


ACCOUNTABLE GOVERNMENT

- \$2.2 million for new and replacement hardware and software
- \$1.6 million for the multi-year initiative to replace the card access security system
- Conduct a citizen survey to obtain feedback from the community regarding the delivery of town services which is part of the town's commitment to understand the needs and concerns of its residents and the desire for continuous improvement in service delivery
- Continue development of the multi-year security review of town facilities, a strategy for land acquisition and disposition, and a stormwater funding feasibility study
- \$600,000 in efficiencies to be found over the next two years

2025 Tax Levy = \$281,103,500

The total tax levy requirement to support town programs is \$281,103,500. The largest share of the levied property taxes is spent on Infrastructure Renewal followed by Emergency Services, Oakville Transit, and the Road Network. The table below shows how \$100 paid in taxes supports the various programs and services provided by the town.





OAKVILLE

2025 BUDGET OVERVIEW

OPERATING AND CAPITAL



2025 Tax Levy Increase

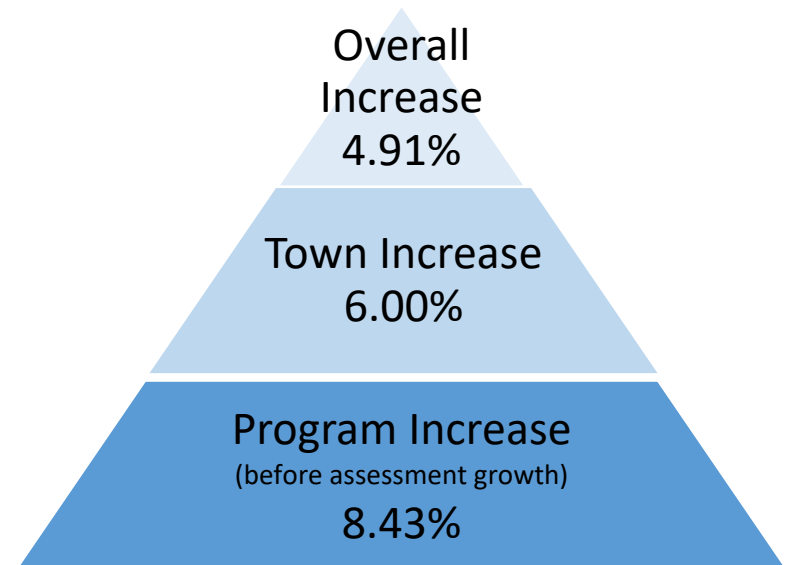
The budget overview presents the 2025 operating budget, 2025 capital budget, 2026 and 2027 operating forecast, and the 2026-2034 capital forecast. The operating and capital budgets ensure the town's strong financial position is maintained and our residents continue to receive the programs and services they value.

The 2025 program increase is 8.43% for a total proposed tax increase to the town's budget of 6.00% after assessment growth. When combined with the increase for the Region and no increase for Education, the overall tax bill increase is 4.91%.

Over the past several months, detailed work was completed to review previous years' spending, revenue and performance trends, and adjust program budgets where necessary. As a result, there are several pressures that are accommodated within the budget including personnel costs, rising costs for contracted services, and increased transfers to equipment reserves to address the higher cost of vehicles and equipment. Additional resources have been included in various programs to support the strategic priorities and objectives outlined in the Council Strategic Plan and 2023-2026 Action Plan. More details are available in the next section and the respective program business plans.

To help mitigate the impact of budgetary pressures as well as future impacts as the town grows and evolves, staff look for efficiencies on an ongoing basis. These efficiencies come in a variety of ways including process improvements and improved customer experiences which can result in future cost avoidance. The 2025 budget also includes \$600,000 in Tax Stabilization funding for efficiencies to be found over the next two years.

The following table outlines the budget drivers of the overall tax bill increase. The total property tax increase is 4.91% or \$39.10 per \$100,000 of assessment when the town increase is combined with the increase for the Region of Halton and no increase in Education.



Budget Drivers	Overall Share of Tax Bill	2025 Increase on Tax Levy (million)	2025 Increase on Tax Levy	2025 Impact on Total Tax Bill	Increase per \$100,000 of Assessment*
Inflationary Impacts & Cost/Revenue Adjustments		\$ 10.44	4.03%	1.73%	\$ 13.80
Capital and Growth		\$ 5.76	2.22%	0.96%	\$ 7.61
Council Strategic Priorities		\$ 1.31	0.50%	0.22%	\$ 1.73
Annualization of Items Approved in Prior Years		\$ 0.76	0.29%	0.13%	\$ 1.01
Oakville Public Library		\$ 0.98	0.38%	0.16%	\$ 1.30
Capital Levy		\$ 2.59	1.00%	0.43%	\$ 3.43
Total Base Operating Budget		\$ 21.84	8.43%	3.63%	\$ 28.87
Transit post-COVID Impact		\$ (1.20)	-0.46%	-0.20%	\$ (1.59)
Tax Stabilization funding for Transit post-COVID Impact		\$ 1.20	0.46%	0.20%	\$ 1.59
Total Operating Budget including Transit impact		\$ 21.84	8.43%	3.63%	\$ 28.87
Assessment Growth		\$ (6.30)	-2.43%	-1.05%	\$ (8.33)
Total Town of Oakville*	43.1%	\$ 15.54	6.00%	2.58%	\$ 20.54
Region of Halton**	37.7%		6.18%	2.33%	\$ 18.56
Education	19.2%		0.00%	0.00%	\$ -
Total*				4.91%	\$ 39.10

*Exclusive of reassessment impacts

**Region of Halton 2025 Budget report

Inflationary Impacts/Revenue Adjustments (\$10.44 million) reflect changes to the existing base that provide for the same level of service as in the previous year. The largest driver is personnel cost increases for negotiated and expected labour contracts and step progression as well as increases to benefits. The impact from the rising costs of contracted services, increased transfers to equipment reserves to address the higher cost of vehicles and equipment, as well as changes in revenue from increasing user fees in line with the User Fee Policy are also included. Also included is a transfer of \$2.23 million to the Tax Stabilization reserve for higher MPAC assessment growth deferred to future year(s).

Capital and Growth (\$5.76 million) includes costs to operate the community centre and library at the Sixteen Mile Sports Complex as well as maintenance of the sport-fields, maintenance and support of Transit electric charging infrastructure, software maintenance for MS Office 365 and tax system replacement, and costs to maintain new infrastructure assumed through new subdivisions such as roads, sidewalks, street trees, neighborhood parks, parkettes, and trails.

Council Strategic Priorities (\$1.31 million) includes resources to support the strategic priorities and objectives outlined in the Council Strategic Plan and 2023-2026 Action Plan. More details are below sorted by the Council strategic priority including the 2025 tax levy impact net of any revenues and/or recoveries.

Budget Overview

Program	Description	Council Strategic Priority	2025 Tax Levy Impact
Economic Development	Regional Downloading of Economic Development, 1.7 FTEs	Growth Management	\$206,400
Municipal Enforcement Services	Automated Speed Enforcement	Growth Management	\$55,700
Building Services	Development Construction Inspectors, 2.0 FTEs	Growth Management	\$0
Infrastructure Maintenance	Convert part-time Crossing Guard Coordinator to full-time	Growth Management	\$12,200
Legal Services	Screening Officer, 1.0 FTE	Growth Management	\$0
Economic Development	Contract position for Film Office pilot	Growth Management	\$0
Oakville Transit	Transit Operational Planner, 1.0 FTE	Growth Management	\$87,100
Infrastructure Planning & Improvements	Inspector, Engineering Capital Projects, 1.0 FTE	Growth Management	\$18,700
Oakville Transit	Convert full-time Utility Service position to part-time positions	Growth Management	\$0
Planning and Development	Increase Heritage Grant Program as per Mayor's budget release	Growth Management	\$60,000
Human Resources	Implementation of HR-related outcomes of IDEA Plan	Community Belonging	\$25,000
Facility Services	Facility Services Training	Community Belonging	\$0
Facility Services	Project Leaders, 2.0 FTE	Community Belonging	\$42,300
Emergency Services	Firefighters, 8.0 FTE	Community Belonging	\$304,900
Oakville Transit	Free Care-a-Van for all users as per Mayor's budget release	Community Belonging	\$85,000
Parks and Open Space	Parks Patrol, 1.0 FTE	Environmental Sustainability	\$70,600
Parks and Open Space	Winter Recreation Strategy, Jan-Apr 2025 only	Environmental Sustainability	\$0
Human Resources	Consultant, HR Strategy and Program Development, 1.0 FTE	Accountable Government	\$117,800
Corporate Strategy and Government Relations	Business Planning and Initiative Integration Specialist, 1.0 FTE	Accountable Government	\$90,000
Business Support Services	Online Services Maintenance for Development Approval Applications	Accountable Government	\$50,000
Information Technology Solutions	Security Awareness Training	Accountable Government	\$50,000
Political Governance	Legislative Compliance Specialist, 1.0 FTE	Accountable Government	\$31,600

Annualization of Items Approved in Prior Years (\$0.76 million) is the annualized impact of various items approved by Council in the 2024 budget such as staffing resources to support the Council Strategic Plan and 2023-2026 Action Plan.

Oakville Public Library (\$0.98 million) is the program budget increase in accordance with the Mayoral direction.

Capital Levy (\$2.59 million) is a primary source of funding for infrastructure renewal projects and represents a 1% increase on the tax levy. A capital levy policy is considered best practice in municipal financing and helps ensure that funding is available to replace assets based on the town's Asset Management Plan.

Transit post-COVID Impact (\$1.20 million reduction) is the increased revenue associated with pre-COVID levels budgeted in 2025 due to higher ridership.

Tax Stabilization funding for Transit post-COVID Impact (\$1.20 million) is the elimination of Tax Stabilization funding budgeted as an interim measure in the 2024 budget to offset the anticipated post-COVID Transit revenue impact.

Assessment Growth (\$6.30 million reduction) results from additional properties being added to the roll and expansions/additions to existing properties which reduce the overall tax increase. An increase in property values does not provide additional revenue to the town as the tax rate is adjusted to ensure that the town raises the same tax revenue.

2025 Operating Budget by Cost Component (\$486.4 million)

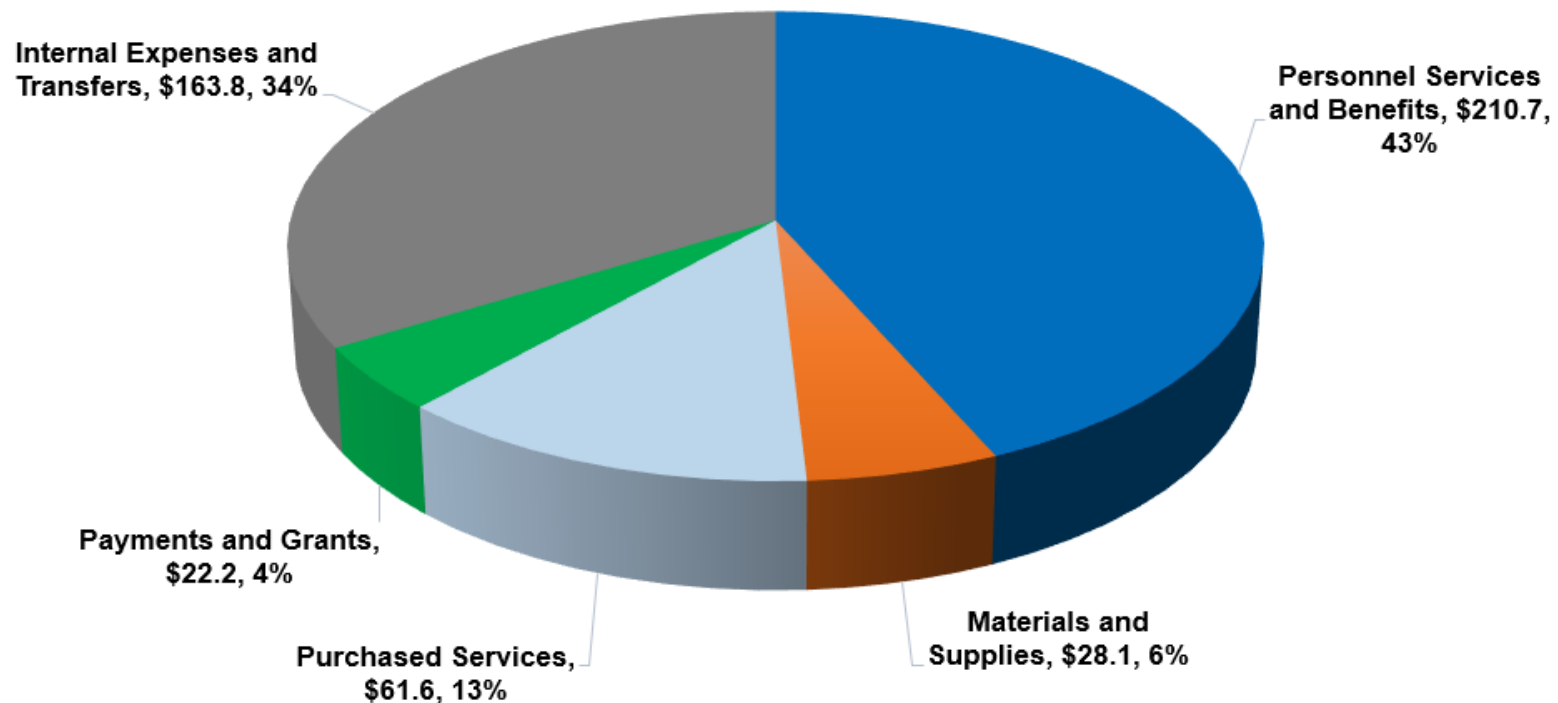
As shown below, Personnel Services and Benefits account for \$210.7 million or 43% of the operating budget. This includes costs for salaries and benefits and contains increases for negotiated and anticipated labour contracts and movement through salary grids. New positions to support the strategic priorities and objectives outlined in the Council Strategic Plan and 2023-2026 Action Plan are also included.

Materials and Supplies account for \$28.1 million or 6% and include expenditures for fuel, utilities, construction materials, vehicle parts, and other supplies.

Purchased Services account for \$61.6 million or 13% and includes costs for items such as contracted services, communication, software maintenance, professional fees, training and development, and insurance.

Payments and Grants account for \$22.2 million or 4% and include community grants, rebates, financial expenses, and debt charges.

Internal Expenses and Transfers account for \$163.8 million or 34% and include the capital levy funding and other provisions for future expenditures such as replacement of equipment, vehicles, and various components at town facilities.



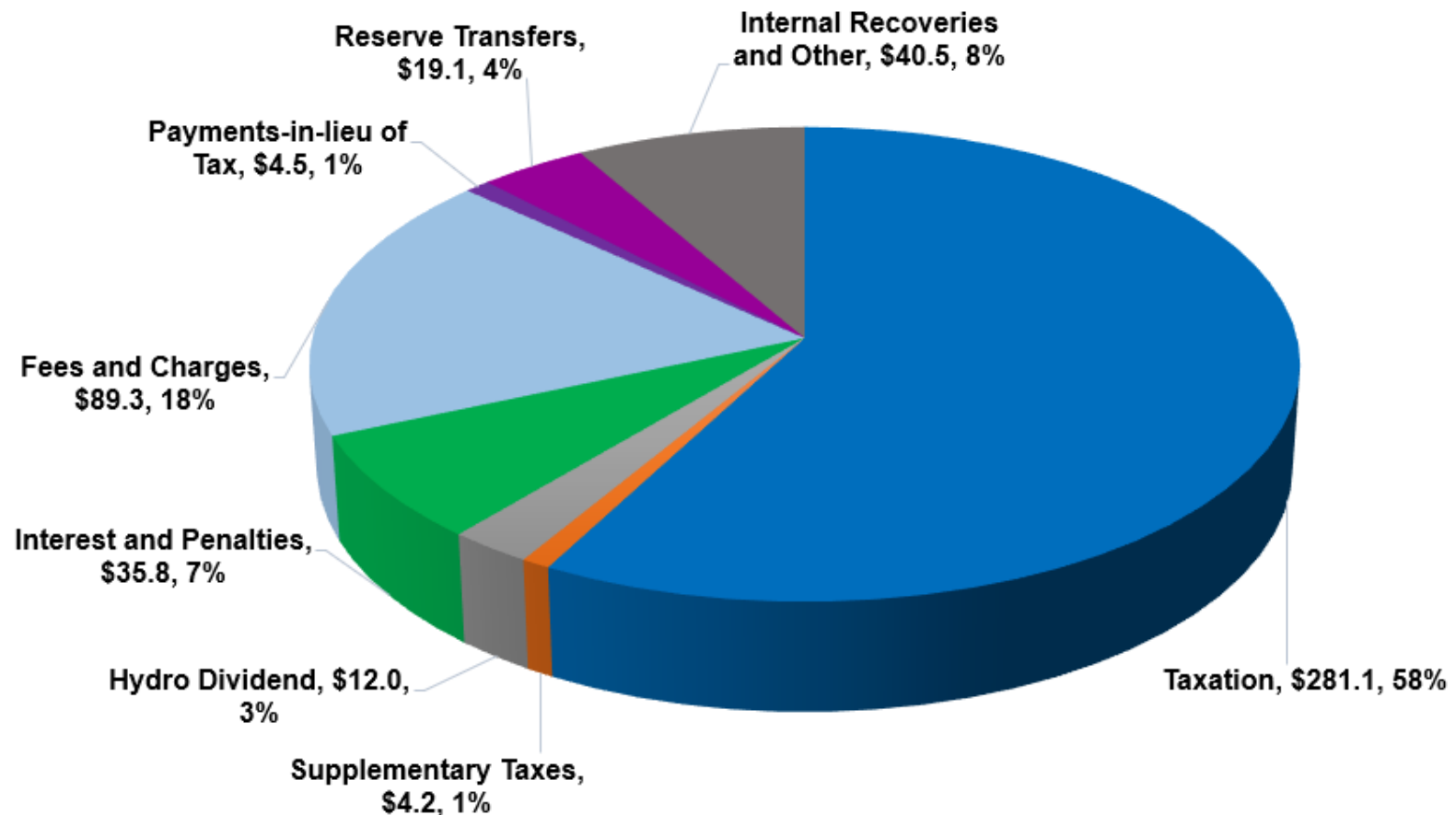
2025 Operating Budget by Funding Source (\$486.4 million)

Taxation revenue is the largest source of funding for the operating budget at \$281.1 million or 58% of total revenue.

Fees and Charges are the next largest source of funding at \$89.3 million or 18%. Fee revenue includes items such as Recreation and Culture user fees, sport field rentals, Transit fares, and Parking fees and reflects changes in user fees in line with the User Fee Policy.

Internal Recoveries and Other at \$40.5 million or 8% and Interest and Penalties at \$35.8 million or 7% are the next largest sources.

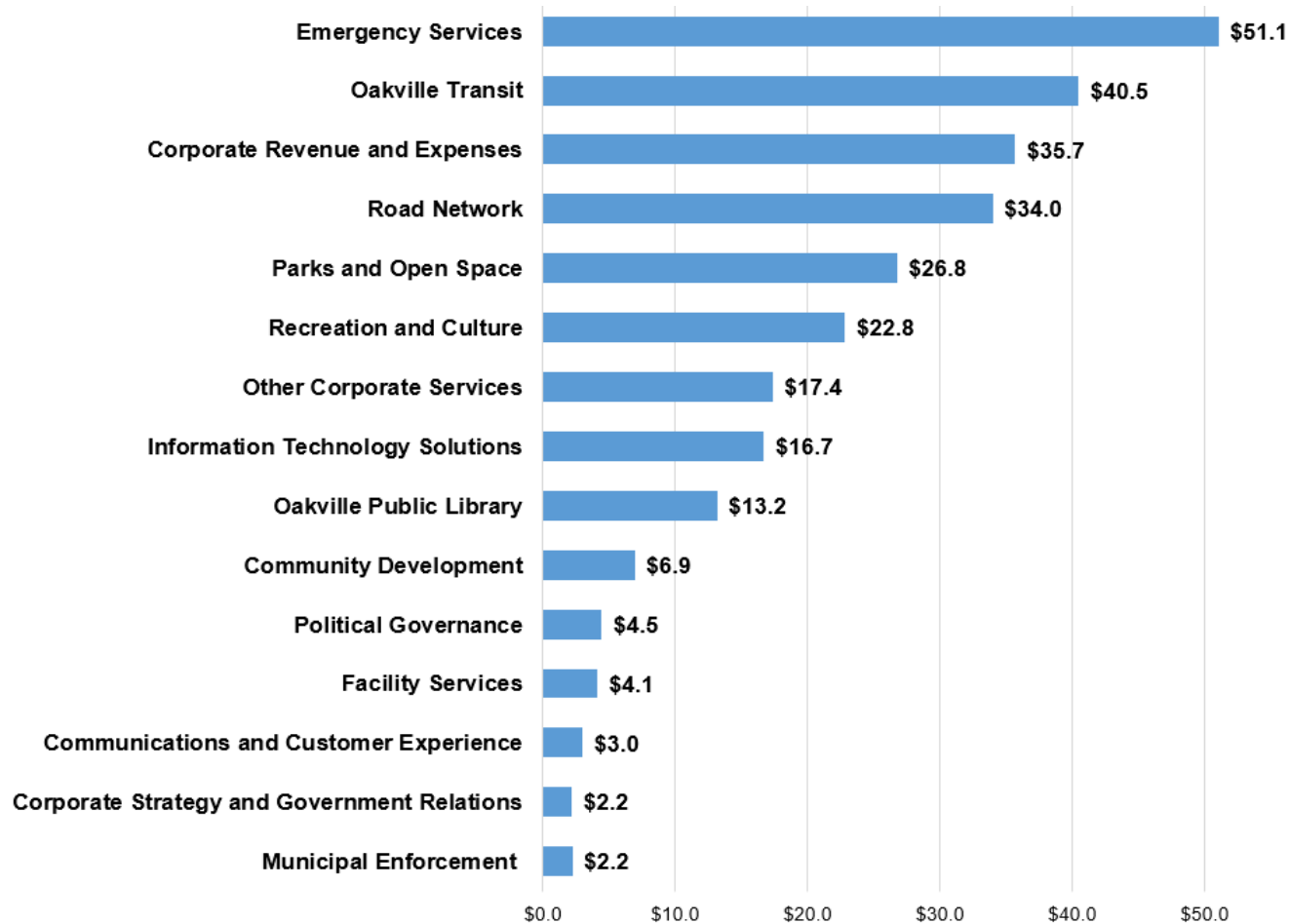
Reserve transfers of \$19.1 million or 4% account for transfers from reserves and reserve funds. It includes \$1.5 million transfer from Tax Stabilization reserve to fund temporary items and \$0.6 million for efficiencies to be found over 2 years.



2025 Total Tax Levy by Program (\$281.1 million)

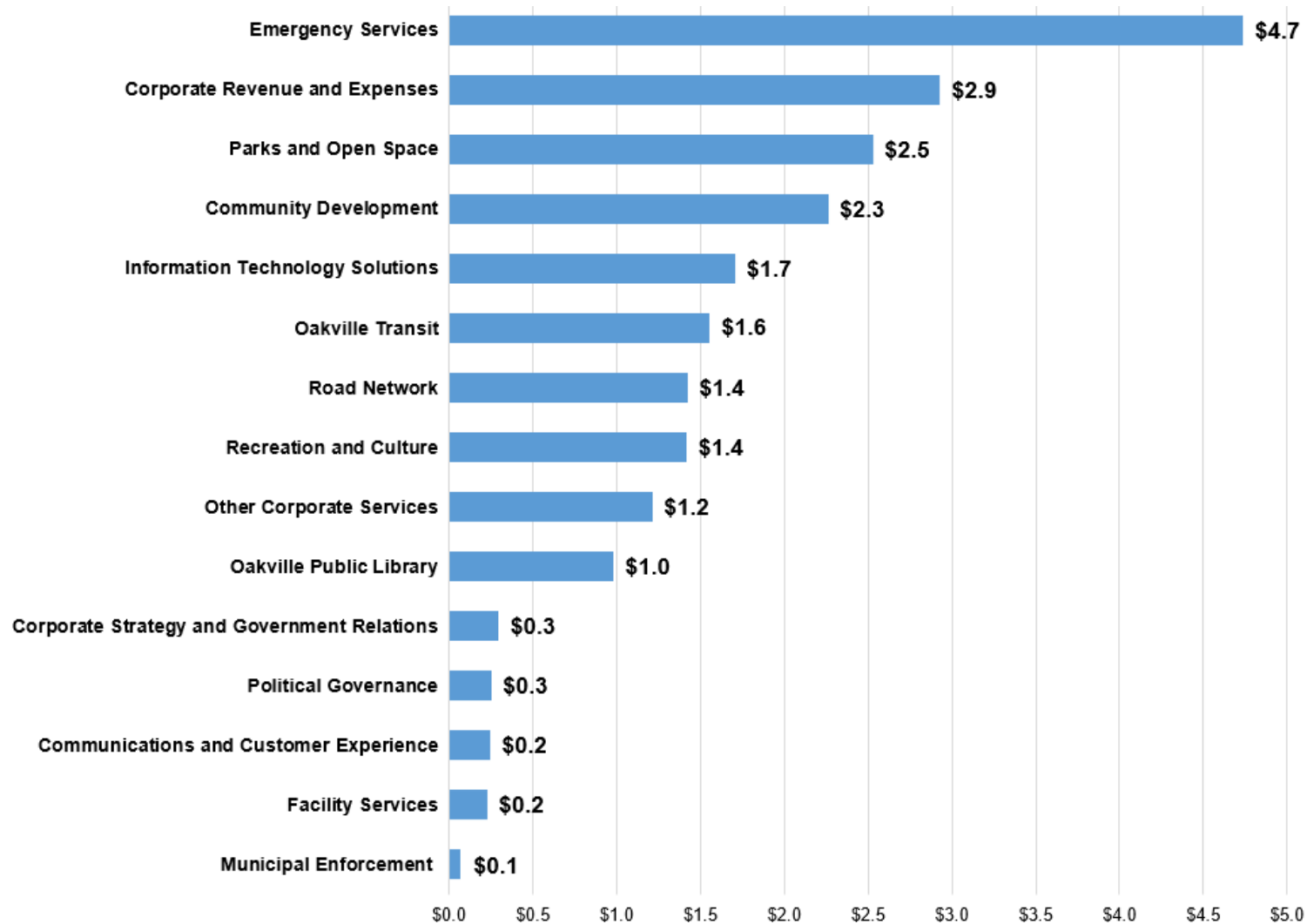
The breakdown of the total tax levy requirement by program is shown below (in millions). The largest programs are Emergency Services, Oakville Transit and Corporate Revenue and Expenses followed by the Road Network. Corporate Revenue and Expenses consists of financial expenses and revenues not related to specific town programs.

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 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.



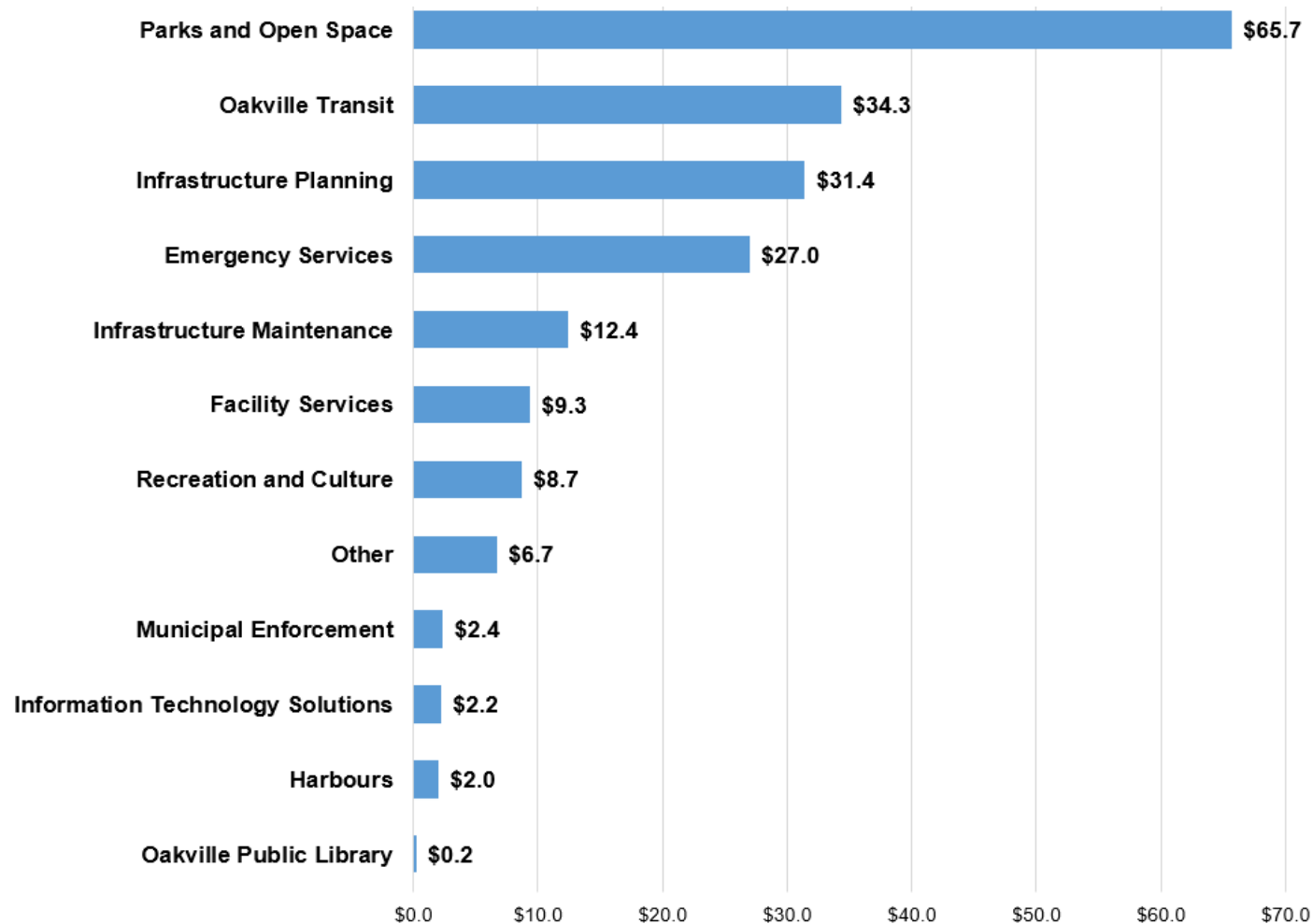
2025 Tax Levy Increase by Program (\$21.8 million)

The breakdown of the tax levy increase by program before assessment growth is shown below (in millions). The largest increase is Emergency Services primarily due to salaries and benefits as well as an adjustment for higher WSIB costs. The second largest increase is Corporate Revenue and Expenses primarily due to the 1% capital levy increase and a transfer of \$2.23 million to the Tax Stabilization reserve for higher MPAC assessment growth. The business plans provide more details on the tax levy increase for all town programs by cost and revenue type as well as by service areas.



2025 Capital Budget by Program (\$202.2 million)

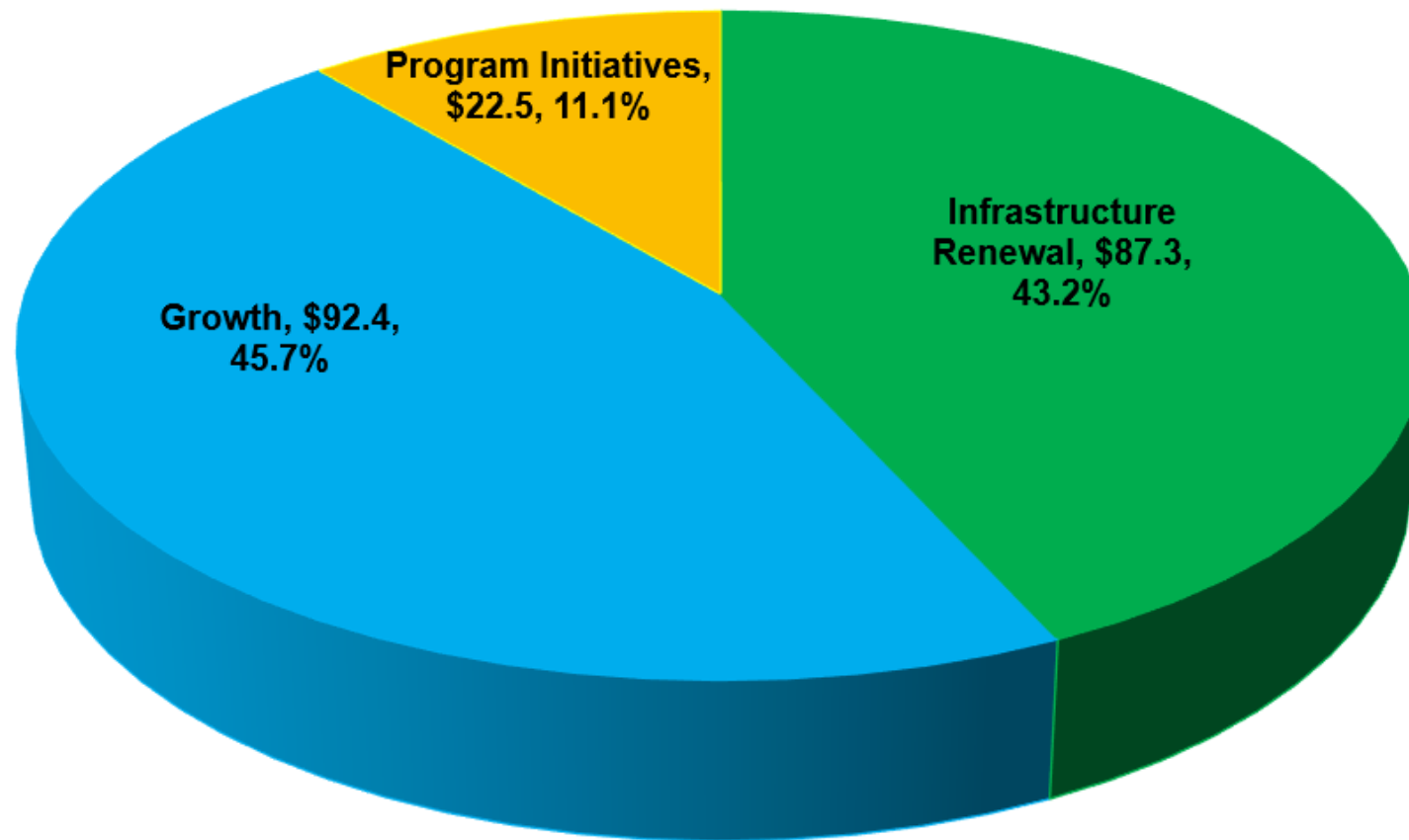
The chart below illustrates the breakdown of the capital budget for each program (in millions). The largest investment is Parks and Open Space at \$65.7 million which includes parkland acquisition for future park development, new parks and trails, as well as renewal of existing parks, trails, and parks facilities. The second largest investment is Oakville Transit with \$34.3 million and includes primarily the purchase of conventional and specialized buses. Infrastructure Planning with \$31.4 million represents the town's roads, bridges, sidewalks, cycle lanes, and storm water infrastructure. Emergency Services with \$27.0 million includes Fire Station 4 renovation and expansion as well as land purchase for future construction of a new fire station in north Oakville.



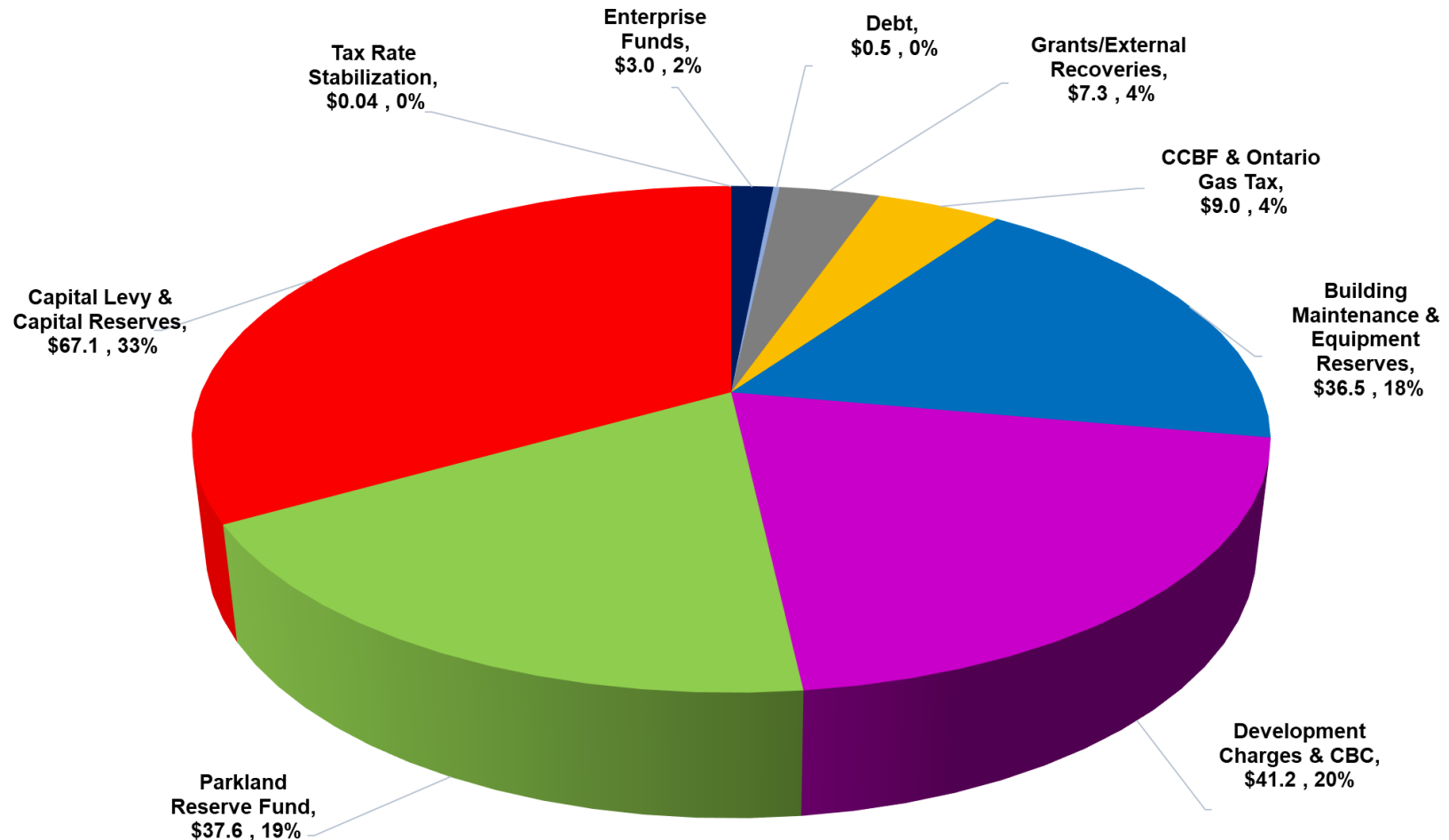
2025 Capital Budget by Category (\$202.2 million)

The capital budget is built on a framework based on “drivers” 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 classifies projects into the three categories shown below (in millions).

Infrastructure Renewal	Growth	Program Initiatives
Projects to maintain existing infrastructure in a state of good repair.	Projects to maintain current service levels as the town experiences growth.	Projects, not otherwise classified as Infrastructure Renewal or Growth, to achieve the organization’s strategic goals.



2025 Capital Budget by Funding Source (\$202.2 million)



Financing of the 2025 capital budget is provided by several different funding sources as illustrated in the chart (in millions).

The Capital Levy and Capital Reserves are the largest source of funding at \$67.1 million. These are the primary funding sources for infrastructure renewal, program initiatives, and the town share of growth-related capital projects.

Development Charges (DCs) and the Community Benefits Charge (CBC) represent the second largest source of capital funding at \$41.2 million, which fund growth driven projects.

Parkland Reserve Fund (\$37.6 million) is a crucial financing tool to fund the acquisition of land to be used for parks or other public recreational purposes in accordance with town's Parks Plan 2031.

Equipment Reserves (\$25.7 million) and the Building Maintenance Reserve Fund (\$10.8 million) finance the renewal of existing infrastructure as based on the Asset Management Plan. These funding sources are supported by annual allocations from operating budget to ensure funding is in place for future replacements.

The Canada Community-Building Fund (CCBF), formerly known as Federal Gas Tax, is another source of funding for the capital budget at \$7.5 million. Funding is allocated to larger infrastructure projects based on agreement criteria and include road rehabilitation and widening, bridge rehabilitations, and storm water improvements.

External grants and recoveries (\$7.0 million) are from the Investing in Canada Infrastructure Program (ICIP) – Public Transit stream and support the acquisition of electric buses.

2026 and 2027 Operating Forecast

The forecast for the operating budget incorporates increases to personnel based on negotiated and anticipated labour contracts and movement through salary grids, various cost and revenue adjustments, as well as additional operating costs resulting from capital projects forecasted to be undertaken. In addition, the operating forecast includes new positions to support the strategic priorities and objectives outlined in the Council Strategic Plan and 2023-2026 Action Plan.

The net overall increase, including the Region and Education, is forecasted to be 3.92% in 2026 and 3.77% in 2027. Bank of Canada forecasted CPI figures are also included for reference.

Budget Drivers	Overall Share of Tax Bill	2026 Increase on Tax Levy	2026 Impact on Total Tax Bill	2027 Increase on Tax Levy	2027 Impact on Total Tax Bill
Inflationary Impacts & Cost/Revenue Adjustments		2.73%	1.18%	3.10%	1.34%
Capital and Growth		2.86%	1.23%	1.84%	0.79%
Council Strategic Priorities		0.50%	0.21%	0.00%	0.00%
Annualization of Items Approved in Prior Years		0.30%	0.13%	0.10%	0.04%
Oakville Public Library		0.41%	0.18%	0.20%	0.09%
Prior Years' Assessment Growth		-1.46%	-0.63%	0.00%	0.00%
Capital Levy		1.00%	0.43%	1.00%	0.43%
Total Base Operating Budget		6.34%	2.73%	6.25%	2.69%
Assessment Growth		-1.00%	-0.43%	-1.00%	-0.43%
Total Town of Oakville*	43.1%	5.34%	2.30%	5.25%	2.26%
Region of Halton**	37.7%	4.30%	1.62%	4.00%	1.51%
Education	19.2%	0.00%	0.00%	0.00%	0.00%
Total*			3.92%		3.77%

*Exclusive of reassessment impacts

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Forecasted CPI	2.40%		2.00%
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Asset Management Planning

The Town of Oakville infrastructure assets are the backbone of our community. They support a range of municipal services that enable the quality of life experienced by residents, businesses, and other stakeholders. The town's Corporate Asset Management program is designed to enable management of infrastructure assets in a way that connects Council strategies and community objectives to day-to-day infrastructure decisions and capital planning investments.

The Corporate Asset Management Plan (CAMP) is a strategic document that describes how the infrastructure assets under the direct ownership of the town are to be managed. The CAMP describes the condition of infrastructure assets, the expected level of service, lifecycle activities and the financing strategies to implement the required actions to ensure continued asset performance.

The town has been developing and improving the CAMP to align with the requirements of ISO 55000 and Ontario Regulation 588/17 for a number of years. In 2013, goals were established to develop a more comprehensive asset management strategy, policy and governance structure to align Council's strategic vision and fully integrate the town's organizational goals into our asset management principles. In 2018, the first CAMP was presented to Council which included many of the key requirements such as the inventory, replacement value, age, condition, lifecycle activities and ten-year capital and operating costs. In December 2017, the Province of Ontario enacted Ontario Regulation 588/17, Asset Management Planning for Municipal Infrastructure, which outlines guidelines and expectations for the application of asset management principles for municipalities which identifies numerous key deliverables in a phased approach that municipalities must meet and include in future AMPs over the 2019-2025 timeframe shown in the chart.

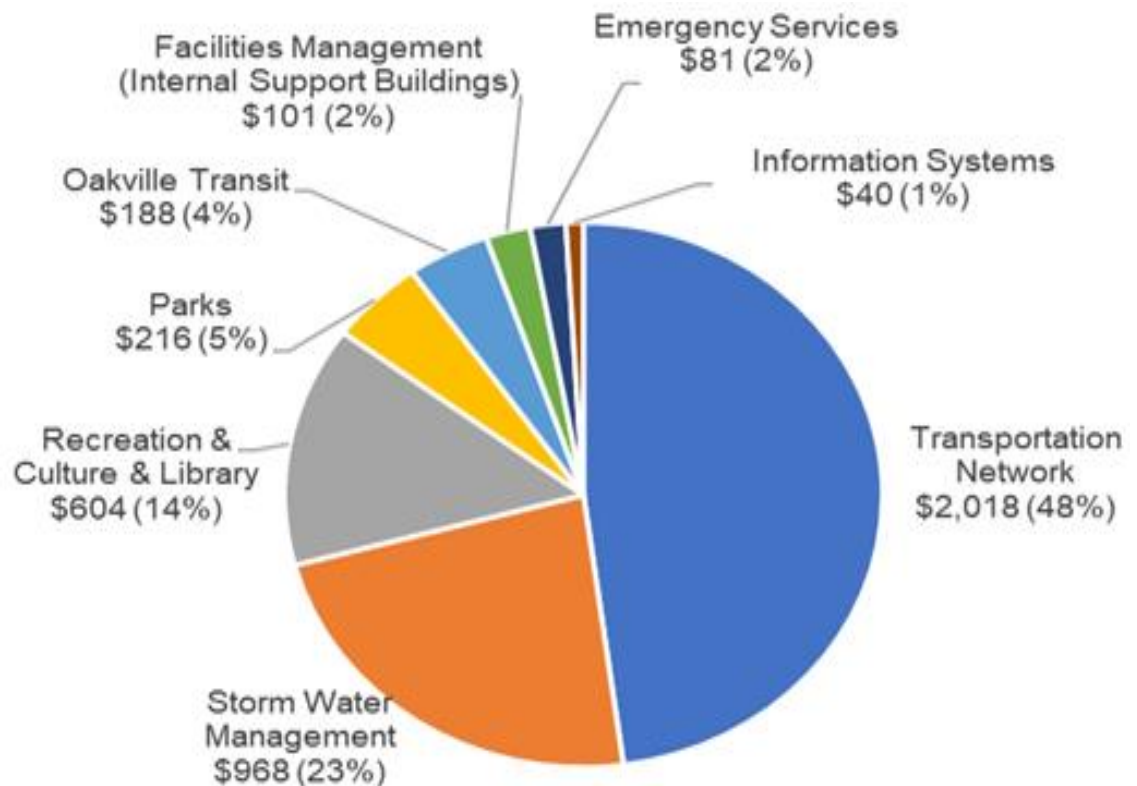


To date all Ontario Regulation 588/17 requirement dates have been met. The 2022 CAMP – Part A includes plans for the Transportation Network Services and the Stormwater Network Services and was endorsed by Council in June 2022. The 2024 CAMP – Part B includes information on non-core infrastructure such as Parks, Facilities, Vehicles and Equipment and was endorsed by Council in June 2024. The revised CAMP – Part A and B now include additional aspects such as levels of service, risk assessment, climate change considerations and performance measures and are available on the town's website.

Overall, the CAMP is designed to provide a comprehensive document that incorporates a broad range of asset information that will guide future decision-making in regard to the construction (new and existing), operation, maintenance, rehabilitation, replacement, expansion, and disposal of the town's assets while minimizing risk and costs and maximizing service delivery.

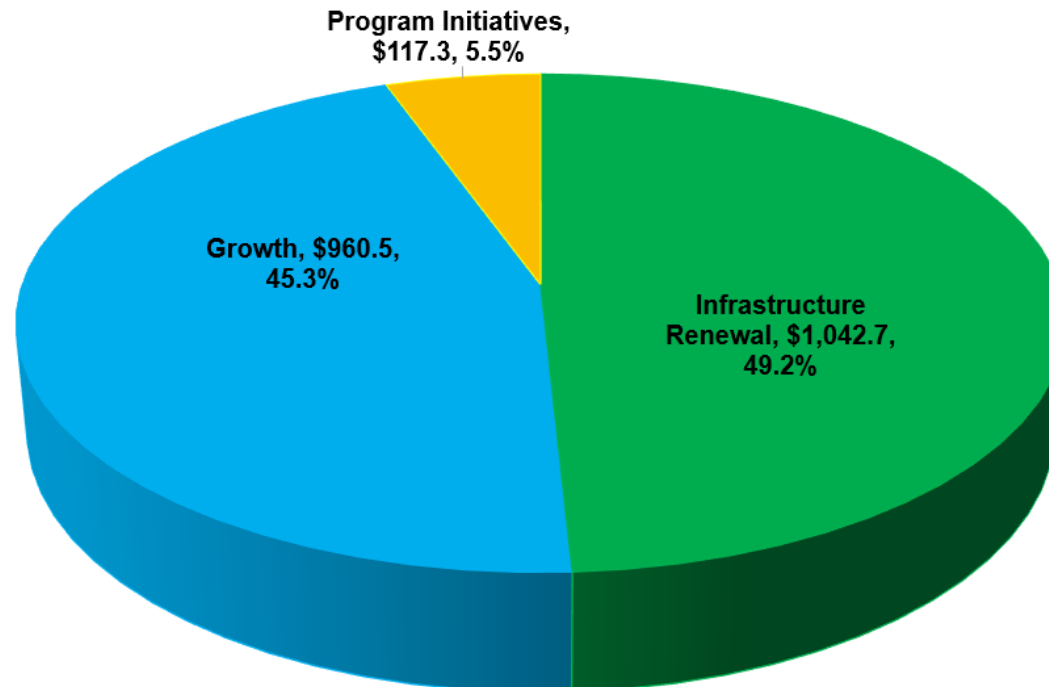
Another key document is the State of Infrastructure Report (SOIR) which provides a summary snapshot of the key physical attributes and current physical state of the Town's asset portfolio. The infrastructure asset replacement value (millions) by service area as of June 30, 2023 is shown in this chart. Updates to the SOIR report are provided every 2 years with the most recent provided in 2023 along with the 2024-2033 capital forecast.

The SIOR and CAMP become the basis of the town's operating budget and long-term capital forecast as the various asset life cycle needs identified through the asset management plans are incorporated into program budgets.



2025-2034 Capital Forecast by Category (\$2.1 billion)

The ten-year capital forecast and financing 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. This chart illustrates the breakdown of the ten-year capital forecast by category (in millions). The Infrastructure Renewal portion of the capital forecast has been developed using asset specific data according to the town's CAMP. Annual condition assessments of the various asset categories have been incorporated into the budget process and guide the decision-making along with age and lifecycle activities of the asset. The Growth portion incorporates 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. The Program Initiatives portion includes projects to achieve the organization's strategic goals that are not otherwise classified as Infrastructure Renewal or Growth. The full list of capital projects and budgets are available on the budget webpage in the 2025-2034 Capital Details document along with the 2025 Capital Forecast Map which identifies key engineering, parks, and facilities projects. **In accordance with the Mayoral budget direction, estimates for various components of the Downtown Cultural Hub (DCH) are included in the forecast. Estimated costs for the Centennial Square portion of the project have also been included but are not funded at this time. Project costs will be refined through the ongoing DCH workplan and a financing strategy will be developed.**



Capital Financing Summary

Financial sustainability is one of Council's strategic goals. A sustainable long-term financial plan ensures that the following objectives are met:

- Flexibility within the long-term horizon
- Financial risk is limited
- Long-term cost of financing is minimized
- Statutory requirements are met
- Credit agency criteria is considered

The following financing policies and assumptions represent the sustainability framework outlined in the Asset Management Plan which guides the affordability of the ten-year capital forecast.

- Debt re-payment levels 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.

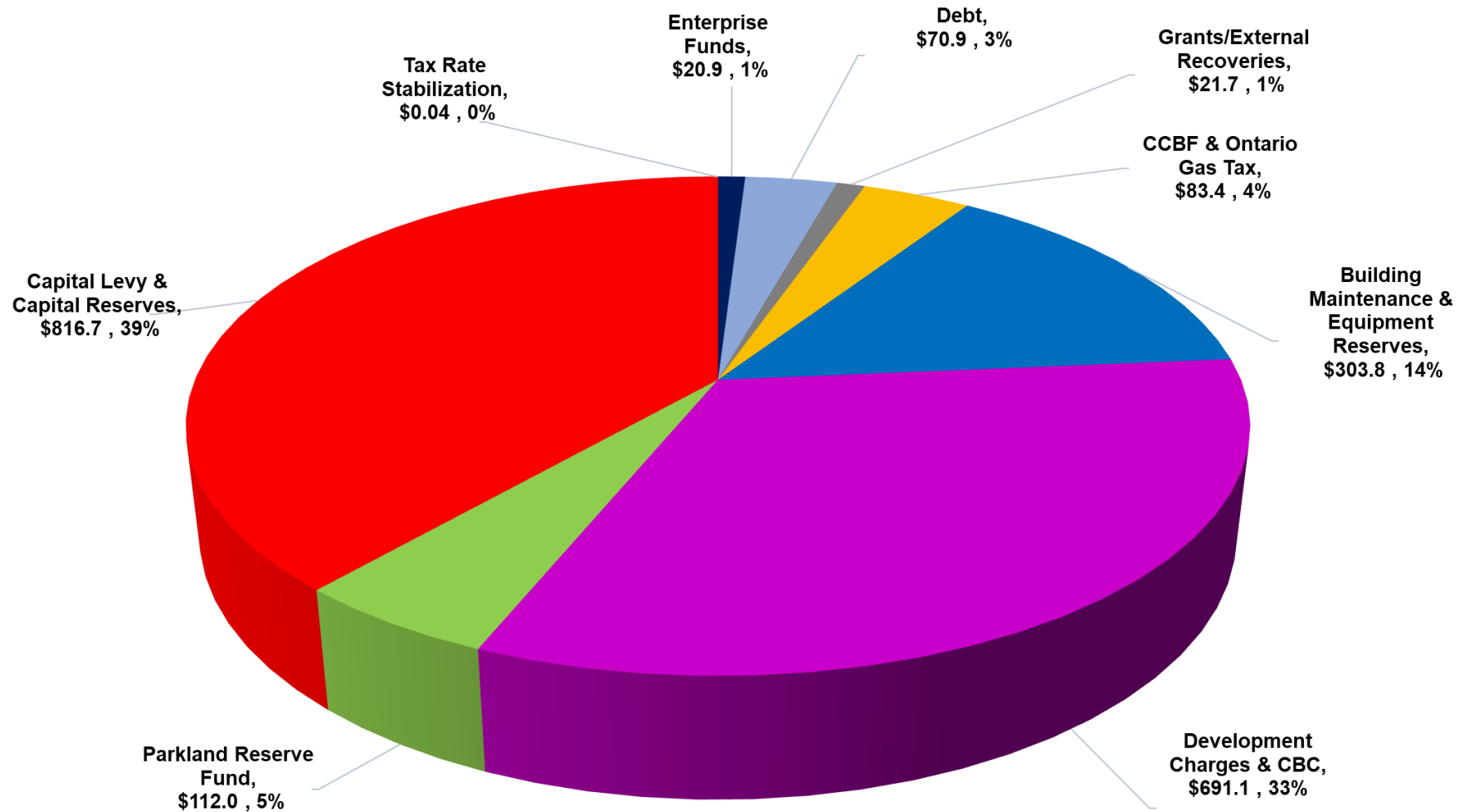
It is through the long-term financial plan that future reserve and reserve fund requirements are determined, debt repayment levels are managed, and future operating budget expenditures are planned for. The Financial Control policy and related Reserve/Reserve Fund procedure, Corporate Debt policy, and Annual Budget policy aid in decision making and have guided budget recommendations.

Sufficient reserve and reserve fund balances are imperative in the strong fiscal health of the municipality. During the preparation of the capital plan, reserve and reserve fund balances are assessed and budgets are adjusted to maintain reserves and reserve funds at sufficient levels to ensure infrastructure is repaired and replaced when required, to provide a contingency for unanticipated expenditures, as a funding source for new program initiatives, and to maintain an appropriate debt-to-reserve balance ratio. The following section provides more detail on the financing of the ten-year capital plan and the financial sustainability of the town's reserves and reserve funds.

Budget Overview

2025-2034 Capital Financing (\$2.1 billion)

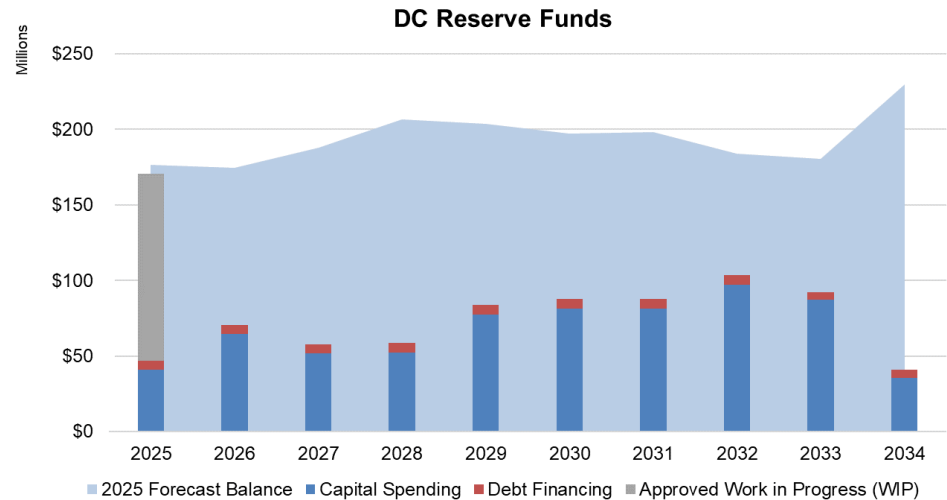
Financing of the capital plan is comprised of various sources depending on the nature of the project. The following chart illustrates the ten-year capital plan by financing source (in millions).



Development Charges

Development charges (DC) fund \$690.5 million, or approximately 33% of the capital plan. DCs are collected from residential and non-residential development and redevelopment to provide funding for the land and infrastructure of eligible services to maintain the town's service levels as growth occurs.

DC reserve funds are projected to open 2025 with a balance of \$270.3 million and decline to \$176.5 million at the end of 2025. The 2034 projected balance is \$229.9 million. Over the 2025-2034 forecast period, the DC forecast balance is growing due to the shift of major transportation projects beyond the forecast period. Collections for capital projects can result in the build up of DC reserve funds; however, there are significant projects outside the forecast period that will result in a decline in DC reserve funds.



The town's programs are undertaking service area master plans, which will identify the land and infrastructure needed to maintain service levels as the town grows. These master plans will incorporate updated growth forecasts, and the associated capital projects required in the coming years. As a result, the 2025 Capital Forecast is mostly based on previous master plans and growth expectations to 2031, and will be updated to account for new land and infrastructure requirements along with current growth forecasts over the longer term during the 2026 Budget. This will also lead to a new DC Background Study to ensure that collections are sufficient to fund the long-term forecast.

Legislative changes have reduced DC collections in recent years through the mandatory phase-in of the town's 2022 DC by-law (Bill 23) as well as the DC rate freeze (Bill 108). In 2024, the province further introduced *Bill 185, the Cutting Red Tape to Building More Homes Act, 2024* which received Royal Assent on June 6, 2024. While the Bill included positive changes related to DCs that will reduce the impact of revenue losses, as the "Bill 23 By-law Phase-In" requirement has been repealed, exemptions for affordable residential units are now in force. While the revenue forecast has taken into account the removal of the phase-in, there have been no exemptions for the affordable residential units to date. However, the magnitude of these exemptions may be significant and, depending on how the province plans to keep municipalities whole, could result in a significant impact to DC collections used to pay for growth related projects.

Budget Overview

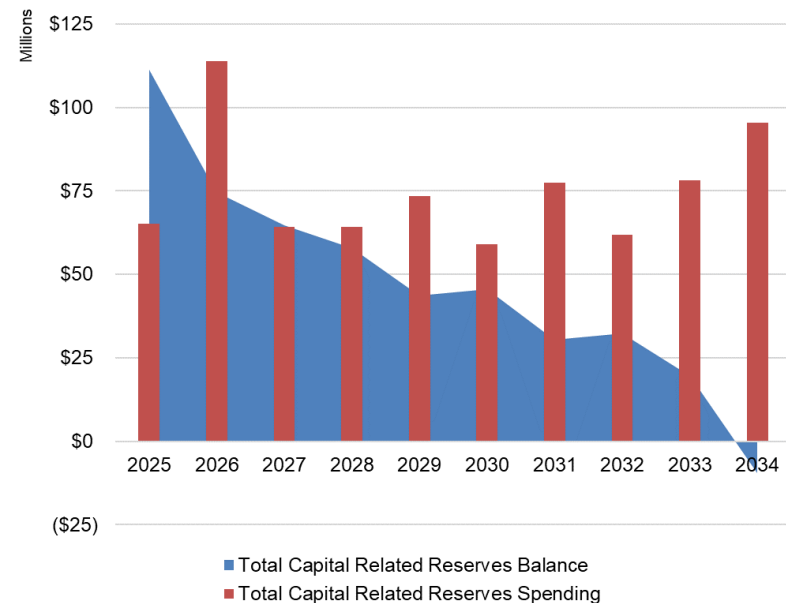
Capital Levy and Capital Reserves

The capital levy and capital reserves provide \$816.7 million in financing, or 39% of the capital plan. The annual capital levy is a reliable source of funding for infrastructure renewal, growth, and program initiatives capital projects. There are a number of pressures on the capital levy and reserve, including increased construction costs over the past few years, asset management infrastructure needs, and climate related infrastructure.

Equipment Reserves and Building Maintenance Reserve Fund

Equipment reserves and the Building Maintenance reserve fund provide another integral source of funding for infrastructure renewal projects, funding \$303.8 million of the capital plan. They are the primary source of funding for all town vehicle and equipment replacements (\$209.7 million) and building repairs and maintenance (\$94.1 million). These funding sources are supported by annual contributions from the operating budget to ensure that funding is in place to maintain assets in a state of good repair. As new assets are constructed or purchased, contributions for the future maintenance and replacement are added to the operating budget. Staff review these contributions annually to ensure that any significant changes to the costs and timing of capital needs are considered in the required funding for these sources. The 2025 Budget includes increases to the transfers to equipment reserves to keep up with rising capital costs.

The overall balance in capital reserves, equipment reserves, and the building maintenance reserve fund decline over the forecast period. GFOA recommends that capital related reserves balance be the equivalent of one year's worth of the average ten-year requirements. The chart to the right shows the capital spending from these sources including capital levy spending and the ending balance available by year. The annual capital levy and capital reserves are not sufficient to fund the capital program over the forecast period, so financing strategies will need to be considered. The town actively explores and pursues external funding opportunities that fit with programs and capital needs, and there are a number of pending grant applications that could have a positive impact on the overall outlook of capital reserves.



Canada Community-Building Fund

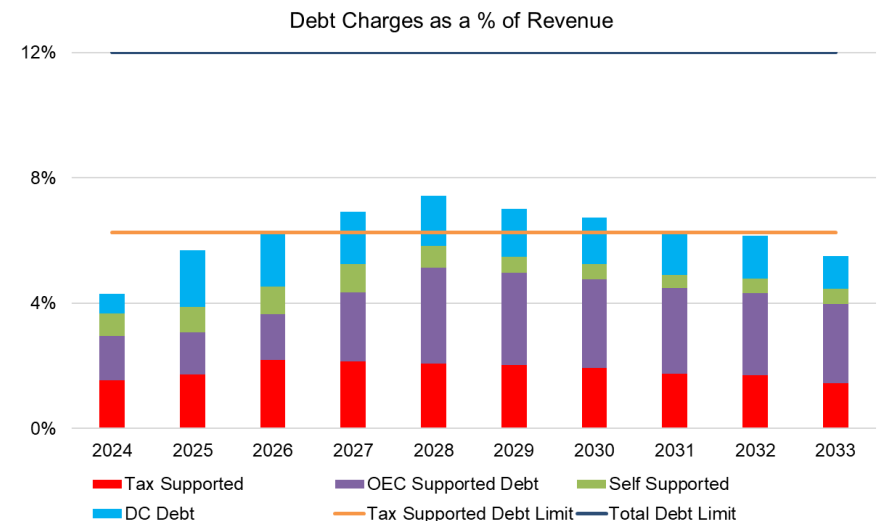
Funding from the federal government through the Canada Community-Building Fund (CCBF), formerly known as Federal Gas Tax, supports a variety of capital projects. The town has an annual allocation that provides predictable funding on a per capita basis for projects that meet set criteria. Over the forecast, \$73.0 million in CCBF funding has been allocated to both infrastructure renewal and growth-related capital projects.

Debt Financing

Debt financing complements the funding of capital works and is used for specific initiatives to maintain overall financial sustainability. A municipality may issue new debentures provided that the financial charges related to outstanding debt will be within its annual debt repayment limit as prescribed by the Ministry of Municipal Affairs and Housing. The ministry sets this limit at 25% of own source revenues, which are primarily property taxes and user fees. The town has adopted a Corporate Debt policy with further limits on debt capacity as follows:

- 6.25% of own source revenues for tax supported debt
- 12% of own source revenues total corporate debt
- 25% of a five year average of forecasted development charge revenues for development charge supported debt

As illustrated in the chart on the right, the existing and proposed debt charges are within approved guidelines. In 2025, total debt charges (including capital lease payments) of \$19.7 million will be incurred, which is 5.7% of own source revenues. Existing tax supported debt is primarily related to the Downtown Lakeshore reconstruction and the Transit facility expansion and capital lease payments. Self-supported debt relates to debt issued on behalf of enterprise programs, along with debt issued for the LED Streetlight project which is offset by hydro savings. OEC supported debt includes the sinking fund payments for the Hospital (which end in 2045) and new debt for the replacement of the Central Library, which for both items the town utilizes the dividends from OEC to cover the debt charges.



A total of \$51 million in DC supported debt has been issued for the Sixteen Mile Sports Complex and Library. DC related debt charges amount to 9.1% of the five-year average projected DC revenue, which is well within the town's policy of 25%. These debt charges are funded by recreation and library DC collections.

Other previously approved debt that is unissued includes tax supported debt of \$17.8 million to fund the Transit Facility Expansion to support charging infrastructure, and \$2.9 million in self-supported debt for the replacement of Harbours dockage and dredging (\$0.8 million) and the Parkade rehabilitation (\$2.1 million). The 2025 Budget and Forecast include additional self-supported debt for harbours dockage and dredging, along with OEC supported debt for the Central Library.

With all approved and forecast debt financing, debt charges would reach a total of 7.4% of own source revenues in 2028. Debt levels are closely monitored to ensure that a 1:1 debt to reserve financing ratio or better is maintained. This is an indicator of the financial sustainability of the town and contributes to a high-quality credit rating. The funding of the capital forecast results in a debt to reserve ratio of 0.61:1 in 2025, which will increase and average 0.67:1 over the forecast period. This is a positive indicator of the financial sustainability of the town and contributes to a high-quality credit rating.

Operating Impacts from Capital Projects

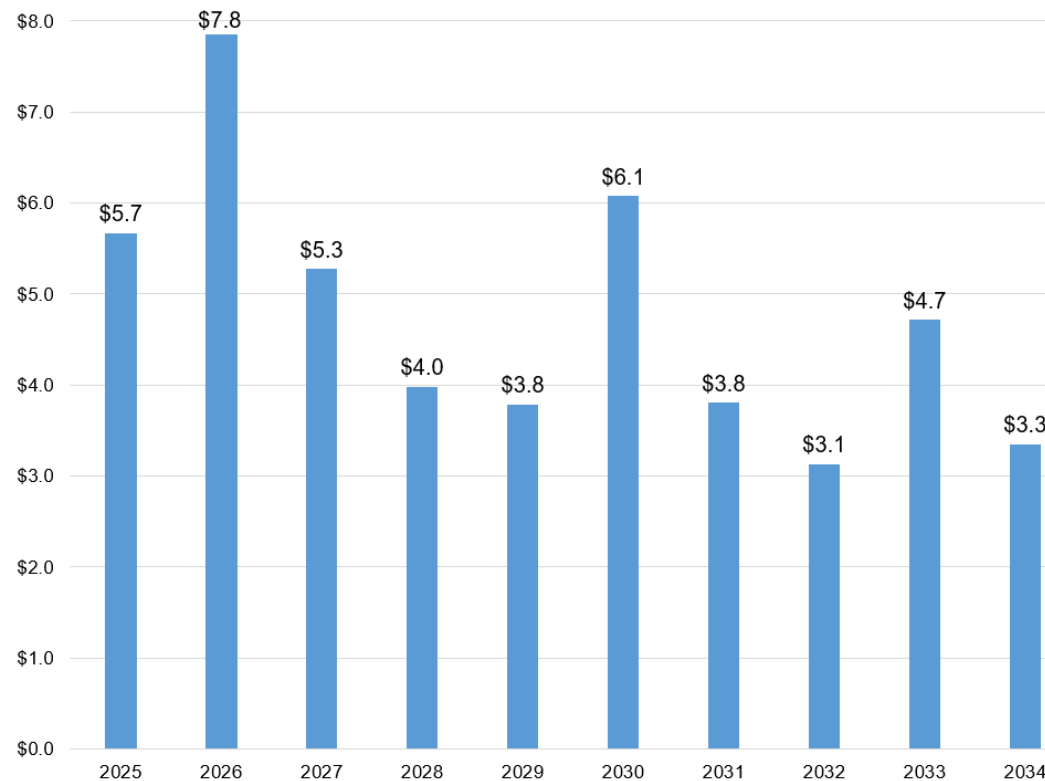
The chart below shows the ten-year operating requirements (in millions) and a summary of the main drivers by year.

2025: costs to operate and maintain the community centre, library and sport-fields at the Sixteen Mile Sports Complex, maintenance and support of Transit electric charging infrastructure, software maintenance for MS Office 365 and tax system replacement, and costs to maintain new roads, sidewalks, street trees, neighborhood parks, parkettes, and trails.

2026: annualized costs to operate the community centre and library at the Sixteen Mile Sports Complex, costs to operate Transit bus expansion and transfers to the equipment reserve, and maintenance of new infrastructure in new subdivisions.

2027: costs to operate Transit bus expansion and transfers to the equipment reserve and costs to maintain new subdivisions such as roads, sidewalks, street trees, neighborhood parks, parkettes, and trails.

2028-2034: operating costs for new fire stations and Transit bus expansion including transfers to the equipment reserve.

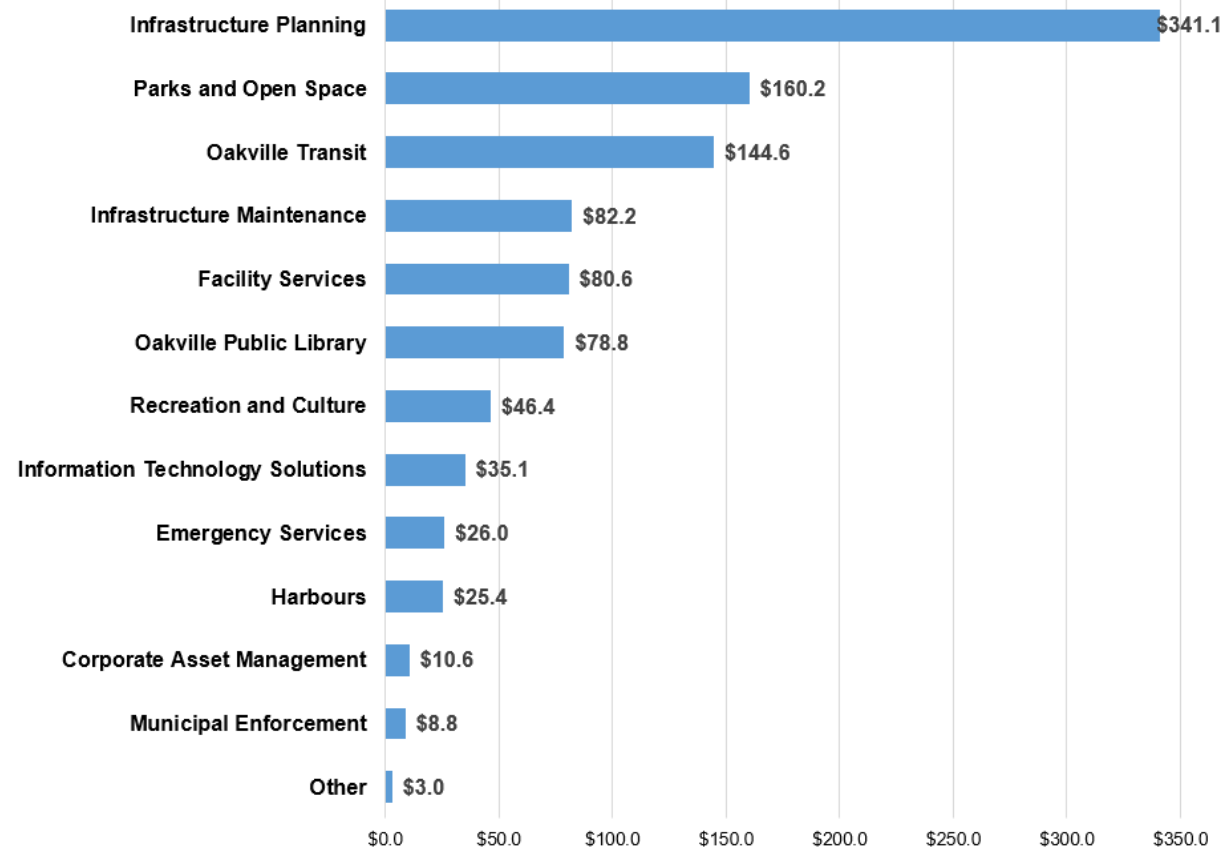


Budget Overview

2025-2034 Infrastructure Renewal Forecast (\$1,042.7 million)

Infrastructure renewal projects consist of investments necessary to ensure that the existing infrastructure remains in a state of good repair so that service delivery to residents is not impacted. The chart below shows the breakdown by program (in millions). Significant projects include:

- \$132.3 million for Transit bus and vehicle replacements and refurbishments
- \$103.1 million for pond cleanouts, storm water and erosion control infrastructure improvements
- \$102.5 million for road resurfacing and preservation
- \$93.4 million for parks, trails and parks facilities renewal and rehabilitation
- \$83.8 million for bridge and culvert rehabilitation
- \$80.7 million for various facilities, parking lots and driveways maintenance and improvements



Budget Overview

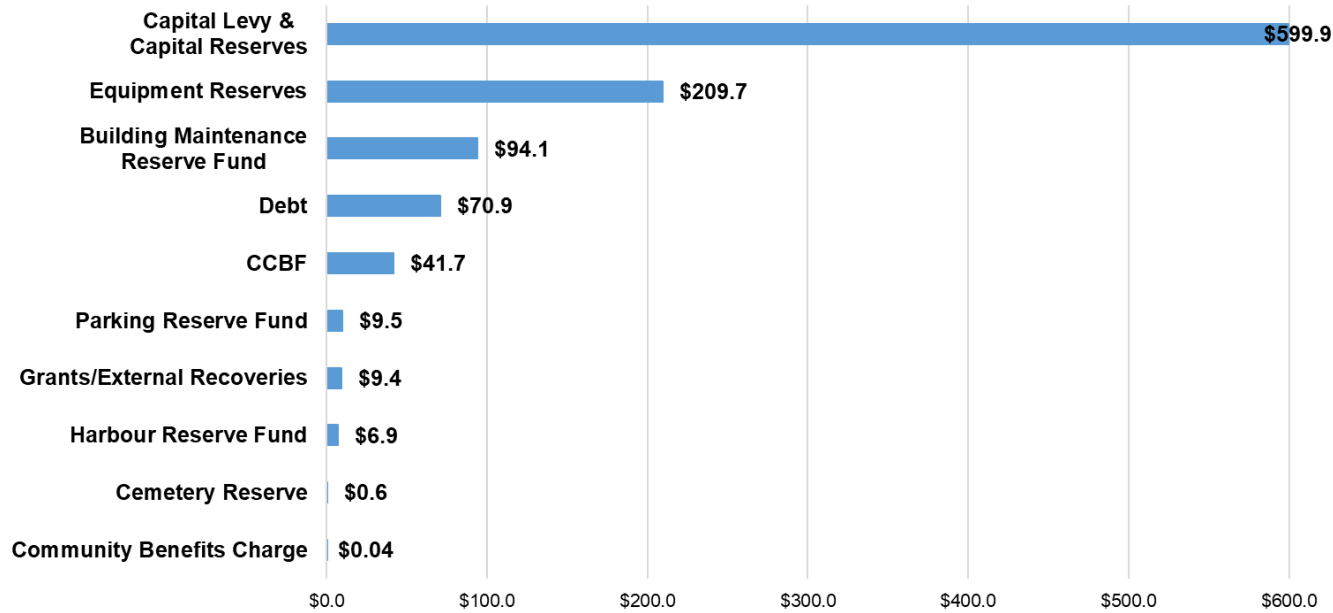
2025-2034 Infrastructure Renewal Financing (\$1,042.7 million)

The chart below shows the financing sources that have been used for the Infrastructure Renewal program (in millions). Initiated by Council in 1996, the capital levy provides a significant funding source for the capital program. Capital reserves and the annual levy combine to provide at \$599.9 million, allowing for ongoing state of good repairs and replacements. Equipment reserves and the building maintenance reserve fund are the main sources of funding for all fleet and equipment replacements as well as facility repairs and replacements.

The Canada Community-Building Fund (CCBF), formerly known as Federal Gas Tax, funds \$41.7 million over the forecast period for infrastructure renewal projects, primarily related to the annual road resurfacing program.

The Investing in Canada Infrastructure Program (ICIP) – Public Transit stream, which is a joint federal and provincial program, will provide \$9.2 million in funding over the next two years towards the replacement of transit buses at the end of their useful life with electric buses.

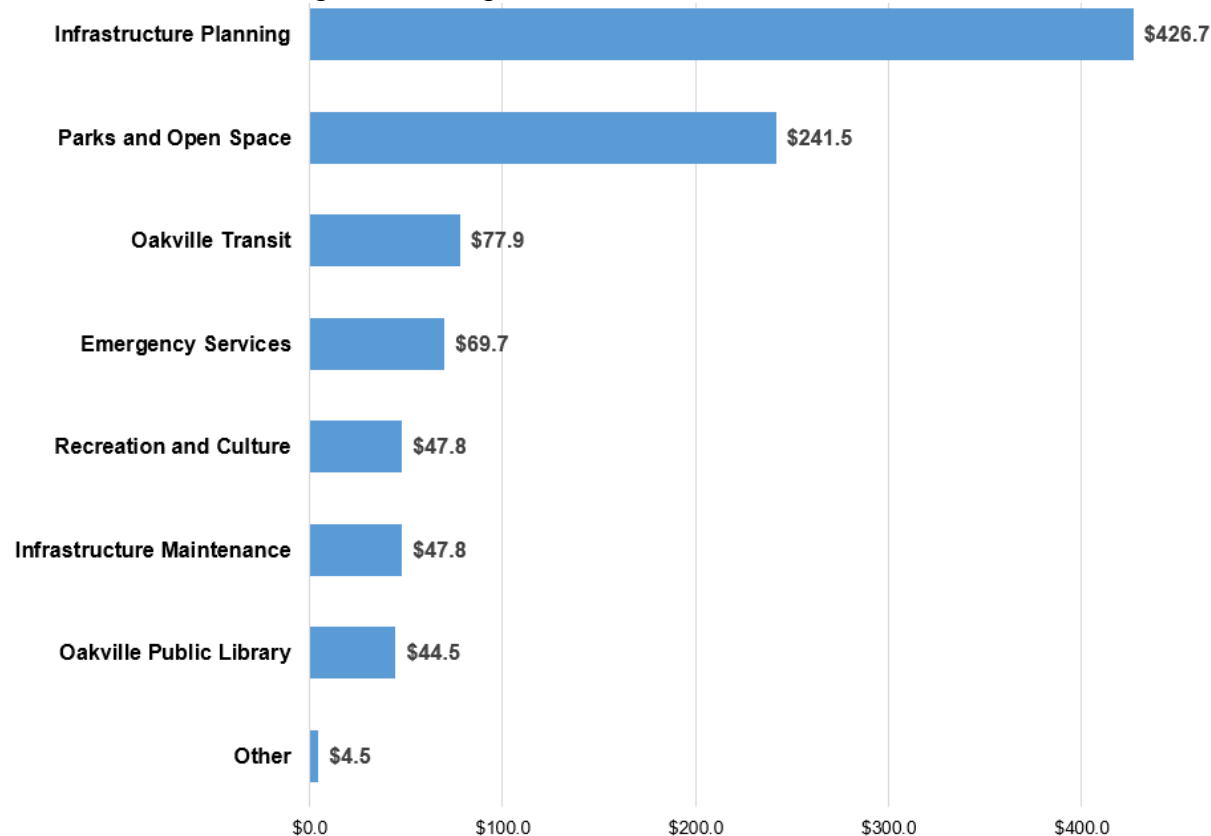
Debt financing of \$70.9 million includes the replacement of Harbours dockage and dredging (\$11.9 million) and the library component of the Downtown Cultural Hub project (\$59 million).



2025-2034 Growth Forecast (\$960.5 million)

Growth projects consist of new infrastructure that is put in place to maintain current levels of service for residents as the town's population grows. Funding for new growth infrastructure is primarily through development charges. The chart below shows the breakdown by program (in millions). Significant projects include:

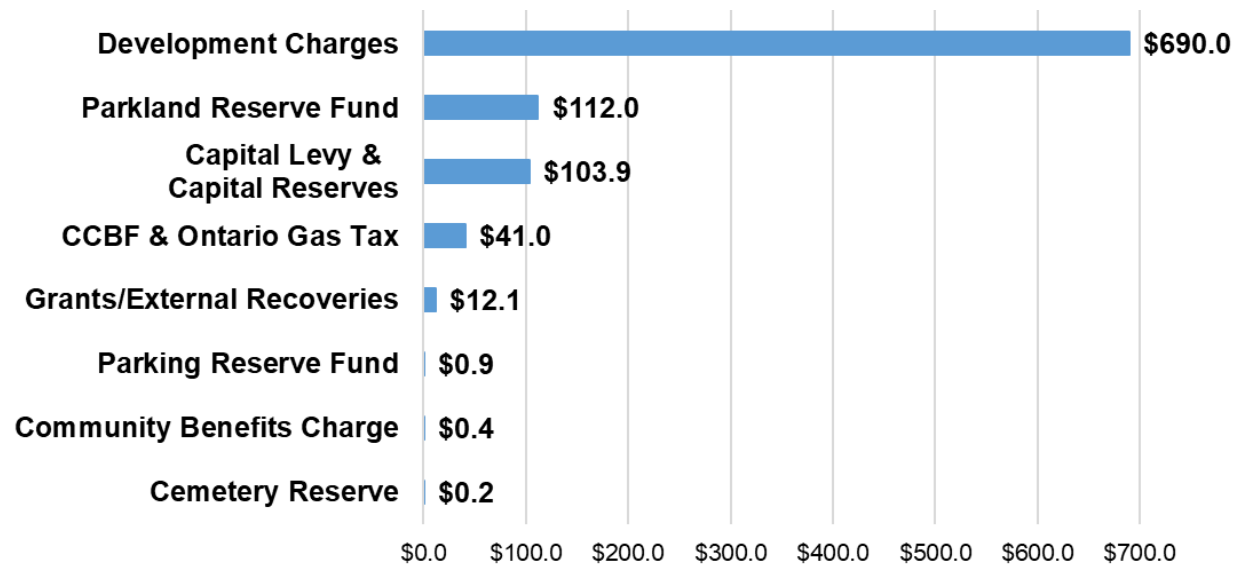
- \$112.0 million for acquisition of land for future park development
- \$104.6 million for new neighbourhood parks, parkettes and trails
- \$67.4 million in conventional and specialized Transit expansion buses
- \$60.5 million for Kerr Street widening and grade separation
- \$60.0 million for South Service Road Widening - Third Line to Fourth Line
- \$43.8 million for Cross Avenue Realignment - Argus Rd to South Service Rd



2025-2034 Growth Financing (\$960.5 million)

The chart below shows the financing sources that have been used for the Growth program (in millions). Growth financing was determined according to the capital requirements and project timing based on anticipated growth over the forecast period. The town utilizes the growth funding tools of development charges (DC), community benefits charges (CBC) and parkland dedication to ensure that growth pays for growth to the extent allowable under legislation. Additional funding sources are needed for growth-related projects to fund the town share of growth, which relates to ineligible services and restrictions under legislation. There are also portions of the projects that have a benefit to existing residents, such as a road widening that includes the rehabilitation of existing lanes, and town funding sources are required for these costs.

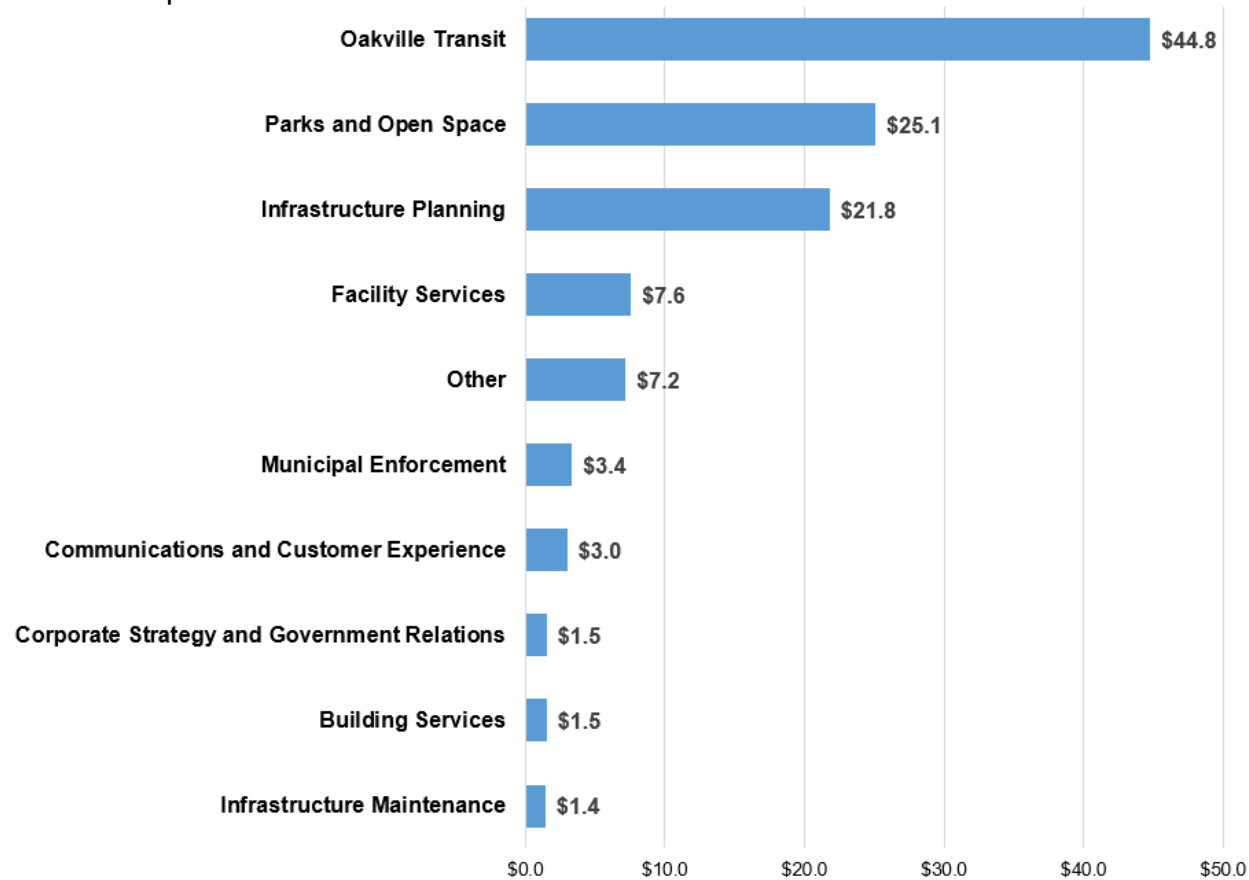
Grants and external recoveries represent funding for growth related electric buses through the ICIP-Transit stream grant program, as well as cost sharing for major road related projects with other entities.



2025-2034 Program Initiatives Forecast (\$117.3 million)

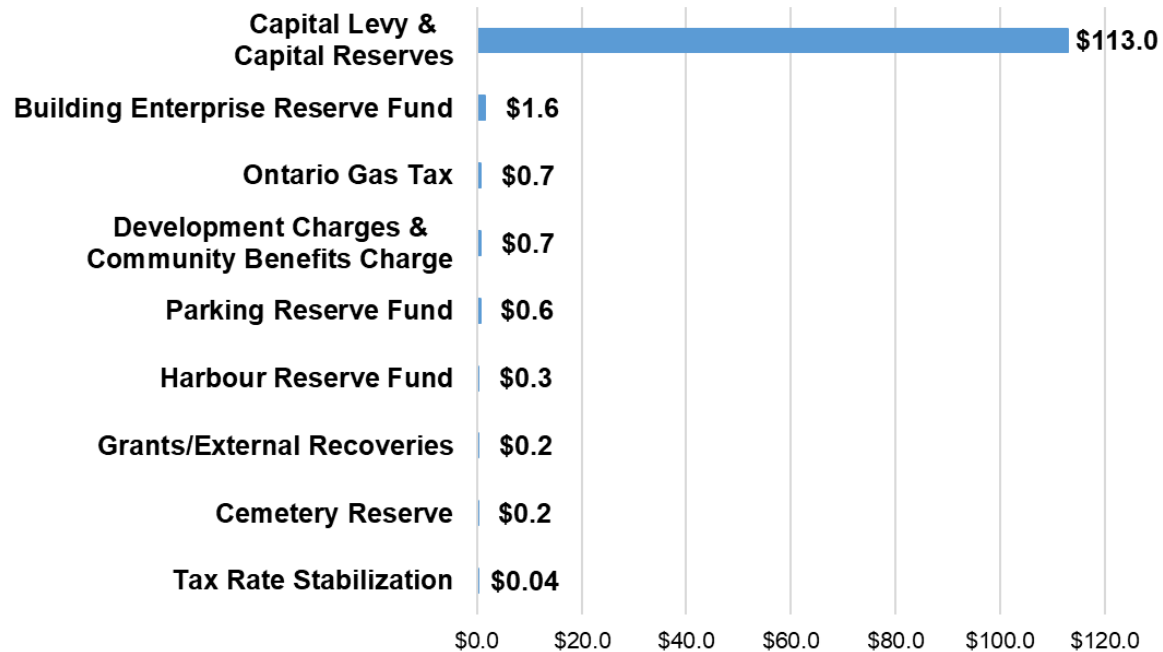
Projects in this category are required to achieve Council's and the Executive Leadership Team's strategic goals and are not otherwise classified as Infrastructure Renewal or Growth. The chart below shows the breakdown by program (in millions). Significant projects include:

- \$44.1 million for the Transit capital lease for electric charging infrastructure
- \$14.1 million for traffic calming initiatives
- \$13.1 million for EAB and invasive species management and woodland regeneration program
- \$7.5 million for Khalsa Gate urbanization and streetscape with active transportation
- \$4.3 million for Towne Square rehabilitation



2025-2034 Program Initiatives Financing (\$117.3 million)

The chart below shows the financing sources that have been used for the Program Initiatives (in millions). The majority of the funding for program initiatives is provided from the capital levy and capital reserves. Development Charges and Community Benefits Charges have been used to fund specific projects that have a growth component.



Provincial PSAB Reporting Requirement

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 2025 budget excludes amortization expenses which are currently estimated at \$50.0 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 2025 budget includes \$77.8 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 2025 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 2025 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 reserves 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 \$77.8 million noted above is \$1.4 million in increased transfers to reserves and reserve funds as a result of new capital assets.

The town has been required under PSAB to report post-employment liabilities within the financial statements for many years. Post-employment liabilities include both Workers Safety & Insurance Board (WSIB) and post-employment employee benefit liabilities. Actuarial reviews were conducted during 2022 which provided an updated estimate of the liability for financial reporting. The town's current estimated liability reported in its financial statements is \$40.2 million (\$33.1 million for post-employment benefits and \$7.1 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 \$28.1 million at the end of 2024. Thus, the town has an estimated unfunded post-employment liability of \$11.0 million. There is no requirement to have full funding in place for the post-employment benefits or WSIB. The current year annual cost of employee benefit post-employment benefits is expensed as paid throughout the year and is budgeted at \$1,661,400.



OAKVILLE

2025 BUDGET DETAILS

OPERATING AND CAPITAL



2025 Gross Operating Budget by Program

	2024 Restated Budget	2025 Inflation and Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% Change from 2024
Gross Expenditures by Program								
Political Governance	4,291,900	149,800	0	4,441,700	31,600	4,473,300	181,400	4.2%
Administrative Executive Leadership	2,494,500	70,200	0	2,564,700	0	2,564,700	70,200	2.8%
Economic Development	2,319,400	-20,300	0	2,299,100	321,400	2,620,500	301,100	13.0%
Communications and Customer Experience	2,997,100	272,000	0	3,269,100	0	3,269,100	272,000	9.1%
Corporate Strategy and Government Relations	1,956,800	349,400	0	2,306,200	0	2,306,200	349,400	17.9%
Corporate Asset Management	1,993,200	91,500	0	2,084,700	0	2,084,700	91,500	4.6%
Financial Services	7,297,700	342,400	0	7,640,100	0	7,640,100	342,400	4.7%
Human Resources	4,041,900	244,100	0	4,286,000	247,800	4,533,800	491,900	12.2%
Regulatory Services	967,400	92,800	0	1,060,200	0	1,060,200	92,800	9.6%
Information Technology Solutions	15,730,400	531,000	1,155,900	17,417,300	50,000	17,467,300	1,736,900	11.0%
Facility Services	14,056,200	456,000	746,600	15,258,800	241,500	15,500,300	1,444,100	10.3%
Legal Services	2,620,900	78,000	0	2,698,900	178,200	2,877,100	256,200	9.8%
Emergency Services	46,922,000	4,364,400	108,200	51,394,600	304,900	51,699,500	4,777,500	10.2%
Recreation and Culture	43,628,000	1,561,400	1,369,800	46,559,200	0	46,559,200	2,931,200	6.7%
Oakville Public Library	12,958,900	356,700	584,500	13,900,100	0	13,900,100	941,200	7.3%
Parks & Open Space	30,553,000	928,900	1,346,100	32,828,000	485,100	33,313,100	2,760,100	9.0%
Cemeteries	1,201,500	40,300	0	1,241,800	0	1,241,800	40,300	3.4%
Harbours	4,141,000	238,900	28,000	4,407,900	0	4,407,900	266,900	6.4%
Infrastructure Maintenance	46,136,600	2,174,800	517,100	48,828,500	12,200	48,840,700	2,704,100	5.9%
Infrastructure Planning & Improvements	7,234,100	761,200	39,400	8,034,700	136,800	8,171,500	937,400	13.0%
Municipal Enforcement	4,411,200	659,700	0	5,070,900	134,800	5,205,700	794,500	18.0%
Parking	5,778,700	1,174,800	164,800	7,118,300	78,200	7,196,500	1,417,800	24.5%
Oakville Transit	47,661,000	1,823,100	886,400	50,370,500	87,100	50,457,600	2,796,600	5.9%
Business Support Services	1,735,600	580,400	0	2,316,000	140,000	2,456,000	720,400	41.5%
Building Services	14,908,400	1,434,800	331,000	16,674,200	0	16,674,200	1,765,800	11.8%
Planning & Development	12,646,800	447,700	0	13,094,500	340,100	13,434,600	787,800	6.2%
Corporate Revenue & Expenses	108,101,100	8,353,900	0	116,455,000	0	116,455,000	8,353,900	7.7%
Total Gross Expenditures by Program	448,785,300	27,557,900	7,277,800	483,621,000	2,789,700	486,410,700	37,625,400	8.4%

2025 Net Levy by Program

	2024 Restated Budget	2025 Inflation and Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% Change from 2024
Tax Levy by Program								
Political Governance	4,218,600	219,800	0	4,438,400	31,600	4,470,000	251,400	6.0%
Administrative Executive Leadership	2,166,900	397,800	0	2,564,700	0	2,564,700	397,800	18.4%
Economic Development	849,400	19,700	0	869,100	206,400	1,075,500	226,100	26.6%
Communications and Customer Experience	2,766,200	245,600	0	3,011,800	0	3,011,800	245,600	8.9%
Corporate Strategy and Government Relations	1,904,300	296,900	0	2,201,200	0	2,201,200	296,900	15.6%
Corporate Asset Management	1,777,800	76,400	0	1,854,200	0	1,854,200	76,400	4.3%
Financial Services	5,417,000	197,600	0	5,614,600	0	5,614,600	197,600	3.6%
Human Resources	3,773,300	237,500	0	4,010,800	142,800	4,153,600	380,300	10.1%
Regulatory Services	483,100	86,500	0	569,600	0	569,600	86,500	17.9%
Information Technology Solutions	15,007,300	500,300	1,155,900	16,663,500	50,000	16,713,500	1,706,200	11.4%
Facility Services	3,902,400	185,500	0	4,087,900	42,300	4,130,200	227,800	5.8%
Legal Services	2,545,200	74,400	0	2,619,600	0	2,619,600	74,400	2.9%
Emergency Services	46,313,200	4,325,300	108,200	50,746,700	304,900	51,051,600	4,738,400	10.2%
Recreation and Culture	21,420,200	441,400	977,100	22,838,700	0	22,838,700	1,418,500	6.6%
Oakville Public Library	12,179,800	397,400	583,800	13,161,000	0	13,161,000	981,200	8.1%
Parks & Open Space	24,056,900	1,085,000	1,329,900	26,471,800	70,600	26,542,400	2,485,500	10.3%
Cemeteries	183,900	9,600	0	193,500	0	193,500	9,600	5.2%
Harbours	0	34,200	0	34,200	0	34,200	34,200	0.0%
Infrastructure Maintenance	29,066,500	1,032,800	359,500	30,458,800	12,200	30,471,000	1,404,500	4.8%
Infrastructure Planning & Improvements	3,501,300	-82,200	39,400	3,458,500	62,100	3,520,600	19,300	0.6%
Municipal Enforcement	2,169,900	53,000	0	2,222,900	12,300	2,235,200	65,300	3.0%
Parking	0	9,900	-9,900	0	0	0	0	0.0%
Oakville Transit	38,950,500	496,900	886,400	40,333,800	172,100	40,505,900	1,555,400	4.0%
Business Support Services	684,300	397,100	0	1,081,400	140,000	1,221,400	537,100	78.5%
Building Services	177,500	-298,800	331,000	209,700	0	209,700	32,200	18.1%
Planning & Development	2,968,500	1,406,000	0	4,374,500	60,000	4,434,500	1,466,000	49.4%
Corporate Revenue & Expenses	32,775,500	2,929,800	0	35,705,300	0	35,705,300	2,929,800	8.9%
Total Tax Levy by Program	259,259,500	14,775,400	5,761,300	279,796,200	1,307,300	281,103,500	21,844,000	8.4%
Assessment Growth								-2.4%
Tax Levy Requirement (town share only)								6.0%

2026-2027 Gross Operating Forecast by Program

	2025 Requested Budget	2026 Forecast	2025-2026 Change (%)	2027 Forecast	2026-2027 Change (%)
Gross Expenditures by Program					
Political Governance	4,473,300	5,681,300	27.0%	4,896,900	-13.8%
Administrative Executive Leadership	2,564,700	2,639,700	2.9%	2,712,600	2.8%
Economic Development	2,620,500	2,454,200	-6.3%	2,483,900	1.2%
Communications and Customer Experience	3,269,100	3,366,200	3.0%	3,459,800	2.8%
Corporate Strategy and Government Relations	2,306,200	2,266,300	-1.7%	2,329,500	2.8%
Corporate Asset Management	2,084,700	2,147,100	3.0%	2,207,000	2.8%
Financial Services	7,640,100	7,867,100	3.0%	8,086,100	2.8%
Human Resources	4,533,800	4,697,400	3.6%	4,529,200	-3.6%
Regulatory Services	1,060,200	1,245,800	17.5%	1,289,900	3.5%
Information Technology Solutions	17,467,300	18,816,200	7.7%	19,760,300	5.0%
Facility Services	15,500,300	16,366,400	5.6%	16,790,300	2.6%
Legal Services	2,877,100	3,258,600	13.3%	3,393,100	4.1%
Emergency Services	51,699,500	54,372,200	5.2%	56,077,300	3.1%
Recreation and Culture	46,559,200	50,125,400	7.7%	51,671,700	3.1%
Oakville Public Library	13,900,100	15,030,400	8.1%	15,638,200	4.0%
Parks & Open Space	33,313,100	35,148,200	5.5%	36,571,400	4.0%
Cemeteries	1,241,800	1,278,900	3.0%	1,309,200	2.4%
Harbours	4,407,900	4,521,500	2.6%	4,631,900	2.4%
Infrastructure Maintenance	48,840,700	51,840,000	6.1%	53,998,300	4.2%
Infrastructure Planning & Improvements	8,171,500	8,841,900	8.2%	9,167,600	3.7%
Municipal Enforcement	5,205,700	5,268,800	1.2%	5,359,400	1.7%
Parking	7,196,500	7,343,300	2.0%	7,508,600	2.3%
Oakville Transit	50,457,600	55,548,100	10.1%	61,628,600	10.9%
Business Support Services	2,456,000	2,609,700	6.3%	2,698,400	3.4%
Building Services	16,674,200	16,996,600	1.9%	17,423,800	2.5%
Planning & Development	13,434,600	14,085,500	4.8%	14,566,200	3.4%
Corporate Revenue & Expenses	116,455,000	115,881,600	-0.5%	119,762,500	3.3%
Total Gross Expenditures by Program	486,410,700	509,698,400	4.8%	529,951,700	4.0%

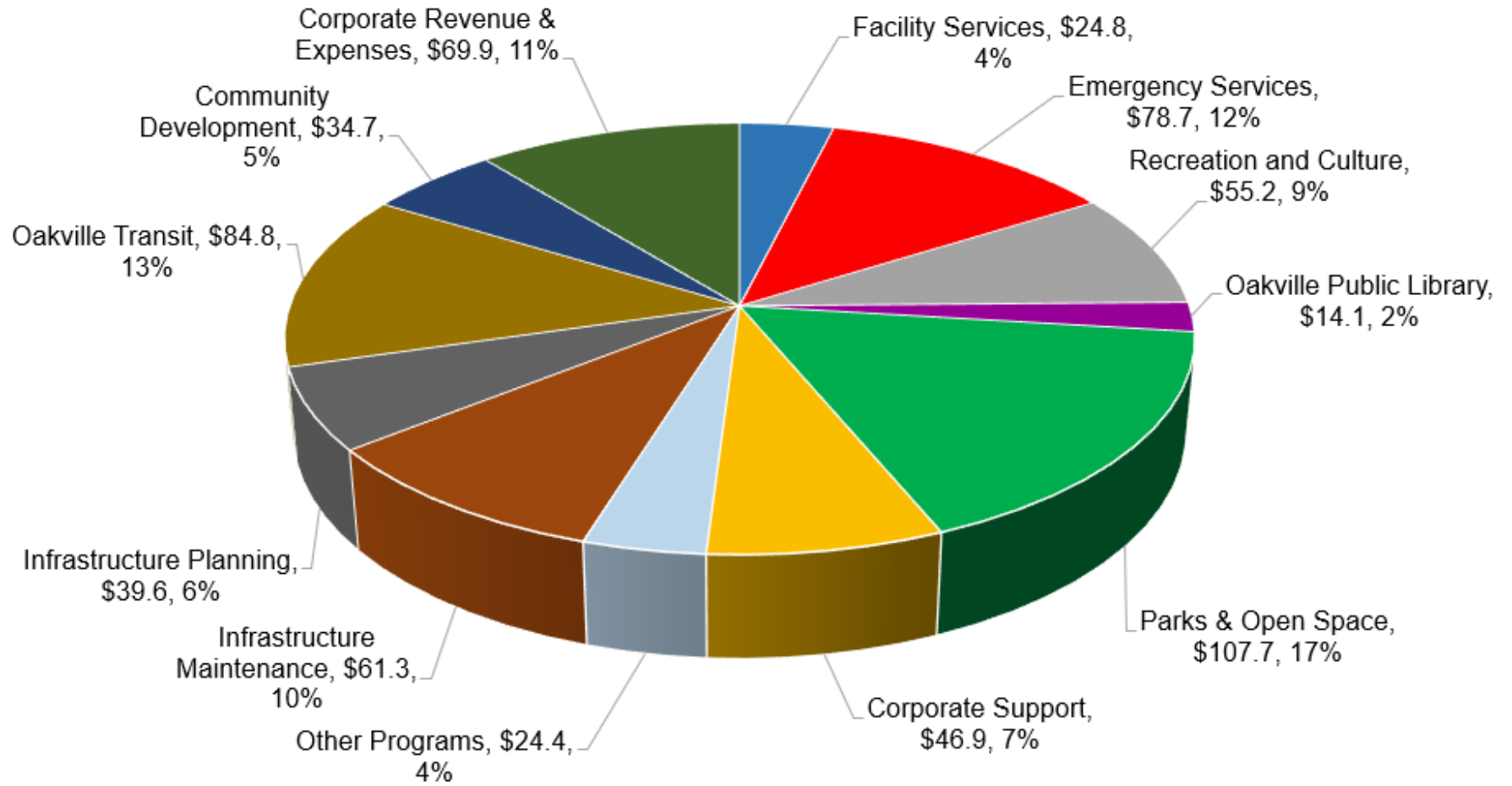
2026-2027 Net Levy Forecast by Program

	2025 Requested Budget	2026 Forecast	2025-2026 Change (%)	2027 Forecast	2026-2027 Change (%)
Tax Levy by Program					
Political Governance	4,470,000	4,678,000	4.7%	4,893,600	4.6%
Administrative Executive Leadership	2,564,700	2,639,700	2.9%	2,712,600	2.8%
Economic Development	1,075,500	1,154,200	7.3%	1,183,900	2.6%
Communications and Customer Experience	3,011,800	3,108,800	3.2%	3,202,300	3.0%
Corporate Strategy and Government Relations	2,201,200	2,266,300	3.0%	2,329,500	2.8%
Corporate Asset Management	1,854,200	1,911,000	3.1%	1,970,900	3.1%
Financial Services	5,614,600	5,792,900	3.2%	5,989,200	3.4%
Human Resources	4,153,600	4,519,700	8.8%	4,639,300	2.6%
Regulatory Services	569,600	742,900	30.4%	774,500	4.3%
Information Technology Solutions	16,713,500	18,043,400	8.0%	18,987,500	5.2%
Facility Services	4,130,200	4,255,200	3.0%	4,357,200	2.4%
Legal Services	2,619,600	2,875,200	9.8%	3,009,600	4.7%
Emergency Services	51,051,600	53,714,100	5.2%	55,408,800	3.2%
Recreation and Culture	22,838,700	24,458,000	7.1%	25,380,900	3.8%
Oakville Public Library	13,161,000	14,315,900	8.8%	14,918,400	4.2%
Parks & Open Space	26,542,400	28,700,200	8.1%	30,037,200	4.7%
Cemeteries	193,500	202,900	4.9%	209,900	3.4%
Harbours	34,200	34,200	0.0%	34,200	0.0%
Infrastructure Maintenance	30,471,000	32,764,800	7.5%	34,312,900	4.7%
Infrastructure Planning & Improvements	3,520,600	3,926,800	11.5%	4,131,900	5.2%
Municipal Enforcement	2,235,200	2,285,700	2.3%	2,333,600	2.1%
Parking	0	0	0.0%	0	0.0%
Oakville Transit	40,505,900	45,199,400	11.6%	50,865,600	12.5%
Business Support Services	1,221,400	1,344,900	10.1%	1,402,500	4.3%
Building Services	209,700	219,900	4.9%	229,900	4.5%
Planning & Development	4,434,500	4,865,200	9.7%	5,120,100	5.2%
Corporate Revenue & Expenses	35,705,300	34,904,400	-2.2%	39,156,500	12.2%
Total Tax Levy by Program	281,103,500	298,923,700	6.3%	317,592,500	6.2%
Assessment Growth			-1.0%		-1.0%
Tax Levy Requirement (town share only)			5.3%		5.2%

2025 Capital Budget by Program and Financing

	Total Project Budget	Growth Funding Tools	CCBF & Gas Tax Funding	Program Specific Reserves	Program Specific Debt	Grants and Other Revenues	Total Program Specific Financing	Total Town Reserves	Building Maintenance Reserve Fund	Total Corporate Financing	Total Proposed Financing
CORPORATE INITIATIVES											
Administrative Executive Leadership	192,000							192,000		192,000	192,000
Corporate Strategy and Government Relations	377,700							377,700		377,700	377,700
Total CORPORATE INITIATIVES	569,700							569,700		569,700	569,700
CORPORATE SERVICES											
Human Resources	75,500							75,500		75,500	75,500
Clerks	23,500							23,500		23,500	23,500
Finance	715,000	664,600					664,600	50,400		50,400	715,000
Legal	176,200							176,200		176,200	176,200
Information Technology Solutions	2,220,400							2,220,400		2,220,400	2,220,400
Communications and Customer Experience	878,000			88,375			88,375	789,625		789,625	878,000
Total CORPORATE SERVICES	4,088,600	664,600		88,375			752,975	3,335,625		3,335,625	4,088,600
COMMUNITY SERVICES											
Facility Services	9,340,800							4,870,300	4,470,500	9,340,800	9,340,800
Parks and Open Space	65,654,300	45,707,800					45,707,800	19,946,500		19,946,500	65,654,300
Cemeteries	1,110,900			165,200			165,200	945,700		945,700	1,110,900
Harbours	2,000,100			1,189,400	458,200		1,647,600	352,500		352,500	2,000,100
Emergency Services	26,969,200	18,386,500	2,600,000				20,986,500	5,878,700	104,000	5,982,700	26,969,200
Recreation and Culture	8,681,700							2,453,500	6,228,200	8,681,700	8,681,700
Oakville Public Library	200,000							200,000		200,000	200,000
Total COMMUNITY SERVICES	113,957,000	64,094,300	2,600,000	1,354,600	458,200		68,507,100	34,647,200	10,802,700	45,449,900	113,957,000
COMMUNITY DEVELOPMENT											
Municipal Enforcement	2,354,700	5,300		1,874,500			1,879,800	474,900		474,900	2,354,700
Building Services	685,400			685,400			685,400			685,400	685,400
Planning and Development	1,330,200							1,330,200		1,330,200	1,330,200
Total COMMUNITY DEVELOPMENT	4,370,300	5,300		2,559,900			2,565,200	1,805,100		1,805,100	4,370,300
COMMUNITY INFRASTRUCTURE											
Infrastructure Maintenance	12,414,800	1,853,800					1,853,800	10,540,900	20,100	10,561,000	12,414,800
Infrastructure Planning	31,405,200	9,904,800	3,350,000			226,000	13,480,800	17,924,400		17,924,400	31,405,200
Oakville Transit	34,316,700	2,241,700	3,078,400			7,054,300	12,374,400	21,922,200	20,100	21,942,300	34,316,700
Corporate Asset Management	1,115,800							1,115,800		1,115,800	1,115,800
Total COMMUNITY INFRASTRUCTURE	79,252,500	14,000,300	6,428,400			7,280,300	27,709,000	51,503,300	40,200	51,543,500	79,252,500
TOTAL	202,238,100	78,764,500	9,028,400	4,002,875	458,200	7,280,300	99,534,275	91,860,925	10,842,900	102,703,825	202,238,100

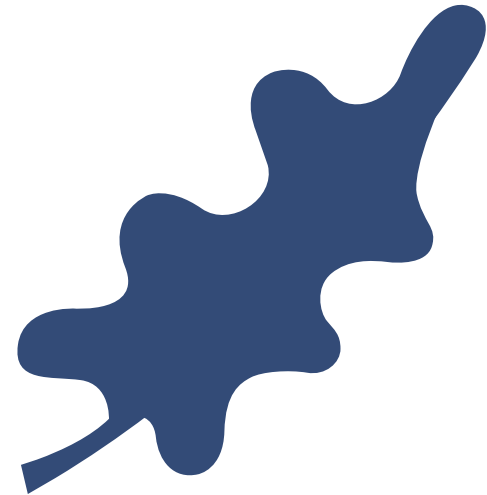
2025 Combined Operating and Capital Budget by Program





2025 BUDGET – GROWTH MANAGEMENT

OPERATING AND CAPITAL



Planning and Development Program Based Budget 2025 - 2027

Vision

- To create places for people by promoting the development and maintenance of a liveable 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 liveable community for present and future generations.

Program Services

Planning & Development delivers the following services:



Administration

- Establish overall departmental direction and provide leadership and guidance, including through the new Housing Secretariat Office

Urban Design

- Ensure urban design policies and practices are created and implemented that will reflect the town's strategic direction to enhance its built environment

Current Planning

- Guide development throughout the town to meet town policies and standards, and legislative requirements

Policy Planning and Heritage

- Develop policies and programs to help guide and manage growth in Oakville while balancing community needs, economic prosperity, heritage conservation and environmental sustainability

Development Engineering

- Guide the implementation of development through engineering review according to best practices, legislative requirements, and conduct field inspections to ensure compliance with approved plans

2025 Program Key Initiatives



Growth Management

- Long term planning through the Official Plan Review
- Comprehensive planning that advances the Town's urban structure and integrates land use with mobility
- Complete communities are promoted through the Growth Area Reviews (i.e. Midtown, Uptown and Palermo reviews)
- Co-ordinate growth with infrastructure through collaborative planning exercises
- Implement the recommendations of the Housing Strategy & Action Plan



Community Belonging

- Planning well-designed development and publicly accessible spaces which are connected that encourage social interaction and community belonging.
- Inclusivity and diversity by way of public engagement
- Promote affordable housing through the Housing Strategy & Action Plan
- Public Engagement - opportunities for the community to have a voice in planning studies and development applications



Environmental Sustainability

- Compact development and opportunities for intensification in close proximity to transit
- Renewable energy - district energy projects are being explored in new development projects
- Sustain and enhance our natural resources – airsheds, watersheds, shoreline, landscapes, flora and fauna
- Maintain and improve the health, cleanliness, safety and vitality of our neighbourhoods
- Promote an environmentally friendly transportation system that improves mobility for all, as identified in the Urban Mobility and Transportation Strategy



Accountable Government

- Public engagement through the review of development applications and planning studies (i.e. Old Oakville Heritage Conservation District and Growth Area Reviews)
- Transparency in decision making
- Fiscal responsibility by ensuring Council can make decisions on development applications, in a timely manner

Key Performance Indicators

1. Percentage of gross operating budget

2020	2021	2022	2023	2024
1.8%	1.9%	1.7%	1.7%	2.6%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: 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

2020	2021	2022	2023	2024
1.7%	1.8%	1.7%	1.9%	2.6%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total town FTEs.				
Calculation: Total program FTEs including part-time / Total town FTEs including part-time.				

3. Cost recovery ratio

2020	2021	2022	2023	2024
55%	56%	78%	60%	51% (Aug 30, 2024)
Purpose: To ensure fee supported related activities are being recovered 100% in accordance with the town's Rates and Fees 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.				
Calculation: Total Fee Revenue/Total Gross Costs. Actual cost recovery varies from year to year based on volumes.				

4. Percentage of Zoning Amendment applications where a decision has been made within 90 days (prior to a refund, as per Bill 109)

2020	2021	2022	2023	2024
N/A	N/A	N/A	100% (July 1, 2023)	100% (June 6, 2024)
Purpose: Ensure that Planning Services is meeting legislated timing for processing development applications.				
Calculation: Tracked from AMANDA system to measure the time taken to process applications from "Open" to "Council decision" status. N/A due to legislative changes that become effective July 1st, 2023.				

5. Percentage of combined OPA/ZBLA applications where a decision has been made within 120 days (prior to a refund, as per Bill 109)

2020	2021	2022	2023	2024
N/A	N/A	N/A	100% (July 1, 2023)	100% (June 6, 2024)
Purpose: Ensure that the applicant is given some certainty for the timing of a site plan application.				
Calculation: Tracked from AMANDA to measure the time taken to process applications from "Open" to "Council decision" status. N/A due to legislative changes that became effective on July 1st, 2023.				

6. Percentage of combined Site Plan applications where a decision has been made within 60 days (prior to a refund, as per Bill 109)

2020	2021	2022	2023	2024
N/A	N/A	N/A	100% (July 1, 2023)	100% (June 6, 2024)
Purpose: Ensure that Planning Services are meeting legislated timing for processing development applications.				
Calculation: Tracked from AMANDA to measure the time taken to process applications from "Open" to "Council decision" status. N/A due to legislative changes that became effective on July 1st, 2023.				

Staffing Overview

Program: Planning and Development	2024 Approved FTE	Adjustments & Reallocations	2025 Service Level Change	2025 Growth and Capital	2025 Total FTE	Net Change 2025 vs 2024
Services/Activities:						
Administration	2.0	-	-	-	2.0	-
Urban Design	5.0	-	-	-	5.0	-
Current Planning	16.0	-	-	-	16.0	-
Policy Planning & Heritage	9.6	0.0	-	-	9.7	0.0
Development Engineering	-	19.0	2.0	-	21.0	21.0
Total Planning and Development	32.6	19.0	2.0	-	53.7	21.0

The 2025 total staff complement is 53.7 FTEs with a change of 21.0 FTEs from 2024. In 2024 a departmental restructure occurred to streamline the development approval and inspection process, leading to the creation of the new Planning and Development program, which involved reallocating 19.0 FTEs from the former Development Services program. Additionally, a service level change added 2.0 new Development Construction Inspectors to help address the backlog of inspections and improve overall service levels.

Operating Budget Overview by Service

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% from 2024
Planning & Development										
Administration	588,300	-12,200		576,100	-12,200	-2.1%		576,100	-12,200	-2.1%
Urban Design	1,264,200	48,400		1,312,600	48,400	3.8%		1,312,600	48,400	3.8%
Current Planning	-369,500	640,300		270,800	640,300	173.3%		270,800	640,300	173.3%
Policy Planning & Heritage	1,519,700	58,800		1,578,500	58,800	3.9%	60,000	1,638,500	118,800	7.8%
Development Engineering	-34,200	670,700		636,500	670,700	1,961.1%		636,500	670,700	1,961.1%
Total Tax Levy	2,968,500	1,406,000		4,374,500	1,406,000	47.4%	60,000	4,434,500	1,466,000	49.4%

The 2025 net budget for Planning & Development is \$4,434,500 resulting in an increase of \$1,466,000 or 49.4% from 2024.

Administration net budget for 2025 is \$576,100 for a decrease of \$12,200 from 2024. The change is primarily due to the reallocation of corporate gapping to reflect Program Based Budgeting and the reduction of computer hardware expenditures. Inflationary and contractual adjustments in wages, benefits, and insurance premiums have been included.

Planning & Development

Urban Design net budget for 2025 is \$1,312,600 for an increase of \$48,400 from 2024. The change is primarily due to inflationary and contractual adjustments in wages and benefits. In addition, internal charges have increased by inflation, which represents the time spent by other departments to assist the Urban Design program.

Current Planning net budget for 2025 is \$270,800 for an increase of \$640,300 from 2024. The change is primarily due to revenue reduction of Site Plan applications based on provincial housing legislative changes. Also, contractual and inflationary increases in wages and benefits have been incorporated. Finally, inflation has increased internal charges for the time spent by other departments assisting in planning applications.

Policy Planning & Heritage net budget for 2025 is \$1,638,500 for an increase of \$118,800 from 2024. The change is primarily due to inflationary and contractual increases to wages and benefits and a service level increase to the Oakville Heritage Grant Program. Also included is a one-time expenditure of 80,000 for heritage plaques funded from Tax Rate Stabilization for a net zero impact.

Development Engineering net budget for 2025 is \$636,500 for an increase of \$670,700. The change is primarily due to a reduction of subdivision fees based on projected volumes and a slight reduction to supervision fees. Inflationary and contractual increases for wages and benefits have been included. Additionally, inflation increased internal charges for the time spent by other departments in assisting in applications and permits. Lastly, two new Development Construction Inspectors have been included with a recovery from the Tax Stabilization Reserve for a net zero impact.

Operating Budget Overview by Component

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% Change from 2024
Planning & Development										
EXPENSES										
Personnel Services & Benefits	7,276,400	279,700		7,556,100	279,700	3.8%	200,100	7,756,200	479,800	6.6%
Materials & Supplies	34,400	1,700		36,100	1,700	4.9%		36,100	1,700	4.9%
Capital out of Operations	11,000	-6,000		5,000	-6,000	-54.5%		5,000	-6,000	-54.5%
Purchased Services	261,100	200		261,300	200	0.1%	80,000	341,300	80,200	30.7%
Payments & Grants	140,600	12,000		152,600	12,000	8.5%	60,000	212,600	72,000	51.2%
Internal Expenses & Transfers	4,923,300	160,100		5,083,400	160,100	3.3%		5,083,400	160,100	3.3%
Total EXPENSES	12,646,800	447,700		13,094,500	447,700	3.5%	340,100	13,434,600	787,800	6.2%
REVENUES										
External Revenues	-8,647,000	989,300		-7,657,700	989,300	11.4%		-7,657,700	989,300	11.4%
Internal Recovery & Fund Transfers	-1,031,300	-31,000		-1,062,300	-31,000	-3.0%	-280,100	-1,342,400	-311,100	-30.2%
Total REVENUES	-9,678,300	958,300		-8,720,000	958,300	9.9%	-280,100	-9,000,100	678,200	7.0%
Total Tax Levy	2,968,500	1,406,000		4,374,500	1,406,000	47.4%	60,000	4,434,500	1,466,000	49.4%

Planning & Development

The total expenses for Planning & Development are \$13,434,600 and total revenues are \$9,000,100 resulting in a net budget of \$4,434,500 in 2025. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$7,756,200 in 2025 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$479,800 from 2024 primarily due to the annualization of 4.0 FTEs to assist with increased workload from changes in provincial legislation, which were approved in 2024. Inflationary and contractual increases in salaries and benefits have also been incorporated. Lastly, a service level change has been included to add two Development Construction Inspectors.

Materials & Supplies total budget is \$36,100 in 2025 comprised primarily of postage and office supplies. The budget has increased \$1,700 for books and periodicals used for the Planning and Development process.

Capital out of Operations total budget is \$5,000 in 2025. A reduction of \$6,000 is included for computer hardware based on historical trends.

Purchased Services total budget is \$341,300 in 2025 comprised primarily of staff training and development, professional dues and membership, insurance, and advertising fees. The budget increased by \$80,200 from 2024 primarily due the inclusion of funding to purchase heritage plaques which will be funded by the Tax Rate Stabilization reserve for a net zero impact.

Payments & Grants total budget is \$212,600 in 2025 comprised primarily of the Oakville Heritage Grant Program, which assists heritage property owners in restoring and maintaining their properties. 2025 includes a \$60,000 service level increase to the grant program. There is also a 12,000 budget increase due to the reallocation of bank service charges from corporate expenditures to align with Program Based Budgeting.

Internal Expenses & Transfers total budget is \$5,083,400 in 2025 comprised primarily of direct and indirect costs from different departments involved in the planning and development process. The budget increased by \$160,100 from 2024 primarily due to inflationary increases from other departments involved in the planning and development process that can be recovered through application and permit fees.

External Revenue total budget is \$7,657,700 in 2025 comprised primarily of planning and development related applications and permits. The budget decreased by \$989,300 from 2024, primarily due to the reduction of site plan and subdivision agreement fees. Decreased revenue is largely attributed to changes in provincial housing legislation. Using a 7-year average for application volumes with unit changes and application mix resulted in lower revenue.

Internal Recoveries & Fund Transfers total budget is \$1,342,400 in 2025 comprised primarily of allocations from Building fee recovery models. The budget increased by \$311,100 from 2024, one-time Tax Rate Stabilization funding for 2 Development Construction Inspectors and heritage plaques noted above. Inflation increases have been included for recovery of time spent on other department applications.

Operating Budget Forecast

	2025 Requested Budget	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)	2027 Requested Forecast	2026 - 2027 Change (\$)	2026 - 2027 Change (%)
Planning & Development							
Gross Expenditures by Service							
Administration	611,900	630,900	19,000	3.1%	649,700	18,800	3.0%
Urban Design	1,353,000	1,393,500	40,500	3.0%	1,433,600	40,100	2.9%
Current Planning	5,036,300	5,283,800	247,500	4.9%	5,467,800	184,000	3.5%
Policy Planning & Heritage	1,840,000	1,995,800	155,800	8.5%	2,082,200	86,400	4.3%
Development Engineering	4,593,400	4,781,500	188,100	4.1%	4,932,900	151,400	3.2%
Total Gross Expenditures by Service	13,434,600	14,085,500	650,900	4.8%	14,566,200	480,700	3.4%
Tax Levy by Service							
Administration	576,100	594,000	17,900	3.1%	611,700	17,700	3.0%
Urban Design	1,312,600	1,351,900	39,300	3.0%	1,390,800	38,900	2.9%
Current Planning	270,800	398,200	127,400	47.0%	459,100	60,900	15.3%
Policy Planning & Heritage	1,638,500	1,793,000	154,500	9.4%	1,878,000	85,000	4.7%
Development Engineering	636,500	728,100	91,600	14.4%	780,500	52,400	7.2%
Total Tax Levy by Service	4,434,500	4,865,200	430,700	9.7%	5,120,100	254,900	5.2%
Gross Expenditures by Type							
Personnel Services & Benefits	7,756,200	8,245,600	489,400	6.3%	8,560,000	314,400	3.8%
Materials & Supplies	36,100	37,000	900	2.5%	37,900	900	2.4%
Capital out of Operations	5,000	5,100	100	2.0%	5,200	100	2.0%
Purchased Services	341,300	349,700	8,400	2.5%	358,400	8,700	2.5%
Payments & Grants	212,600	213,100	500	0.2%	213,600	500	0.2%
Internal Expenses & Transfers	5,083,400	5,235,000	151,600	3.0%	5,391,100	156,100	3.0%
Total Expenditures	13,434,600	14,085,500	650,900	4.8%	14,566,200	480,700	3.4%
Revenues by Type							
External Revenue	-7,657,700	-7,848,300	-190,600	-2.5%	-8,043,700	-195,400	-2.5%
Internal Recoveries & Fund Transfers	-1,342,400	-1,372,000	-29,600	-2.2%	-1,402,400	-30,400	-2.2%
Total Revenues	-9,000,100	-9,220,300	-220,200	-2.4%	-9,446,100	-225,800	-2.4%
Total Tax Levy	4,434,500	4,865,200	430,700	9.7%	5,120,100	254,900	5.2%

Planning & Development

Budget Forecast Highlights

The 2026 net budget is projected to increase by \$430,700 for a total of \$4,865,200. The change is primarily due to inflationary and contractual increases in wages, benefits and modest revenue from fee increases and to address Council's strategic priorities.

The 2027 net budget is projected to increase by \$254,900 for a total of \$5,120,100. The change is primarily due to inflationary and contractual increases in wages, benefits and modest revenue from fee increases and to address Council's strategic priorities.

Recommended Capital Budget

The capital budget will provide funds for Planning & Development to undertake special planning projects, on-going operation of the Housing Secretariat Office and implementation of the Housing Strategy & Action Plan. The Midtown Implementation project continues into 2025. A Heritage Conservation District Update for Trafalgar Road has been added to ensure compliance with current legislation and practices. Funding has been added for an expanded Bronte streetscape study. Finally, the Green Development Standards project has been added to fill the Climate Emergency Declaration deliverables for this key Council priority action item.

	Classification	Capital Budget 2025	Operating Impacts 2025
Planning and Development			
63102202 Midtown Implementation	Growth	201,400	
63102301 Streetscape Study	Program Initiatives	60,000	
63102408 Housing Strategy Implementation	Growth	50,400	
63102502 Housing Action Plan	Program Initiatives	535,000	
63102503 Trafalgar Road - Heritage Conservation District Update	Program Initiatives	151,100	
63102504 Planning and Development Hub Phase 2	Program Initiatives	30,200	
63102505 Green Development Standards	Program Initiatives	302,100	
Total		1,330,200	

Building Services Program Based Budget 2025 - 2027

Vision

- Create an environment that allows for the design and construction of a safe, vibrant and inclusive community.

Mission

- To help people build smart, build safe and with a permit.
- The Building Services department is responsible to ensure construction and demolition of buildings are built to the minimum safety provisions in the aspects of public health, fire protection, accessibility and structural sufficiency. Public safety is our primary driver through the application of appropriate uniform building standards as prescribed by the Building Code Act and the Building Code.
- The town's zoning by-laws ensure buildings are built in conformance with the town's official plan. Where relief to the zoning by-law is sought, such as for minor variances or land severance, we administer the Committee of Adjustment and consent process under the authority of the Planning Act.

Program Services

The Building Services Department provides activities through the following services:

Build smart.
Build safe.
Build with a permit.



OAKVILLE

Building Administration

- Efficient, effective, and customer-focused management of services:
- Service planning
- Financial management
- Business information management
- Building and business systems coordination
- Qualification and learning management
- Accurate and timely response to inquiries and request for information
- Ensure productive and effective relationships:
- Customer experience management
- Council relations
- Government and agency relations
- Department Relations

Permit, Zoning & Inspection Services

- Process building permit applications for the construction, alteration, renovation or demolition of a building or structure to ensure compliance with the Ontario Building Code and applicable law, such as the Zoning By-law.
- Administration of prescribed building and mechanical inspections under the Ontario Building Code
- Administration of the Town's Zoning By-laws including the processing of Zoning Certificates of Occupancy.

Committee of Adjustment

- A process under the Planning Act that allows land owners to submit applications for minor variances from the zoning by-law, and/or applications for land division (consent to sever land).

2025 Program Key Initiatives



Growth Management

- Continue to improve and enhance access and ease to apply for building permits and inspections by simplifying our Permit Folder structure.
- Implement the latest technology such as Project Dox, a solution that increases the effectiveness of plan review and document sharing. Investing in modernization initiatives.
- Developing communication tools such as a Smart phone App to manage inspections.



Community Belonging

- Continue to create new customer support tools for building permit requirements such as our Online Services Wizard.
- Include customer engagement with all process improvements.
- Organize and create information sharing opportunities such as our Constant Contact Newsletter.
- Continue to provide transparency for all development projects through the Data Hub and other outlets.



Environmental Sustainability

- Continue the digitization of paper to reclaim floor area and increase efficiencies in document retrieval.
- Develop a green energy standard strategy through networks and industry.



Accountable Government

- Share information packages and maintain newsletter.
- Inspector position created and filled to close out dormant permits. Initiative underway. Continue to monitor progress.

Key Performance Indicators

1. Percentage of gross operating budget

2020	2021	2022	2023	2024
2.5%	2.4%	2.4%	2.4%	2.4%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: Gross program operating costs / Gross town operating costs (excluding transfers to reserves and internal charges).				

2. Percentage of total FTEs

2020	2021	2022	2023	2024
2.8%	2.8%	2.8%	2.8%	3.2%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
Calculation: Total program FTEs including part-time / Total town FTEs including part-time.				

3. Cost recovery ratio

2020	2021	2022	2023	2024
100%	100%	100%	100%	100%
Purpose: Building Code Act allows for 100% cost recovery and council has directed full cost recovery for Committee of Adjustment.				
Calculation: (Total Revenue + Transfer from Reserves) / (Gross Revenues – Committee of Adjustments Tax Supported).				

4. Annual construction value contributed to the economy through building permit administration

2020	2021	2022	2023	2024
\$1,146,000,000	\$1,344,000,000	\$2,450,000,000	\$2,384,804,000	\$1,236,882,000 (August 2024)
Purpose: Assesses the contribution of building activity to the economy.				
Calculation: Results gathered from the Amanda system.				

5. Number of new dwelling units created from issued building permits.

2020	2021	2022	2023	2024
3,961	2,634	3,236	1,903	1,808 (August 2024)
Purpose: Assesses the contribution to the safely built housing supply for Oakville.				
Calculation: Results gathered from the Amanda system.				

6. Annual construction value of Industrial, Commercial and Institutional (ICI) buildings contributed to the economy.

2020	2021	2022	2023	2024
\$175,000,000	\$185,000,000	\$478,000,000	\$415,000,000	\$120,500,000 (August 2024)
Purpose: Assess the contribution of ICI building activity to the economy.				
Calculation: Results gathered from the AMANDA system.				

7. Annual revenue generated from Industrial, Commercial and Institutional (ICI) building permits.

2020	2021	2022	2023	2024
\$2,700,000	\$2,700,000	\$3,118,000	\$2,096,000	\$708,000 (August 2024)
Purpose: Assesses the revenue of ICI building permit activity.				
Calculation: Results gathered from the AMANDA system.				

Staffing Overview

Program: Building Services	2024 Approved FTE	Adjustments & Reallocations	2025 Service Level Change	2025 Growth and Capital	2025 Total FTE	Net Change 2025 vs 2024
Services/Activities:						
Building Administration	1.0	-	-	-	1.0	-
Permit, Zoning & Inspection Services	48.5	(1.0)	-	-	47.5	(1.0)
Committee of Adjustment	2.0	-	-	-	2.0	-
Total Building Services	51.5	(1.0)	-	-	50.5	(1.0)

The 2025 total staff complement is 50.5 FTEs resulting in a decrease of 1.0 FTEs from 2024. In 2024 the department structure was revised, resulting in the conversion of the Building Supervisor to a Business Solutions Coordinator. The new position has been reallocated to the Business Support Services program to help manage the increased workload from provincial housing legislative changes.

Operating Budget Overview by Service

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% Change from 2024
Building Services										
Building Administration	535,400	-17,800	331,000	848,600	313,200	58.5%		848,600	313,200	58.5%
Permit, Zoning & Inspection Services	-535,400	-313,200		-848,600	-313,200	-58.5%		-848,600	-313,200	-58.5%
Committee of Adjustment	177,500	32,200		209,700	32,200	18.1%		209,700	32,200	18.1%
Total Tax Levy	177,500	-298,800	331,000	209,700	32,200	18.1%		209,700	32,200	18.1%

The 2025 net budget for Building Services is \$209,700 resulting in an increase of \$32,200 or 18.1% from 2024. Except for Committee of Adjustment, the Building Services program is a 100% cost-recovered program, meaning total gross expenditures 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.

Building Administration net budget for 2025 is \$848,600 for an increase of \$313,200 from 2024. The change is primarily due to a capital impact of \$331,000 for software as a service from the Building Permit & Inspections Modernization project. Contractual and inflationary adjustments in wages, benefits and insurance have also been included. Finally, a reallocation of corporate gapping has been included to support Program Based Budgeting.

Permit, Zoning & Inspection Services net budget for 2025 is -\$848,600 (Credit Balance) for a decrease of \$313,200 from 2024. The change is primarily due to increased revenue. Although application volumes have declined slightly based on a 7-year average, a shift in the application mix led to higher revenue. The resulting surplus will be transferred to the Building Enterprise reserve. Mileage costs have reduced by \$97,000 as Building Inspectors now utilize-town owned vehicles. Additionally, contractual and inflation increases for wages and benefits have also been included.

Building Services

Committee of Adjustment net budget for 2025 is \$209,700 for an increase of \$32,200 from 2024. The change is primarily due to inflationary increases in internal charges for time spent by other departments assisting in Committee of Adjustment applications. While there has been a slight reduction in volumes based on a 7 year average, it is offset by inflationary rate increases. Additionally, inflationary increases for wages and benefits have also been included.

Operating Budget Overview by Component

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% Change from 2024
Building Services										
EXPENSES										
Personnel Services & Benefits	6,792,800	106,800		6,899,600	106,800	1.6%		6,899,600	106,800	1.6%
Materials & Supplies	46,700	-4,600		42,100	-4,600	-9.9%		42,100	-4,600	-9.9%
Purchased Services	236,600	-96,700	331,000	470,900	234,300	99.0%		470,900	234,300	99.0%
Payments & Grants	6,900	82,100		89,000	82,100	1,189.9%		89,000	82,100	1,189.9%
Internal Expenses & Transfers	7,825,400	1,347,200		9,172,600	1,347,200	17.2%		9,172,600	1,347,200	17.2%
Total EXPENSES	14,908,400	1,434,800	331,000	16,674,200	1,765,800	11.8%		16,674,200	1,765,800	11.8%
REVENUES										
External Revenues	-14,571,000	-1,728,400		-16,299,400	-1,728,400	-11.9%		-16,299,400	-1,728,400	-11.9%
Internal Recovery & Fund Transfers	-159,900	-5,200		-165,100	-5,200	-3.3%		-165,100	-5,200	-3.3%
Total REVENUES	-14,730,900	-1,733,600		-16,464,500	-1,733,600	-11.8%		-16,464,500	-1,733,600	-11.8%
Total Tax Levy	177,500	-298,800	331,000	209,700	32,200	18.1%		209,700	32,200	18.1%

The total expenses for Building Services are \$16,674,200 and total revenues are \$16,464,500 resulting in a net budget of \$209,700 in 2025. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$6,899,600 in 2025 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$106,800 primarily due to inflationary and contractual increases in wages and benefits. Also included is the annualization of 2 FTE's added in the 2024 budget offset by the conversion of a Building Supervisor to a Business Solutions Coordinator, which was reallocated to the Business Support.

Materials & Supplies total budget is \$42,100 in 2025 comprised primarily of printing costs for signs and notices, postage, and office supplies. The budget has decreased by \$4,600 due to a reduction in postage and office supplies.

Purchased Services total budget is \$470,900 in 2025 comprised primarily of training for staff, mileage, and insurance. The budget increased by \$234,300 from 2024 primarily due to a software as a service capital impact. This impact was partially reduced by a significant reduction in mileage as town-own vehicles are being utilized by Building Inspectors.

Building Services

Payments & Grants total budget is \$89,000 in 2025 with an increase of \$82,00. This is comprised primarily of a reallocation of banks service fees to support Program Based Budgeting.

Internal Expenses & Transfers total budget is \$9,172,600 in 2025 comprised primarily of transfers to Building Enterprise reserve and internal charges with departments who support the delivery of Building Services. The budget increased by \$1,347,200 from 2024 driven by higher revenue and an increased surplus transferred to the Building Enterprise. Finally, inflationary increases are included to reflect other department's direct and indirect costs attributed to the delivery of Building Services.

External Revenue total budget is \$16,299,400 in 2025 comprised primarily of permit, inspection, zoning, compliance letters and Committee of Adjustment (COA) variances and consents. In 2025, there will be a 0% fee increase for building, zoning, and inspection permits. The budget increased by \$1,728,400 from 2024 primarily due to a shift in application mix. COA fees have been adjusted to included inflationary impacts. The new consent and variance fees have, combined with lower volumes, have resulted in a minor decrease in COA revenue.

Internal Recoveries & Fund Transfers total budget is \$165,100 in 2025 comprised primarily of recovery of Building Services time spent on user fees within the Community Development Commission. The budget increased by \$5,200 from 2024 primarily due to inflationary increases to internal recoveries for time spent on supporting departments' applications and permits.

Operating Budget Forecast

	2025 Requested Budget	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)	2027 Requested Forecast	2026 - 2027 Change (\$)	2026 - 2027 Change (%)
Building Services							
Gross Expenditures by Service							
Building Administration	867,100	1,042,300	175,200	20.2%	1,104,900	62,600	6.0%
Permit, Zoning & Inspection Services	14,752,100	14,868,100	116,000	0.8%	15,201,000	332,900	2.2%
Committee of Adjustment	1,055,000	1,086,200	31,200	3.0%	1,117,900	31,700	2.9%
Total Gross Expenditures by Service	16,674,200	16,996,600	322,400	1.9%	17,423,800	427,200	2.5%
Tax Levy by Service							
Building Administration	848,600	1,023,100	174,500	20.6%	1,085,100	62,000	6.1%
Permit, Zoning & Inspection Services	-848,600	-1,023,100	-174,500	-20.6%	-1,085,100	-62,000	-6.1%
Committee of Adjustment	209,700	219,800	10,100	4.8%	229,800	10,000	4.5%
Total Tax Levy by Service	209,700	219,800	10,100	4.8%	229,800	10,000	4.5%
Gross Expenditures by Type							
Personnel Services & Benefits	6,899,600	7,206,200	306,600	4.4%	7,441,100	234,900	3.3%
Materials & Supplies	42,100	43,000	900	2.1%	43,900	900	2.1%
Purchased Services	470,900	532,600	61,700	13.1%	545,900	13,300	2.5%
Payments & Grants	89,000	89,100	100	0.1%	89,200	100	0.1%
Internal Expenses & Transfers	9,172,600	9,125,700	-46,900	-0.5%	9,303,700	178,000	2.0%
Total Expenditures	16,674,200	16,996,600	322,400	1.9%	17,423,800	427,200	2.5%
Revenues by Type							
External Revenue	-16,299,400	-16,606,600	-307,200	-1.9%	-17,018,700	-412,100	-2.5%
Internal Recoveries & Fund Transfers	-165,100	-170,200	-5,100	-3.1%	-175,300	-5,100	-3.0%
Total Revenues	-16,464,500	-16,776,800	-312,300	-1.9%	-17,194,000	-417,200	-2.5%
Total Tax Levy	209,700	219,800	10,100	4.8%	229,800	10,000	4.5%

Building Services

Budget Forecast Highlights

The 2026 net budget is projected to increase by \$10,100 for a total of \$219,800. The change is primarily due to an operating impact of adding 1.0 FTE for a Building Services Application Specialist as part of the Building Permits and Inspections Modernization project, along with software costs associated with the Zoning By-law Update. Additionally, inflationary increases in service costs and modest revenue increases have been included. These increased expenditures result in a slight reduction in the transfer to the Building Enterprise reserve fund.

The 2027 net budget is projected to increase by \$10,000 for a total of \$229,800. The change is primarily due to inflationary increases in service costs and modest revenue increases.

Recommended Capital Budget

The capital budget will provide funds to continue the implementation of an end-to-end online solution that will enhance service delivery for the full suite of development approvals and permitting services. The Building Permit & Inspection Modernization will have operating impacts for software services. Also, included in the capital budget is funding for scanning historical documents to be stored in a consistent and retrievable format and for temporary resources to conduct a review of dormant permits. Finally, funds have been added for a Zoning By-law Update to review and update the residential zoning by-law regulations.

	Classification	Capital Budget 2025	Operating Impacts 2025
Building Services			
62102301 Building Permit & Inspections Modernization	Program Initiatives		331,000
62102305 Zoning By-law Update	Program Initiatives	425,400	
62102401 Dormant Building Permits	Program Initiatives	260,000	
Total		685,400	331,000

Economic Development Program Based Budget 2025 - 2027

Vision

- Oakville is the community where companies want to be.

Mission

- To support the growth of existing businesses and attract new ones so that Oakville's business environment is strong, diversified and prosperous.

Program Services

Economic Development is a department of the Town of Oakville. It supports the growth of existing businesses and attracts new ones so that Oakville's business environment is strong, diversified, and prosperous. Oakville Tourism Partnership Inc. (Visit Oakville) is an external not-for-profit organization that was financially supported by the Town prior to 2020. With the introduction of the Municipal Accommodation Tax (MAT), Visit Oakville gained a new source of revenue and transitioned to a self-supported role in 2020. The MAT revenue collected from hotels is split equally between Visit Oakville to fund its operations, and the Town of Oakville, where a dedicated reserve has been established for tourism related initiatives and/or infrastructure.



Economic Development

- Business retention and expansion initiatives
- Marketing to attract new investment
- Lead servicing and site selection proposals
- Research projects and data analysis
- Patio program administration
- Oakville Film Office (pilot program)

Tourism

- The Oakville Tourism Partnership Inc. (Visit Oakville) provides customer service, marketing for visitor attraction, destination development and an Ambassador Program in the BIA's

2025 Program Key Initiatives



Growth Management

- Implementation the new 5-year Economic Development Plan



Community Belonging

- Continued implementation of the Permanent Seasonal Patio Program
- Year 3 of the Film Pilot Project

Key Performance Indicators

1. Percentage of gross operating budget

2020	2021	2022	2023	2024
0.5%	0.4%	0.5%	0.5%	0.6%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: 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

2020	2021	2022	2023	2024
0.2%	0.2%	0.2%	0.2%	0.2%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total town FTE's.				
Calculation: Total program FTEs including part-time / Total town FTEs including part-time.				

3. Industrial vacancy rate

2020	2021	2022	2023	2024
2.4% Q4	1.9% Q4	0.3% Q4	3.1% Q4	5.1 % Q2
Purpose: Provides information about industrial activity and the availability of existing space for new investment.				
Calculation: Source: CBRE Limited Industrial Market reports				

4. Office vacancy rate

2020	2021	2022	2023	2024
19.2% Q4	18.6% Q4	19.6% Q4	17.5% Q4	15.7% Q2
Purpose: Provides information about commercial activity and the availability of existing space for new investment.				
Calculation: Source: CBRE Limited Oakville Office Market reports				

5. Square feet of industrial development

2020	2021	2022	2023	2024
185,054	120,959	354,134	1,580,974	274,573 (Aug 2024)
Purpose: Measure of the industrial development activity in Oakville for economic development analysis and review of initiatives.				
Calculation: Town of Oakville Building Permit data – new construction and additions (excludes alterations).				

6. Square feet of commercial development

2020	2021	2022	2023	2024
504,810	164,153	206,188	152,489	112,061 (Aug 2024)
Purpose: Measure of the commercial development activity in Oakville for economic development analysis and review of initiatives.				
Calculation: 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)

2020	2021	2022	2023	2024
4,207	4,274	4,363	4,377	4,367 (June 2024)
Purpose: (ISO 37120 supporting indicator of economic health) – licensed businesses				
Calculation: Source: Canadian Business Counts, Statistics Canada.				

Staffing Overview

Program: Economic Development	2024 Approved FTE	Adjustments & Reallocations	2025 Service Level Change	2025 Growth and Capital	2025 Total FTE	Net Change 2025 vs 2024
Services/Activities:						
Economic Development	4.3	-	1.7	-	6.0	1.7
Tourism	-	-	-	-	-	-
Total Economic Development	4.3	-	1.7	-	6.0	1.7

The 2025 total staff complement is 6.0 FTEs with the addition of 1.7 FTEs for the town to deliver the economic development services that are no longer being provided by the Region of Halton.

Operating Budget Overview by Service

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% Change from 2024
Economic Development										
Economic Development	849,400	19,700		869,100	19,700	2.3%	206,400	1,075,500	226,100	26.6%
Tourism										
Total Tax Levy	849,400	19,700		869,100	19,700	2.3%	206,400	1,075,500	226,100	26.6%

The 2025 net budget for Economic Development is \$1,075,500 resulting in an increase of \$226,100 or 26.6% from 2024. It includes the budget for two new full-time FTE's, offset by the conversion of 0.3 part-time FTE at a cost of \$206,400. These new positions will allow the town to deliver the economic development services that were previously provided by the Region of Halton until fall of 2024 when the Region ceased its delivery of these services. As well, \$115,000 of contract personnel dollars were added to the budget for 2025 to assist with the final year of the Film Office pilot program.

Economic Development net budget for 2025 is \$1,075,500 for an increase of \$226,100 from 2024. The change is due to the addition of 1.7 FTEs needed to provide the economic development services previously provided by the Region of Halton. The remaining increase is for inflation on personnel services and benefits, net of wage adjustments for staff.

Tourism net budget for 2025 is \$0 with no net change from 2024. It includes a \$1,300,000 budget for collection of MAT revenue with 47.5% of that revenue paid out as a grant to Oakville Tourism Partnership, 47.5% transferred to the MAT reserve and 5% to Financial Services Revenue and Taxation section for collection and administration of the tax.

Operating Budget Overview by Component

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% Change from 2024
Economic Development										
EXPENSES										
Personnel Services & Benefits	801,800	19,700		821,500	19,700	2.5%	321,400	1,142,900	341,100	42.5%
Materials & Supplies	5,300			5,300				5,300		
Purchased Services	177,400	-40,000		137,400	-40,000	-22.5%		137,400	-40,000	-22.5%
Payments & Grants	647,500			647,500				647,500		
Internal Expenses & Transfers	687,400			687,400				687,400		
Total EXPENSES	2,319,400	-20,300		2,299,100	-20,300	-0.9%	321,400	2,620,500	301,100	13.0%
REVENUES										
External Revenues	-1,300,000			-1,300,000				-1,300,000		
Internal Recovery & Fund Transfers	-170,000	40,000		-130,000	40,000	23.5%	-115,000	-245,000	-75,000	-44.1%
Total REVENUES	-1,470,000	40,000		-1,430,000	40,000	2.7%	-115,000	-1,545,000	-75,000	-5.1%
Total Tax Levy	849,400	19,700		869,100	19,700	2.3%	206,400	1,075,500	226,100	26.6%

The total expenses for Economic Development are \$2,620,500 and total revenues are \$1,545,000 resulting in a net budget of \$1,075,500 in 2025. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$1,142,900 in 2025 and is comprised primarily of full-time and part-time wages and benefits. The budget increased by \$341,100 from 2024 to include a net new 1.7 FTEs due to the assumption of economic development services from Halton Region. As well, temporary contract dollars were added to the budget for 2025 to fund additional staffing to assist with the final year of the Film Office pilot program. Inflation and adjustments for personnel services and benefits were also included.

Materials & Supplies total budget is \$5,300 in 2025 and is comprised of external reproduction costs, office supplies and subscriptions.

Purchased Services total budget is \$137,400 in 2025 comprised primarily of consulting fees and promotion expenses to provide economic development services to the town. The budget has decreased by \$40,000 for the removal of the one-time financial sponsorship of the Centennial Cup hockey tournament in 2024, funded from the Municipal Accommodation Tax Reserve (MAT).

Payments & Grants total budget is \$647,500 in 2025, which includes a budgeted grant of \$617,500 to the Oakville Tourism Partnership that is 47.5% of the Municipal Accommodation Tax (MAT) revenue received. It also includes a \$30,000 budgeted grant for Brownfield development. The budget remains unchanged from 2024.

Internal Expenses & Transfers total budget is \$687,400 in 2025 and includes a budgeted transfer of \$617,500 to the MAT reserve that is 47.5% of MAT revenue received. It also includes a \$4,900 annual transfer to the International Development reserve and a \$65,000 transfer to Finance Revenue and Taxation services for 5% of the MAT revenue collected.

Economic Development

External Revenue total budget is \$1,300,000 in 2025 and is the budget for MAT revenue that is part of the Tourism budget. It is collected from hotels, inns and bed and breakfasts as an accommodation tax to support tourism in the town.

Internal Recoveries & Fund Transfers total budget is \$245,000 in 2025 and includes funding for the Film Office pilot program. The budget has increased by \$75,000 from 2024. \$115,000 of budget was added for 2025 for one-time funding of contract personnel dollars for the final year of the Film Office pilot program. The Film Pilot is funded \$78,000 from the MAT reserve, while the remaining funding is now \$167,000 is from the Tax Stabilization reserve. As well, a one-time transfer from the MAT reserve to fund the \$40,000 one-time sponsorship of the Centennial Cup tournament in 2024, is removed.

Operating Budget Forecast

	2025 Requested Budget	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)	2027 Requested Forecast	2026 - 2027 Change (\$)	2026 - 2027 Change (%)
Economic Development							
Gross Expenditures by Service							
Economic Development	1,320,500	1,154,200	-166,300	-12.6%	1,183,900	29,700	2.6%
Tourism	1,300,000	1,300,000			1,300,000		
Total Gross Expenditures by Service	2,620,500	2,454,200	-166,300	-6.3%	2,483,900	29,700	1.2%
Tax Levy by Service							
Economic Development	1,075,500	1,154,200	78,700	7.3%	1,183,900	29,700	2.6%
Tourism							
Total Tax Levy by Service	1,075,500	1,154,200	78,700	7.3%	1,183,900	29,700	2.6%
Gross Expenditures by Type							
Personnel Services & Benefits	1,142,900	1,002,300	-140,600	-12.3%	1,028,300	26,000	2.6%
Materials & Supplies	5,300	5,400	100	1.9%	5,500	100	1.9%
Purchased Services	137,400	110,800	-26,600	-19.4%	113,600	2,800	2.5%
Payments & Grants	647,500	648,300	800	0.1%	649,100	800	0.1%
Internal Expenses & Transfers	687,400	687,400			687,400		
Total Expenditures	2,620,500	2,454,200	-166,300	-6.3%	2,483,900	29,700	1.2%
Revenues by Type							
External Revenue	-1,300,000	-1,300,000			-1,300,000		
Internal Recoveries & Fund Transfers	-245,000		245,000	100.0%			
Total Revenues	-1,545,000	-1,300,000	245,000	15.9%	-1,300,000		
Total Tax Levy	1,075,500	1,154,200	78,700	7.3%	1,183,900	29,700	2.6%

Economic Development

Budget Forecast Highlights

The 2026 net budget is projected to increase by \$78,700 for a total of \$1,154,200. The change is primarily due to the annualization of the 1.7 FTEs included in the 2025 budget, as well as inflationary increases to the cost of delivering services. The budget for the three-year Film Office pilot project is also removed, including the funding from the MAT and Tax Stabilization reserves.

The 2027 net budget is projected to increase by \$29,700 for a total of \$1,183,900. The change is primarily due to inflationary increases to the cost of delivering services. The budget for the three-year Film Office pilot project is also removed, including the funding from the MAT and Tax Stabilization reserves.

Recommended Capital Budget

There are no new capital projects for 2025 for Economic Development.

Infrastructure Planning & Improvements Program Based Budget 2025 - 2027

Vision

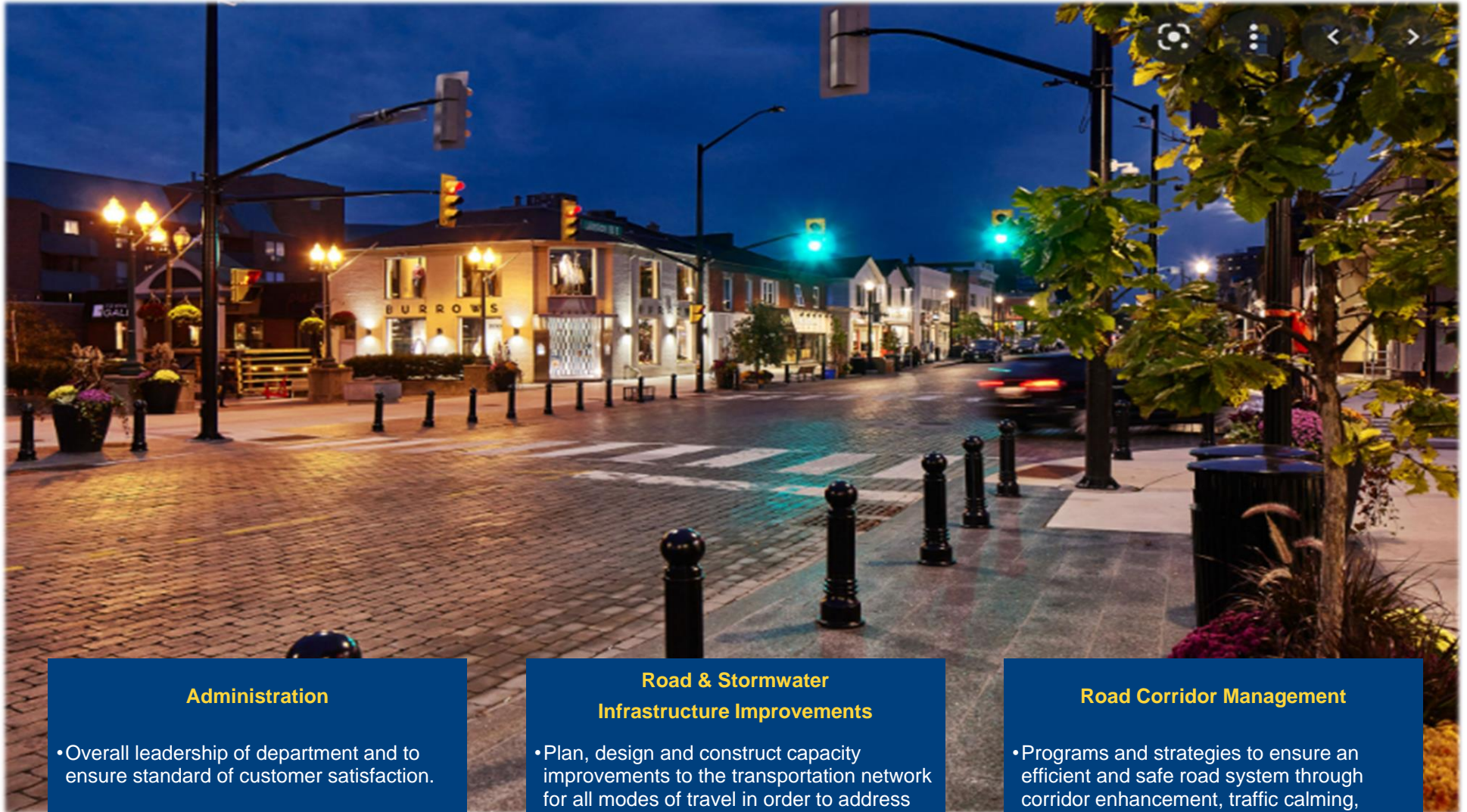
- To meet the needs of our community today and tomorrow through the provision, management and rehabilitation of municipal transportation and water resources infrastructure.

Mission

- Plan, design, construct and rehabilitate safe and sustainable transportation and water resources infrastructure.

Program Services

The Infrastructure Planning and Improvements program consists of the following service areas and activities:



Administration

- Overall leadership of department and to ensure standard of customer satisfaction.

Road & Stormwater Infrastructure Improvements

- Plan, design and construct capacity improvements to the transportation network for all modes of travel in order to address growing travel demands.
- Deliver the capital program for Storm Water Services that support and protect the community and the environment.

Road Corridor Management

- Programs and strategies to ensure an efficient and safe road system through corridor enhancement, traffic calming, pedestrian safety and coordinating third party activities.

2025 Program Key Initiatives



Growth Management

- Continued implementation of the Neighbourhood Traffic Safety Program, including updates to the Pedestrian Safety Program; construction of new pedestrian crossovers and pedestrian signals; traffic calming; Automated Speed Enforcement; and localized safety improvements.
- Complete the Transportation Master Plan.
- Continue to support the Midtown Growth Area Review and oversee technical studies in the Midtown Implementation Program.
- Design and construct transportation and stormwater infrastructure in accordance with the capital budget and forecast.
- Implement traffic signal optimization on Eighth Line and on Cornwall Road.



Community Belonging

- Continue and expand outreach to, and engagement with, formal and informal community groups on transportation and stormwater plans and studies, design and construction projects and active transportation programs and initiatives.



Environmental Sustainability

- Continued promotion of active transportation through the provision of supportive programs and infrastructure.
- Implementation of storm drainage improvements, using green and grey infrastructure, on Westminster Drive.
- Begin construction of storm drainage improvements, using green and grey infrastructure, in accordance with the recommendations of the Saville Area Stormwater Study.
- Completion of the East Morrison Creek Rehabilitation Class Environmental Assessment.

Key Performance Indicators

1. Percentage of gross operating budget

2020	2021	2022	2023	2024
1.6%	1.6%	2.0%	2.0%	2.4%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: 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

2020	2021	2022	2023	2024
1.8%	1.8%	1.8%	1.9%	2.3%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total town FTEs.				
Calculation: Total program FTEs including part-time / Total town FTEs including part-time.				

3. Percentage of Transportation Master Plan projects under way or in progress as a total of all TMP projects

2020	2021	2022	2023	2024
	15.9%	27.8%	29.2%	31.9%
Purpose: Monitors the success of the implementation of the 2018 Transportation Master Plan. The 2018 Transportation Master Plan identifies capital projects to 2032 and beyond to support existing and future trip volumes on the town's roads, sidewalks, bike lanes and multi-use trails.				
Calculation: The number of TMP projects completed or in progress as a percentage of the total number of capital projects identified in the 2018 TMP.				

4. Cumulative total kilometres of active transportation infrastructure within Town of Oakville

	2020	2021	2022	2023	2024 (as of Sept, 2024)
ROW AT Infrastructure	1,171	1,173	1,189	1,192	1207
*Cycle Lanes/Signed Routes	N/A	N/A	N/A	297	306
Recreational AT (Trails)	241	244	249	249	252
Total AT Infrastructure	1,412	1,417	1,426	1,738	1765
Purpose: Monitors the success of the implementation of the 2018 Transportation Master Plan, 2018 Active Transportation Master Plan, and overall trail network.					
Calculation: Total town owned length of sidewalks, multi-use trails, cycle lanes and signed routes in the town's right-of-way (measured in km per direction), and active transportation infrastructure outside of the right-of-way (trails). Includes km constructed through town capital works and through development. *Note: prior to 2023 the cycle lanes on ROW or signed bike routes were not available, physical inventory of these items was confirmed in 2023.					
Comment: As of September 15 th , 2024, a total of 27km of active transportation infrastructure was added to the network through capital projects and development projects in 2024. This number will be revised as part of the year-end financial statements.					

Infrastructure Planning and Improvements

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

2020	2021	2022	2023	2024
N/A	N/A	92%*	100%**	100%***
Purpose: 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.				
Calculation: Percentage of signalized intersections at Level of Service A – D.				
Comment: Information for 2020 and 2021 was not available because the traffic count program was suspended due to the reduced traffic volumes associated with COVID. Traffic counts are required to calculate the Level of Service. *Information for 2022 is based on a subset of major town intersections (two primary town corridors) as the count program restarted mid-way through 2022. **Information for 2023 is based on a larger subset of town intersections than in 2022, along five primary town corridors. *** Information for 2024 is based on larger subset of town intersection than in 2023 with 53 signalized intersections on six primary town corridors.				

Staffing Overview

Program: Infrastructure Planning & Improvements	2024 Approved FTE	Adjustments & Reallocations	2025 Service Level Change	2025 Growth and Capital	2025 Total FTE	Net Change 2025 vs 2024
Services/Activities:						
Administration	2.0	-	-	-	2.0	-
Road Infrastructure Improvements	27.0	-	1.5	-	28.5	1.5
Road Corridor Management	6.4	5.5	-	-	11.9	5.5
Total Infrastructure Planning & Improvements	35.4	5.5	1.5	-	42.4	7.0

The 2025 total staff complement is 42.4 FTEs for an increase of 7.0 FTEs from 2024 which are as follows:

4.0 FTEs and 1.5 Part Time positions were transferred from the Permits and Inspection service area under Development Services into the Road Corridor Management service area as part of the Transportation Engineering & Development re-organization. The organizational changes were made to streamline development approval processes which sat within three different departments across the Community Development and Community Infrastructure commissions.

1.0 FTE is being recommended for an Inspector (Capital Projects) within the Design and Construction area. The department only had one full time inspector for capital projects and relies heavily on contract and consultant staff to oversee capital projects. From 2024 to 2033, the Transportation and Engineering Department is projected to manage over \$950M worth of capital projects. These projects support multiple infrastructure programs, support growth, asset management, safety and mobility and address Council and ELT strategic priorities including transportation, asset management, climate action, neighbourhood traffic safety, rainwater management, and partnerships with other levels of government and agencies. Proper inspection and oversight is required to ensure the town's assets are constructed or rehabilitated to the town's standards. The position is 80% recovered from capital projects.

0.5 FTE - Part Time has been recommended in 2025 for a Traffic Safety Specialist to help administer the Automated Speed Enforcement (ASE) program. The deployment of the ASE cameras requires substantial coordination and work to activate the cameras, maintain their operation, relocate the cameras to the next locations, and analyze speed data to evaluate the effectiveness of the ASE program and report these results to Ministry of Transportation (MTO).

Operating Budget Overview by Service

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level	2025 Requested Budget	\$ Change from 2024	% from 2024
Infrastructure Planning & Improvements										
Administration	581,700	-500		581,200	-500	-0.1%		581,200	-500	-0.1%
Road Infrastructure Improvements	1,889,000	-171,800		1,717,200	-171,800	-9.1%	62,100	1,779,300	-109,700	-5.8%
Road Corridor Management	1,030,600	90,100	39,400	1,160,100	129,500	12.6%		1,160,100	129,500	12.6%
Total Tax Levy	3,501,300	-82,200	39,400	3,458,500	-42,800	-1.2%	62,100	3,520,600	19,300	0.6%

The 2025 net budget for Infrastructure Planning & Improvements is \$3,520,600 resulting in an increase of \$19,300 or 0.6%% from 2024. This reflects the costs for the overall management, coordination and implementation of engineering planning, design and construction of Oakville's roads and stormwater infrastructure as well as road corridor management including permitting.

Administration net budget for 2025 is \$581,200 for a decrease of \$500 from 2024. The change is primarily due to the reallocation of corporate gapping to the programs, which is partially offset by inflationary and contractual obligations in personnel services and benefits.

Road Infrastructure Improvements net budget for 2025 is \$1,779,300 for a decrease of \$109,700 from 2024. The primary reason for the decrease is due to the additional revenue (\$601,500) in the Automated Speed Enforcement program as we move from an estimated 26,700 tickets issued in 2024 to 40,000 in 2025. The projected revenue will continue to be monitored for 2026 and onwards as the program evolves and we have more data regarding the average value of tickets. The expenses related to the ASE program have increased by \$492,200 to account for increased ticket numbers and processing fees as well as for new recommended part time hours for a Traffic Safety Specialist and the internal chargeback to Municipal Enforcements Services. The total estimated net surplus for the ASE program of \$210,800 is included in this program.

1.0 FTE is recommended for an Inspector (Capital Projects) within the Design and Construction area which is 80% recovered from capital projects. Inflationary and contractual increases to salaries, benefits, part time wages and internal labour recoveries to capital projects have also been included.

Road Corridor Management net budget for 2025 is \$1,160,100 for an increase of \$129,500 from 2024. The increase is primarily due to inflationary and contractual increases in personnel. It is important to note that 4.0 FTEs and 1.5 Part Time positions were transferred from the Permits and Inspection service area under Development Services into the Road Corridor Management service area as part of the Transportation and Engineering re-organization. The organizational changes were made to streamline development approval processes which sat within three different departments across the Community Development and Community Infrastructure commissions. Other inflationary increases are also included for the various permits under Right of Way Management.

Operating Budget Overview by Component

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% Change from 2024
Infrastructure Planning & Improvements										
EXPENSES										
Personnel Services & Benefits	5,332,800	255,100		5,587,900	255,100	4.8%	136,800	5,724,700	391,900	7.3%
Materials & Supplies	48,700	1,500		50,200	1,500	3.1%		50,200	1,500	3.1%
Capital out of Operations	3,300			3,300				3,300		
Purchased Services	1,678,600	208,400		1,887,000	208,400	12.4%		1,887,000	208,400	12.4%
Payments & Grants	28,800			28,800				28,800		
Internal Expenses & Transfers	141,900	296,200	39,400	477,500	335,600	236.5%		477,500	335,600	236.5%
Total EXPENSES	7,234,100	761,200	39,400	8,034,700	800,600	11.1%	136,800	8,171,500	937,400	13.0%
REVENUES										
External Revenues	-1,795,800	-617,300		-2,413,100	-617,300	-34.4%		-2,413,100	-617,300	-34.4%
Internal Recovery & Fund Transfers	-1,937,000	-226,100		-2,163,100	-226,100	-11.7%	-74,700	-2,237,800	-300,800	-15.5%
Total REVENUES	-3,732,800	-843,400		-4,576,200	-843,400	-22.6%	-74,700	-4,650,900	-918,100	-24.6%
Total Tax Levy	3,501,300	-82,200	39,400	3,458,500	-42,800	-1.2%	62,100	3,520,600	19,300	0.6%

The total expenses for Infrastructure Planning & Improvements are \$8,171,500 and total revenues are \$4,650,900 resulting in a net budget of \$3,520,600 in 2025. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$5,724,700 in 2025 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$391,900 from 2024 primarily due to inflationary and contractual increases in personnel. 1.0 FTE is recommended for an Inspector (Capital Projects) within the Design and Construction area as well as a new part time Traffic Safety Specialist position to help administer the Automated Speed Enforcement (ASE) program.

Materials & Supplies total budget is \$50,200 in 2025, an increase of \$1,500 from 2024, primarily due to an increase in estimated gasoline costs for 2025.

Purchased Services total budget is \$1,887,000 in 2025 for an increase of \$208,400 from 2024. The Automated Speed Enforcement Program budget was increased by \$201,600 to account for increased ticket numbers and processing fees. The 2024 budget was calculated based on the issuance of 26,700 tickets; however, this number increases to 40,000 tickets for 2025. Additional funding was also included in the budget for increased insurance costs.

Internal Expenses & Transfers total budget is \$477,500 in 2025 for an increase of \$335,600 from 2024. The primary driver behind the increase is related to the Automated Speed Enforcement program, an internal chargeback has been budgeted for between Infrastructure Planning & Improvements and Municipal Enforcement Services. There is also adjustment made for the internal charges related to the Patio Program as well as other inflationary increases.

Infrastructure Planning and Improvements

External Revenue total budget in 2025 is \$2,413,100 for an increase of \$617,300 from 2024. The primary reason for the decrease is due to the additional revenue (\$601,500) in the Automated Speed Enforcement program as we move from an estimated 26,700 tickets issued in 2024 to 40,000 in 2025. Other inflationary increases are also included for the various permits under Right of Way Management.

Internal Recoveries & Fund Transfers total budget is \$2,237,800 in 2025 for an increase of \$300,800 from 2024. The budget is comprised primarily of costs recovered from capital projects and for 2025 includes the new recommended Inspector (Capital Projects) FTE within Design and Construction as well as inflationary, contractual and corrective adjustments to the capital recovery.

Operating Budget Forecast

	2025 Requested Budget	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)	2027 Requested Forecast	2026 - 2027 Change (\$)	2026 - 2027 Change (%)
Infrastructure Planning & Improvements							
Gross Expenditures by Service							
Administration	624,900	643,100	18,200	2.9%	661,100	18,000	2.8%
Road Infrastructure Improvements	5,824,500	6,368,700	544,200	9.3%	6,615,900	247,200	3.9%
Road Corridor Management	1,722,100	1,830,100	108,000	6.3%	1,890,600	60,500	3.3%
Total Gross Expenditures by Service	8,171,500	8,841,900	670,400	8.2%	9,167,600	325,700	3.7%
Tax Levy by Service							
Administration	581,200	598,100	16,900	2.9%	614,700	16,600	2.8%
Road Infrastructure Improvements	1,779,300	2,074,600	295,300	16.6%	2,216,900	142,300	6.9%
Road Corridor Management	1,160,100	1,254,100	94,000	8.1%	1,300,300	46,200	3.7%
Total Tax Levy by Service	3,520,600	3,926,800	406,200	11.5%	4,131,900	205,100	5.2%
Gross Expenditures by Type							
Personnel Services & Benefits	5,724,700	6,260,200	535,500	9.4%	6,531,400	271,200	4.3%
Materials & Supplies	50,200	51,200	1,000	2.0%	52,300	1,100	2.1%
Capital out of Operations	3,300	3,400	100	3.0%	3,500	100	2.9%
Purchased Services	1,887,000	1,902,600	15,600	0.8%	1,950,700	48,100	2.5%
Payments & Grants	28,800	29,400	600	2.1%	30,000	600	2.0%
Internal Expenses & Transfers	477,500	595,100	117,600	24.6%	599,700	4,600	0.8%
Total Expenditures	8,171,500	8,841,900	670,400	8.2%	9,167,600	325,700	3.7%
Revenues by Type							
External Revenue	-2,413,100	-2,427,200	-14,100	-0.6%	-2,488,000	-60,800	-2.5%
Internal Recoveries & Fund Transfers	-2,237,800	-2,487,900	-250,100	-11.2%	-2,547,700	-59,800	-2.4%
Total Revenues	-4,650,900	-4,915,100	-264,200	-5.7%	-5,035,700	-120,600	-2.5%
Total Tax Levy	3,520,600	3,926,800	406,200	11.5%	4,131,900	205,100	5.2%

Infrastructure Planning and Improvements

Budget Forecast Highlights

The 2026 net budget is projected to increase by \$406,200 for a total of \$3,926,800. The change is primarily due to inflationary increases to the cost of delivering services and includes resources to support the strategic priorities and objectives outlined in the Council Strategic Plan and 2023-2026 Action Plan.

The 2027 net budget is projected to increase by \$205,100 for a total of \$4,131,900. The change is primarily due to inflationary increases to the cost of delivering services and includes resources to support the strategic priorities and objectives outlined in the Council Strategic Plan and 2023-2026 Action Plan.

Recommended Capital Budget

Highlights include projects associated with the Neighbourhood Traffic Safety Program, such as the traffic calming program, including sites in front of schools on major collector roads, and the construction of pedestrian crossovers. The 2025 recommended capital budget also includes design and construction projects associated with drainage improvements, including Elton Park Drive and the Saville Crescent area respectively. Also included is the annual road resurfacing and preservation.

	Classification	Capital Budget 2025	Operating Impacts 2025
Infrastructure Planning			
53112401 Transportation and Engineering Cap. Repl.	Infrastructure Renewal	25,700	
53112501 Transportation and Engineering Portal Upgrades	Infrastructure Renewal	102,800	
53112502 Design and Construction Manuals	Infrastructure Renewal	257,200	
53311502 North Service Rd Urbanization and Widening w/AT - Eighth Line to 1 km East of Invicta Dr	Growth	4,401,100	33,000
53311705 Burloak Dr Grade Separation w/AT - Harvester Rd to PW D	Growth	4,238,000	
53311713 Speers Rd Widening & AT - Fourth Line to Dorval Drive	Growth	400,000	
53312008 Khalsa Gate Urbanization and Streetscape w/AT	Program Initiatives	250,000	20,500
53322206 Lyons Lane Closure and Construction of MUP	Infrastructure Renewal	102,800	2,300
53322303 Bridge Rd Urbanization - Third Line to Sherin Dr	Infrastructure Renewal	219,000	6,200
53322501 Montclair Dr Reconstruction - McCraney St to Pallatine Dr	Infrastructure Renewal	308,400	
53322503 Sovereign Street Functional Design Study - Bronte Rd to East St	Infrastructure Renewal	334,300	
53332501 Construction Monitoring	Infrastructure Renewal	154,300	
53332502 Road Resurfacing Program	Infrastructure Renewal	6,158,500	
53342203 Midtown QEW AT West Crossing	Growth	175,000	800
53362102 South Service Rd Bridge Rehabilitation at Joshua's Creek	Infrastructure Renewal	75,000	
53362103 Bridge Rd Bridge Rehabilitation and Widening w/AT at Fourteen Mile Creek	Infrastructure Renewal	1,205,600	
53362104 St. Jude's Cemetery Culvert Replacement - Construction	Infrastructure Renewal	1,746,600	
53362201 Lakeshore Road Bridge Rehabilitation at Bronte Creek	Infrastructure Renewal	75,000	

Infrastructure Planning and Improvements

	Classification	Capital Budget 2025	Operating Impacts 2025
53362304 Warminster Dr Bridge Replacement at Fourteen Mile Creek	Infrastructure Renewal	377,500	2,900
53362503 Morrison Road Culvert Replacement at Wedgewood Creek	Infrastructure Renewal	305,100	
53362504 Royal Windsor Drive Bridge at Metrolinx - Functional Design Study	Infrastructure Renewal	590,800	
53371810 Munn's Creek, Reaches 33-35 - Creek Erosion - Phase 2 Construction	Infrastructure Renewal	312,000	
53382103 Woodhaven Park Dr Storm Sewer - Savoy Cr to Lake Ontario	Infrastructure Renewal	419,600	
53382401 Brookfield Rd Drainage Improvements	Infrastructure Renewal	978,900	
53382402 Saville Cr Area Drainage Improvements	Infrastructure Renewal	1,080,900	
53382502 Elton Park Rd Drainage Improvements	Infrastructure Renewal	408,700	
53392301 Sheldon Creek Rehabilitation - Rebecca St to 100 m N of Buena Vista Crt (Reach 71a)	Infrastructure Renewal	179,900	
53392501 North Oakville Creek Monitoring Program	Growth	82,300	
53392502 Creek Flow Monitoring Program	Infrastructure Renewal	61,700	3,800
53412501 Traffic Management - Intersections	Growth	349,700	
53412502 Pedestrian Crossover Construction Program	Growth	1,999,700	
53412503 Traffic Signal Optimization Program	Growth	102,800	
53412504 Road Safety Program	Infrastructure Renewal	318,900	
53412505 Traffic Studies and Monitoring	Infrastructure Renewal	203,600	
53412506 Traffic Signal Construction Program	Growth	626,800	
53412507 Traffic Calming Program	Program Initiatives	2,571,300	
53412508 North Oakville Mobility Plan	Program Initiatives	205,700	
Total		31,405,200	69,500

Infrastructure Maintenance Program Based Budget 2025 - 2027

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.

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:



Facilities & Administration	Fleet Operations	Works Operations	Traffic Operations
<ul style="list-style-type: none">• Facility Maintenance & Administration of Operations• Driver Safety & Collision Prevention	<ul style="list-style-type: none">• Fleet Acquisition & Disposition• Parts Inventory, Stores & Distribution• Vehicle & Equipment Maintenance	<ul style="list-style-type: none">• Road & Roadside Maintenance• Bulk Loose Leaf Collection• Road Emergency Response• Winter Control• Stormwater System Maintenance	<ul style="list-style-type: none">• Traffic Control Device Maintenance• Street Lighting• Crossing Guards

Infrastructure Maintenance

2025 Program Key Initiatives



Growth Management

- Implementing transportation technology improvements to enhance safety and user inclusivity.



Community Belonging

- The provision of quality, reliable, safe and effective transportation network.
- The provision of functional storm water system.
- Effective delivery of the winter services and bulk loose leaf collection programs.
- Effective communication of programs and related service deliverables.
- Assisting school children to cross safely at approved crossing guard locations.



Environmental Sustainability

- The responsible use of materials and resources in order to mitigate waste and impact to the environment.
- Effective roadside litter pickup and graffiti removal programs.
- Effective green fleet practices and ongoing review of opportunities to reduce greenhouse gases.



Accountable Government

- To ensure assets undergo the appropriate preventive maintenance activities in order to increase reliability, extend service life and do so in the most cost-effective manner.
- Reliable fleet with effective drive safe programs.

Key Performance Indicators

1. Percentage of gross operating budget

2020	2021	2022	2023	2024
12.1%	12.1%	11.9%	12.1%	12.5%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: 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

2020	2021	2022	2023	2024
8.2%	8.1%	8.2%	8.2%	8.2%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total town FTEs.				
Calculation: Total program FTEs including part-time / total town FTEs including part-time.				

3. Minimum maintenance standard deficiencies identified per lane kilometers

2020	2021	2022	2023	2024
0.21	0.19	0.22	0.29	0.20 (Projected to Sept. 2024)
Purpose: Assesses general road conditions with respect to provincial standards and provides 'a state of good repair' asset indicator.				
Calculation: Minimum Maintenance Standard deficiencies identified (excluding streetlights and sign retro-reflectivity) / total lane kilometer of town roads.				

4. Respondents who were satisfied with town services - roads and sidewalks (From Citizen Survey)

2015	2017	2019	2022	2024
85%	82%	83%	81%	84%
Purpose: To ensure we're meeting the service expectations of our residents and to help us set our strategic priorities.				
Calculation: To gather the opinions of local residents in the most comprehensive and efficient way, Forum Research conducted a 20-minute telephone survey amongst randomly selected residents of the Town of Oakville.				

5. Respondents who were satisfied with winter road and sidewalk maintenance (From Citizen Survey)

2015	2017	2019	2022	2024
74%	81%	76%	74%	82%
Purpose: To ensure we're meeting the service expectations of our residents and to help us set our strategic priorities.				
Calculation: To gather the opinions of local residents in the most comprehensive and efficient way, Forum Research conducted a 20-minute telephone survey amongst randomly selected residents of the Town of Oakville.				

6. Percentage of winter roads snow removal maintenance within current levels of service.

WINTER MAINTENANCE - ROADS									
	Accumulation up to 2.5cm+road treatment for freezing rain events		Accumulation up to 5.0cm		Accumulation >7.5cm		Total Events	Laneway Snow Removal*	
	# service events	< 6/8 hr service	# service events	< 12 hr service	# service events	< 24 hr service		# service events	5 to 7 day service
									Comments
2023-24	13+3	100%	2	100%	0	-	18	0	-
2022-23	10+5	100%	2	100%	5	100%	22	1	100%
2021-22	16	100%	4	100%	6	100%	26	1	100%
2020-21	20	100%	2	100%	7	100%	29	1	100%
2019-20	30	100%	4	100%	3	100%	37	0	-
2018-19	20	100%	2	100%	6	100%	28	0	-
Why important: To ensure we're meeting our legislative and adopted service level expectations.									
Main Roads Level of Service - action at 2.5cm accumulation - clear main roads within 6 to 8 hours after event ends									
Secondary roadways Level of Service - action at 5cm accumulation - clear secondary roads within 12 hours after event ends									
Residential and Laneway Roads Level of Service - action AFTER snow event ends when accumulation at/above 7.5cm - cleared residential/laneway roads within 24 h									
* Laneway Snow Removal - action AFTER snow event ends when snow storage within the laneway area is exhausted (typically sustained total accumulation > 35cm)									

7. Percentage of sidewalk snow removal within current level of service.

WINTER MAINTENANCE - SIDEWALKS					
	Primary/Secondary Sidewalks (5cm)		Residential Sidewalks (8cm)		
	# service events	24 hr service	# service events	48 hr service	Comments
2023-24	3	100%	0	-	January 23/24 Primary/Secondary plowing occurred with 3.5cm, 2 other events at 5cm.
2022-23	7	100%	6	100%	
2021-22	7	100%	5	80%	Residential sidewalk service level was 92 hours on Jan 16/17 due to significant snowfall event (44cm).
2020-21	-	-	-	-	
2019-20	-	-	-	-	
2018-19	-	-	-	-	
Why important: To ensure we're meeting our legislative and adopted service level expectations.					
Level of Service: Sidewalk plowing begins AFTER snow event stops and if accumulation threshold met.					

Staffing Overview

Program: Infrastructure Maintenance	2024 Approved FTE	Adjustments & Reallocations	2025 Service Level Change	2025 Growth and Capital	2025 Total FTE	Net Change 2025 vs 2024
Services/Activities:						
Facilities & Administration	4.8	-	-	-	4.8	-
Fleet Operations	24.4	-	-	-	24.4	-
Works Operations	65.5	-	-	-	65.5	-
Traffic Operations	50.9	0.1	(0.5)	-	50.4	(0.4)
Total Infrastructure Maintenance	145.7	0.1	(0.5)	-	145.2	(0.4)

The 2025 total staff complement is 145.2 FTEs, a decrease of 0.4 FTE from 2024. To assist with recruitment, scheduling, community engagement and completion of administrative tasks, the Crossing Guard program has budgeted a conversion of 1.5 FTE part-time Crossing Guard to 1.0 FTE full-time Senior Crossing Guard Coordinator to support the program. In addition, there are minor part-time budget modifications which resulted in an adjustment to part-time of 0.1 FTE.

Operating Budget Overview by Service

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level	2025 Requested Budget	\$ Change from 2024	% from 2024
Infrastructure Maintenance										
Facilities & Administration	2,508,100	-43,000		2,465,100	-43,000	-1.7%		2,465,100	-43,000	-1.7%
Fleet Operations	-61,600	-83,800	82,000	-63,400	-1,800	-2.9%		-63,400	-1,800	-2.9%
Works Operations	17,034,500	988,800	132,700	18,156,000	1,121,500	6.6%		18,156,000	1,121,500	6.6%
Traffic Operations	9,585,500	170,800	144,800	9,901,100	315,600	3.3%	12,200	9,913,300	327,800	3.4%
Total Tax Levy	29,066,500	1,032,800	359,500	30,458,800	1,392,300	4.8%	12,200	30,471,000	1,404,500	4.8%

The 2025 net budget for Infrastructure Maintenance is \$30,471,000 resulting in an increase of \$1,404,500 or 4.8% from 2024. This includes Capital and Growth impacts of \$359,500 primarily for costs associated with new growth equipment, maintenance of new infrastructure built because of growth (new development) as well as Town capital improvements such as road improvements that introduce new sidewalks, bike lanes, etc. as well as new traffic control devices that require ongoing maintenance. Additional service details include:

Facilities & Administration net budget for 2025 is \$2,465,100 for a decrease of \$43,000 from 2024. The change is primarily due to inflationary and contractual increases to salary and benefits. However, additional adjustments are included for insurance, heat and building repairs offset with budget reductions for hydro and increase to the facility recovery from Parks and Open Space resulting in an overall decrease of \$43,000 in 2025.

Infrastructure Maintenance

Fleet Operations net budget for 2025 is -\$63,400 (Credit Balance) for an increase of \$1,800 from 2024. The change is primarily due to inflationary increases to salary and benefits. Additional adjustments are added for motor vehicle parts, gasoline and an increase transfer to the equipment reserve to fund future equipment replacements with budget reductions to diesel and coloured diesel fuel. An increase to the vehicle usage recovery offsets budget adjustments.

Works Operations net budget for 2025 is \$18,156,000 for an increase of \$1,121,500 from 2024. The change is primarily due to inflationary increases to salary and benefits. Additional adjustments are made to contract services for bulk leaf collection, catch basin, hired equipment for winter control and to internal vehicle charges.

Traffic Operations net budget for 2025 is \$9,913,300 for an increase of \$327,800 from 2024. The change is primarily due to inflationary increases to salary and benefits, the addition of 1.0 full-time Senior Crossing Guard Coordinator, traffic signal parts and contracted services for pavement marking. Many of the programs are fully recoverable from area municipalities and Halton Region.

Operating Budget Overview by Component

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% Change from 2024
Infrastructure Maintenance										
EXPENSES										
Personnel Services & Benefits	14,373,400	420,700		14,794,100	420,700	2.9%	12,200	14,806,300	432,900	3.0%
Materials & Supplies	7,755,100	41,400	119,700	7,916,200	161,100	2.1%		7,916,200	161,100	2.1%
Capital out of Operations	143,000	15,500		158,500	15,500	10.8%		158,500	15,500	10.8%
Purchased Services	13,151,300	1,226,200	211,800	14,589,300	1,438,000	10.9%		14,589,300	1,438,000	10.9%
Payments & Grants	1,325,400	-1,200	200	1,324,400	-1,000	-0.1%		1,324,400	-1,000	-0.1%
Internal Expenses & Transfers	9,388,400	472,200	185,400	10,046,000	657,600	7.0%		10,046,000	657,600	7.0%
Total EXPENSES	46,136,600	2,174,800	517,100	48,828,500	2,691,900	5.8%	12,200	48,840,700	2,704,100	5.9%
REVENUES										
External Revenues	-5,834,300	-479,300		-6,313,600	-479,300	-8.2%		-6,313,600	-479,300	-8.2%
Internal Recovery & Fund Transfers	-11,235,800	-662,700	-157,600	-12,056,100	-820,300	-7.3%		-12,056,100	-820,300	-7.3%
Total REVENUES	-17,070,100	-1,142,000	-157,600	-18,369,700	-1,299,600	-7.6%		-18,369,700	-1,299,600	-7.6%
Total Tax Levy	29,066,500	1,032,800	359,500	30,458,800	1,392,300	4.8%	12,200	30,471,000	1,404,500	4.8%

The total expenses for Infrastructure Maintenance are \$48,840,700 and total revenues are \$18,369,700 resulting in a net budget of \$30,471,000 in 2025. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$14,806,300 in 2025 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$432,900 from 2024 primarily due to inflationary and contractual adjustments for wages and benefits. Additional adjustments are for a conversion of part-time Crossing Guard to full-time Senior Crossing Guard Coordinator.

Infrastructure Maintenance

Materials & Supplies total budget is \$7,916,200 in 2025 comprised primarily of de-icing materials for roads, utilities for Central Operations, North Operations and the street-lighting program, fuel for vehicles and electrical signal parts to maintain traffic signals. The budget increased by \$161,100 from 2024 primarily due to adjustments to electrical signal parts, motor vehicle parts and lumber.

Capital out of Operations total budget is \$158,500 in 2025 comprised primarily of computer software. The budget increased by \$15,500 from 2024 primarily due to an adjustment for computer software.

Purchased Services total budget is \$14,589,300 in 2025 comprised primarily of contracted services and rental equipment to maintain the road networks throughout the various seasons, as well as maintaining the streetlights, fleet vehicles and stormwater systems. The budget increased by \$1,438,000 from 2024 primarily due to changes to contract services for bulk leaf collection, hired equipment for winter control, catch basins, Traffic Operations for the underground locate services, and pavement markings. The budget for contracted services has increased to provide additional services for the expanded windrow program which is fully recovered from external revenues.

Payments & Grants total budget is \$1,324,400 in 2025 comprised primarily of licenses and debt charges related to the LED replacement for streetlighting. The budget decreased by \$1,000 from 2024 primarily due to minor changes to debt charges and licenses.

Internal Expenses & Transfers total budget is \$10,046,000 in 2025 comprised primarily of transfers to reserves for building maintenance, vehicle and equipment replacement and stormwater system maintenance, and for internal charges to the Works and Traffic Operations portions of the budget from Fleet and Stores for vehicle usage and maintenance. The budget increased by \$657,600 from 2024 primarily due to an increase to the transfer to the equipment reserve to fund future replacement of equipment which are recovered through internal recoveries. Additional increase is for the internal labour charge and vehicle maintenance charge.

External Revenue total budget is \$6,313,600 in 2025 comprised primarily of regional recoveries and overhead revenue for work done on behalf of external agencies such as the Ministry of Transportation, Halton Region, Halton Hills and Oakville Hydro. The budget increased by \$479,300 from 2024 primarily due to inflationary increases and adjustments to external recoveries.

Internal Recoveries & Fund Transfers total budget is \$12,056,100 in 2025 comprised primarily of recoveries in Fleet and Stores services for vehicle maintenance and stores costs charged to the various town departments. The budget increased by \$820,300 from 2024 primarily due to changes to the internal labour recovery, facility and vehicle usage recovery.

Operating Budget Forecast

	2025 Requested Budget	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)	2027 Requested Forecast	2026 - 2027 Change (\$)	2026 - 2027 Change (%)
Infrastructure Maintenance							
Gross Expenditures by Service							
Facilities & Administration	3,627,300	3,711,300	84,000	2.3%	3,963,900	252,600	6.8%
Fleet Operations	10,822,300	11,440,700	618,400	5.7%	11,888,700	448,000	3.9%
Works Operations	21,343,100	23,159,800	1,816,700	8.5%	24,212,700	1,052,900	4.5%
Traffic Operations	13,048,000	13,528,200	480,200	3.7%	13,933,000	404,800	3.0%
Total Gross Expenditures by Service	48,840,700	51,840,000	2,999,300	6.1%	53,998,300	2,158,300	4.2%
Tax Levy by Service							
Facilities & Administration	2,465,100	2,597,800	132,700	5.4%	2,808,500	210,700	8.1%
Fleet Operations	-63,400	-67,300	-3,900	-6.2%	-64,400	2,900	4.3%
Works Operations	18,156,000	19,909,600	1,753,600	9.7%	20,897,800	988,200	5.0%
Traffic Operations	9,913,300	10,324,700	411,400	4.1%	10,671,000	346,300	3.4%
Total Tax Levy by Service	30,471,000	32,764,800	2,293,800	7.5%	34,312,900	1,548,100	4.7%
Gross Expenditures by Type							
Personnel Services & Benefits	14,806,300	15,337,100	530,800	3.6%	15,810,400	473,300	3.1%
Materials & Supplies	7,916,200	8,298,000	381,800	4.8%	8,709,600	411,600	5.0%
Capital out of Operations	158,500	162,700	4,200	2.6%	166,900	4,200	2.6%
Purchased Services	14,589,300	16,184,500	1,595,200	10.9%	17,119,100	934,600	5.8%
Payments & Grants	1,324,400	1,327,400	3,000	0.2%	1,330,400	3,000	0.2%
Internal Expenses & Transfers	10,046,000	10,530,300	484,300	4.8%	10,861,900	331,600	3.1%
Total Expenditures	48,840,700	51,840,000	2,999,300	6.1%	53,998,300	2,158,300	4.2%
Revenues by Type							
External Revenue	-6,313,600	-6,444,600	-131,000	-2.1%	-6,668,700	-224,100	-3.5%
Internal Recoveries & Fund Transfers	-12,056,100	-12,630,600	-574,500	-4.8%	-13,016,700	-386,100	-3.1%
Total Revenues	-18,369,700	-19,075,200	-705,500	-3.8%	-19,685,400	-610,200	-3.2%
Total Tax Levy	30,471,000	32,764,800	2,293,800	7.5%	34,312,900	1,548,100	4.7%

Infrastructure Maintenance

Budget Forecast Highlights

The 2026 net budget is projected to increase by \$2,293,800 for a total of \$32,764,800. The change is primarily due to inflationary increases to the cost of delivering services, anticipated increases to hired equipment for winter control and the reallocation of budget for Transit to manage the snow removal at transit shelters.

The 2027 net budget is projected to increase by \$1,548,100 for a total of \$34,312,900. The change is primarily due to inflationary increases to the cost of delivering services and the impact of the expansion of the North Operations Depot.

Recommended Capital Budget

The capital budget for Infrastructure Maintenance provides funds to ensure that traffic, fleet, and facility assets are maintained to a state of good repair mitigating unscheduled breakdowns as well as avoiding higher repair and maintenance costs. The Roads and Works Replacement Equipment schedule is based on life cycle, condition, and usage metrics from the town's vehicle and equipment asset registry. The Roads and Works Growth Equipment budget provides for new vehicles and equipment which have been identified as a requirement to provide services to growth areas in the town, also ensuring associated future operating costs for this equipment are captured. The Central Operations Depot Capital Replacement budgets ensure that building equipment and systems maintain service levels and run at optimum efficiency. Traffic Operations continue to repair and replace scheduled hardware and controllers on traffic signals through the various traffic signal capital listed below. New rehabilitation programs are added for ditch improvement, sidewalk rehabilitation and asphalt rehabilitation to provide ongoing maintenance of town infrastructure. The paint booth conversion will allow for better use of space to accommodate Fleet Operations' ability to service town equipment.

	Classification	Capital Budget 2025	Operating Impacts 2025
Infrastructure Maintenance			
51312501 Central Operations Depot Capital Replacement	Infrastructure Renewal	20,100	120,400
51312502 North Ops Depot Renovation Phase 2 - R&W and P&OS	Growth	457,300	
51312503 Central Ops - Furniture Replacement	Infrastructure Renewal	10,100	
51312504 Paint Booth Conversion	Program Initiatives	885,300	
51322501 Roads and Works Growth Equipment	Growth	953,900	
51322502 Central Ops Program Equipment	Infrastructure Renewal	65,500	
51322503 Roads and Works Vehicle and Equipment Replacement	Infrastructure Renewal	4,580,300	
51322504 Tablet Deployment for Operations Service Improvements	Program Initiatives	112,700	
51332501 Minor Asphalt Pathway Rehabilitation	Infrastructure Renewal	1,442,200	
51332502 Minor Culvert Rehabilitation and Replacement	Infrastructure Renewal	75,500	
51332503 Fence and Noise Wall Repairs and Replacement	Infrastructure Renewal	653,700	
51332504 Storm Sewer Rehabilitation and Replacement	Infrastructure Renewal	281,900	
51332505 Bridge Minor Rehabilitation and Maintenance	Infrastructure Renewal	323,200	
51332506 Asphalt Rehabilitation - Roadway	Infrastructure Renewal	201,400	
51332507 Ditch Improvement Program	Infrastructure Renewal	100,700	
51332508 Sidewalk Rehabilitation	Infrastructure Renewal	151,100	
51612501 Intersection Renewal	Infrastructure Renewal	603,600	
51612502 Accessible Pedestrian Signals Replacement (APS)	Infrastructure Renewal	326,300	
51612503 Traffic Cabinet Replacement	Infrastructure Renewal	634,200	
51612504 LED Signal Renewal	Infrastructure Renewal	251,800	
51612505 School Zone Signals	Infrastructure Renewal	30,200	
51632501 Streetlight Rehabilitation	Infrastructure Renewal	253,800	
Total		12,414,800	120,400

Infrastructure Maintenance

Oakville Transit Program Based Budget 2025 - 2027

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.

Program Services

The Oakville Transit program provides activities through the following services:



Transit Operations

- Delivery and monitoring of scheduled fixed route conventional transit services, School Specials and Special event services

Transit Planning & Administrative Services

- Short and long term planning and scheduling of all Oakville Transit services in coordination with other municipal and provincial transit networks.

Transit Fleet & Maintenance

- Maintenance of transit vehicle assets through the provision of scheduled and unscheduled servicing of all transit vehicles

Transit On Demand

- Scheduling, delivery, and customer service of all Specialized and On-Demand Services.

2025 Program Key Initiatives



Growth Management

- Implement changes to transit service levels in response to increased transit demand based on the Annual Service Planning process
- Adopt the Oakville Transit Five-Year Business Plan identifying the road map to guide future expansion of Oakville Transit services
- Identify more transit travel options for customers through fare and service integration initiatives such as cross boundary services and fare paying options



Community Belonging

- Enhance customer experience with the implementation of on-bus LCD video displays
- Implement the 2025 Oakville Transit Annual Service Plan, and prepare the 2026 Transit Annual Service Plan in consultation with transit stakeholders
- Prepare and present the 2025 Oakville Transit Annual Accessibility Status Update report



Environmental Sustainability

- Expand the operation of battery electric buses throughout the transit system thereby decreasing diesel emissions
- Continue the installation of electric bus energy infrastructure at Oakville Transit facilities
- Promote Oakville Transit services to increase ridership and reduce the reliance on the private automobile



Accountable Government

- Deliver transit services efficiently through improved data analytics and analysis
- Incorporate Oakville Transit plans into the Transportation Master Plan
- Continue applying for grant funding to support Transit infrastructure improvements

Key Performance Indicators

1. Percentage of gross operating budget

2020	2021	2022	2023	2024
12.7%	12.3%	12.5%	13.2%	13.1%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: 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

2020	2021	2022	2023	2024
14.2%	13.9%	13.9%	13.9%	13.8%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
Calculation: Total program FTEs including part-time / Total town FTEs including part-time.				

3. Ridership

2020	2021	2022	2023	2024
1,079,549	1,292,066	2,167,452	2,911,494	3,229,132 (year-end forecast)
Purpose: Represents the level of use of the services and allows comparison to revenue recovered and costs.				
Calculation: Tap boardings/ridership = the number of passengers who initially tap to board transit vehicles regardless if they are paying or not and does not count transfers to other routes during a trip as transfers on the system are free. The statistic is based on actuals for 2020-2023 and projected year end for 2024. Note: The COVID-19 pandemic impacted the 2020 – 2022 statistics. The 2024 Forecast includes the entire system (Conventional and On-Demand).				

4. Annual number of public transport trips per capita

2020	2021	2022	2023	2024
5.03	5.92	9.47	12.61	13.82 (year-end forecast)
Purpose: To understand the degree to which transit ridership is either increasing or decreasing relative to the town's population.				
Calculation: Tap boardings divided by the total town population; based on actuals for 2020-2023 and projected year end for 2024. Note: The COVID-19 pandemic impacted the 2020 – 2022 statistics.				

5. Transit on-time performance

2020	2021	2022	2023	2024
84.8%	92.74%	91.98%	88.2%	86.5% (Aug YTD)
Purpose: This measures the reliability of transit services.				
Calculation: 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 2020-2023 and year to date to August for 2024.				

6. Subsidy (tax levy per ride)

2020	2021	2022	2023	2024
\$19.20	\$19.08	\$12.45	\$7.94	\$10.36 (Aug YTD)
Purpose: Measures the degree to which cost of providing service is being shared between transit customers and taxpayers.				
Calculation: The total net direct operating costs of conventional service divided by the number of conventional service rides; based on actuals for 2020-2023 and YTD for 2024. (In May 2023, the town implemented free transit for youth and seniors which in turn required additional services to be implemented to accommodate increased ridership on the system).				

7. Preventable accidents safety rating

2020	2021	2022	2023	2024
0.45	0.57	0.53	0.70	0.73 (Aug YTD)
Purpose: Measures the effectiveness of driver training and of driver performance.				
Calculation: The number of preventable collisions per 100,000 kms driven; based on actuals for 2020-2023 and year to date for 2024. (Increased traffic as a result of post COVID-19 travel patterns have resulted in more collisions in 2023/2024).				

8. Cost recovery ratio - conventional

2020	2021	2022	2023	2024
12.51%	12.01%	20.4%	24%	21% (forecasted)
Purpose: Measures the portion of operating costs recovered from external sources (fares, advertising, etc.).				
Calculation: Total External Revenue / Gross Expenditures; based on actuals for 2020-2023 and YTD to July 2024 (excludes Gas Tax funding) NOTE: Administrative costs and building costs are fully included within the conventional cost recovery ratio. In May 2023, the town implemented free transit for youth and seniors.				

9. Cost recovery ratio – specialized

2020	2021	2022	2023	2024
4.31%	3.05%	3.5%	4.1%	4.2% (Aug YTD)
Purpose: Measures the portion of operating costs recovered from external sources (fares, advertising, etc.).				
Calculation: Total External Revenue / Gross Expenditures; based on actuals for 2020-2023 and YTD for 2024 (excludes Gas Tax funding). In May 2023, the town implemented free transit for youth and seniors.				

Staffing Overview

Program: Oakville Transit	2024 Approved FTE	Adjustments & Reallocations	2025 Service Level Change	2025 Growth and Capital	2025 Total FTE	Net Change 2025 vs 2024
Services/Activities:						
Transit Operations	161.9	-	-	-	161.9	-
Transit Planning & Support Services	8.4	-	1.0	-	9.4	1.0
Transit On Demand	40.6	0.1	-	-	40.7	0.1
Transit Fleet & Maintenance	34.1	-	0.4	-	34.5	0.4
Total Oakville Transit	244.9	0.1	1.4	-	246.4	1.5

The 2025 total staff complement is 246.4 FTEs resulting in an increase of 1.5 FTEs from 2024. The 2025 changes are for a 1.0 full-time Operational Planner FTE and a 0.4 FTE increase to convert a full-time Utility Service person to part-time.

Operating Budget Overview by Service

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level	2025 Requested Budget	\$ Change from 2024	% from 2024
Oakville Transit										
Transit Operations	9,147,000	-643,100	60,000	8,563,900	-583,100	-6.4%	85,000	8,648,900	-498,100	-5.4%
Transit Planning & Support Services	1,222,400	-97,400		1,125,000	-97,400	-8.0%	87,100	1,212,100	-10,300	-0.8%
Transit On Demand	4,402,600	46,000		4,448,600	46,000	1.0%		4,448,600	46,000	1.0%
Transit Fleet & Maintenance	24,178,500	1,191,400	826,400	26,196,300	2,017,800	8.3%		26,196,300	2,017,800	8.3%
Total Tax Levy	38,950,500	496,900	886,400	40,333,800	1,383,300	3.6%	172,100	40,505,900	1,555,400	4.0%

The 2025 net budget for Oakville Transit is \$40,505,900 resulting in an increase of \$1,555,400 or 4.0% from 2024. This includes Capital and Growth impacts of \$886,400 for operating impacts of growth purchases of electric buses, the transit facility expansion as well as for the charging infrastructure. Additional inflationary costs and adjustments of \$496,900 has contributed to the change from 2024 which is mainly from inflationary and contractual obligations for personnel services and insurance, as well as an increase to reserve transfers to fund future vehicle replacements that has been partially offset by increased ridership revenue.

Transit Operations net budget for 2025 is \$8,648,900 for a decrease of \$498,100 from 2024. The change is primarily due to increases in ridership revenue. This is partially offset by increased expenditures in personnel services and benefits, as well as the PRESTO fare settlement fee which is based on revenues. \$85,000 reduction in revenue to reflect a service level change of free Care-A-Van rides has also been included.

Transit Planning & Support Services net budget for 2025 is \$1,212,100 for a decrease of \$10,300 from 2024. The change is primarily due to the reallocation of corporate gapping to the programs, which is partially offset by inflationary and contractual obligations in personnel services and benefits.

Oakville Transit

Transit On Demand net budget for 2025 is \$4,448,600 for an increase of \$46,000 from 2024. The change is primarily due to inflationary and contractual obligations in personnel services and benefits as well as contracted services.

Transit Fleet & Maintenance net budget for 2025 is \$26,196,300 for an increase of \$2,017,800 from 2024. The change is primarily due to an increase in the transfer to reserves for the future replacement of our fleet, as well as capital impacts resulting from the charging infrastructure and increased transfer of reserves related to the continuation of the electrification of the fleet, using up remaining ICIP funding.

Operating Budget Overview by Component

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% Change from 2024
Oakville Transit										
EXPENSES										
Personnel Services & Benefits	24,591,500	744,700		25,336,200	744,700	3.0%	97,500	25,433,700	842,200	3.4%
Materials & Supplies	6,867,800	-114,800	-533,400	6,219,600	-648,200	-9.4%		6,219,600	-648,200	-9.4%
Capital out of Operations	6,100			6,100				6,100		
Purchased Services	6,036,700	84,800	1,035,400	7,156,900	1,120,200	18.6%	-10,400	7,146,500	1,109,800	18.4%
Payments & Grants	1,194,100	100,100	800	1,295,000	100,900	8.4%		1,295,000	100,900	8.4%
Internal Expenses & Transfers	8,964,800	1,008,300	383,600	10,356,700	1,391,900	15.5%		10,356,700	1,391,900	15.5%
Total EXPENSES	47,661,000	1,823,100	886,400	50,370,500	2,709,500	5.7%	87,100	50,457,600	2,796,600	5.9%
REVENUES										
External Revenues	-6,711,600	-1,326,200		-8,037,800	-1,326,200	-19.8%	85,000	-7,952,800	-1,241,200	-18.5%
Internal Recovery & Fund Transfers	-1,998,900			-1,998,900				-1,998,900		
Total REVENUES	-8,710,500	-1,326,200		-10,036,700	-1,326,200	-15.2%	85,000	-9,951,700	-1,241,200	-14.2%
Total Tax Levy	38,950,500	496,900	886,400	40,333,800	1,383,300	3.6%	172,100	40,505,900	1,555,400	4.0%

The total expenses for Oakville Transit are \$50,457,600 and total revenues are \$9,951,700 resulting in a net budget of \$40,505,900 in 2025. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$25,433,700 in 2025, comprised primarily of full-time and part-time wages and benefits. The budget increased by \$842,200 from 2024 primarily due to inflationary and contractual increases as well as the addition of 1.0 FTE for an Operational Planner and the conversion of a Utility Service person from full-time to part-time, resulting in 0.4 FTE increase; both showing in the service level change column.

Materials & Supplies total budget is \$6,219,600 in 2025, comprised primarily of fuels, hydro for transit facilities and bus maintenance & repair parts. The budget decreased by \$648,200 from 2024 primarily due to a reduction in fuel as we transition some of our fleet to electric vehicles which was partially offset by an increase in heat to better reflect actuals as well as inflationary increases in motor vehicle parts.

Purchased Services total budget is \$7,146,500 in 2025, comprised primarily of contracted vehicle maintenance, contracted taxi services for specialized service, repairs and maintenance for the Transit facility, insurance, and advertising costs. The budget increased by \$1,109,800 from 2024 primarily due to increases in contracted services for the Energy Services Agreement as we transition part of our fleet to electric.

Payments & Grants total budget is \$1,295,000 in 2025, comprised primarily of Transit facility property taxes, licenses and PRESTO fare settlement fees. The budget increased by \$100,900 from 2024 primarily due to an increase in the PRESTO fare settlement fee due to increased revenue.

Internal Expenses & Transfers total budget is \$10,356,700 in 2025, comprised primarily of transfer to reserves for the future replacement of equipment and the facility. The budget increased by \$1,391,900 from 2024 primarily due to operating impacts from the addition of two growth specialized electric buses for their future replacement as well as adjustments to transfers to reserves to reflect increased future replacement bus prices.

External Revenue total budget is \$7,952,800 in 2025 comprised primarily of all revenues related to fares, service fees, and pass sales. The budget increased by \$1,241,200 from 2024 primarily due to increased ridership levels. An \$85,000 revenue reduction was approved as a service level change to implement free rides for Care-A-Van services.

Internal Recovery & Fund Transfers total budget is \$1,998,900 in 2025 comprised mainly of transfers from gas tax and internal recoveries for facility usage. There was no change to budget from 2024.

Operating Budget Forecast

	2025 Requested Budget	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)	2027 Requested Forecast	2026 - 2027 Change (\$)	2026 - 2027 Change (%)
Oakville Transit							
Gross Expenditures by Service							
Transit Operations	17,606,800	18,973,000	1,366,200	7.8%	21,293,800	2,320,800	12.2%
Transit Planning & Support Services	1,328,600	1,398,700	70,100	5.3%	1,438,500	39,800	2.8%
Transit On Demand	4,879,000	5,019,400	140,400	2.9%	5,320,800	301,400	6.0%
Transit Fleet & Maintenance	26,643,200	30,157,000	3,513,800	13.2%	33,575,500	3,418,500	11.3%
Total Gross Expenditures by Service	50,457,600	55,548,100	5,090,500	10.1%	61,628,600	6,080,500	10.9%
Tax Levy by Service							
Transit Operations	8,648,900	9,620,000	971,100	11.2%	11,528,400	1,908,400	19.8%
Transit Planning & Support Services	1,212,100	1,282,200	70,100	5.8%	1,322,000	39,800	3.1%
Transit On Demand	4,448,600	4,587,100	138,500	3.1%	4,886,600	299,500	6.5%
Transit Fleet & Maintenance	26,196,300	29,710,100	3,513,800	13.4%	33,128,600	3,418,500	11.5%
Total Tax Levy by Service	40,505,900	45,199,400	4,693,500	11.6%	50,865,600	5,666,200	12.5%
Gross Expenditures by Type							
Personnel Services & Benefits	25,433,700	27,309,800	1,876,100	7.4%	30,479,400	3,169,600	11.6%
Materials & Supplies	6,219,600	5,955,600	-264,000	-4.2%	5,553,800	-401,800	-6.7%
Capital out of Operations	6,100	6,200	100	1.6%	6,300	100	1.6%
Purchased Services	7,146,500	7,225,200	78,700	1.1%	7,416,600	191,400	2.6%
Payments & Grants	1,295,000	1,328,600	33,600	2.6%	1,366,400	37,800	2.8%
Internal Expenses & Transfers	10,356,700	13,722,700	3,366,000	32.5%	16,806,100	3,083,400	22.5%
Total Expenditures	50,457,600	55,548,100	5,090,500	10.1%	61,628,600	6,080,500	10.9%
Revenues by Type							
External Revenue	-7,952,800	-8,349,800	-397,000	-5.0%	-8,764,100	-414,300	-5.0%
Internal Recoveries & Fund Transfers	-1,998,900	-1,998,900			-1,998,900		
Total Revenues	-9,951,700	-10,348,700	-397,000	-4.0%	-10,763,000	-414,300	-4.0%
Total Tax Levy	40,505,900	45,199,400	4,693,500	11.6%	50,865,600	5,666,200	12.5%

Budget Forecast Highlights

The 2026 net budget is projected to increase by \$4,693,500 for a total of \$45,199,400. The change is primarily due to operating impacts as a result of the continuation of the electrification of the fleet funded by ICIP. Additional inflationary and contractual obligations are also included.

The 2027 net budget is projected to increase by \$5,666,200 for a total of \$50,865,600. The change is primarily due to operating impacts as a result of the growth conventional buses being added to the fleet. Additional inflationary and contractual obligations are also included

Recommended Capital Budget

The 2025 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 electric 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 are greening the transit fleet along with upgrading and acquiring technology that will improve the overall customer experience and efficiency of transit operations.

	Classification	Capital Budget 2025	Operating Impacts 2025
Oakville Transit			
54202501 Replacement Shelters	Infrastructure Renewal	105,700	
54202502 New Shelters	Growth	65,600	
54212301 Capital Lease for Charging Infrastructure	Program Initiatives	4,349,300	469,600
54212501 Transit Facility Capital Repairs and Replacement	Infrastructure Renewal	20,100	
54212502 Transit Facility Equipment Replacement	Infrastructure Renewal	2,210,900	
54212503 Bus Stop Accessibility Improvements	Program Initiatives	70,500	
54411904 Electric Expansion Buses	Growth	1,598,000	
54412202 Electric Expansion Buses	Growth	1,608,000	
54412401 Supervisor Vehicle Expansion	Growth	80,600	
54412501 Conventional Replacement Buses	Infrastructure Renewal	14,457,600	
54412502 Conventional Expansion Buses	Growth	6,030,000	
54412503 Specialized Vehicle Replacement	Infrastructure Renewal	1,038,200	144,000
54412504 Specialized Vehicle Expansion	Growth	519,100	187,600
54412505 Supervisory & Maintenance Vehicle Replacement	Infrastructure Renewal	151,100	
54412506 Major Vehicle Refurbishment	Infrastructure Renewal	2,012,000	
Total		34,316,700	801,200

Municipal Enforcement Program Based Budget 2025 - 2027

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.

Program Services

The Municipal Enforcement Program delivers the following services:



Administration	By-Law Services	Humane Society	Licensing & Permits
<ul style="list-style-type: none">• Oversight of By-law Services, Licensing, Animal Control and Parking• Business information• Asset management• Business systems• Develops/updates by-laws	<ul style="list-style-type: none">• Responds to citizen inquiries and requests• Enforces town by-laws• Attends court to provide evidence• Provide public education• Coyote protocol	<ul style="list-style-type: none">• Management of the animal control contract• Enforces animal control related by-laws and provincial legislation• Provides pound services• Provides animal rescue/sheltering• Coyote protocol	<ul style="list-style-type: none">• Issues business licenses• Issues temporary signs permits• Issues fixed sign permits• Issues noise exemption permits

Municipal Enforcement

2025 Program Key Initiatives



Community Belonging

- Support residents through public education, community engagement, proactive and reactive investigations addressing health and safety, nuisance, property standards, consumer protection and wildlife co-existence.
- Consult residents and businesses for input in the development/review and launch of by-laws including: business licensing, property standards, discharge of fireworks, short term accommodation, election sign and noise.
- Proactively and reactively promote motorcycle noise compliance through education and enforcement.
- Support transportation service level standards for taxi and transportation network companies through business licensing.
- Support on street safety through education and enforcement of the municipal right of way and parking by-laws.



Environmental Sustainability

- Promote anti-idling and noise regulations to promote a livable community through social media, education and enforcement.
- Continue to support coexistence with wildlife as identified in the coyote education and response program.



Accountable Government

- Continue to implement online and digital solutions to increase customer satisfaction and efficient, cost effective services including enhanced process noise exemption permit and business licensing.
- Evaluate case management systems to expand on-line service offerings, streamline case handling processes, and improve efficiency and accuracy, ultimately enhancing customer service and communication.
- Review Coyote online reporting system, and implement changes to enhance customer experience, data collection and reporting.



Growth Management

- Conduct an operational review with evaluation of the department's current functions and processes to ensure MES can effectively address the evolving needs of the community while maintaining high standards of service delivery.
- Create a process for the Oakville Humane Society to integrate with the town's case management systems, enabling improved performance management and reporting capabilities.

Key Performance Indicators

1. Percentage of gross operating budget

2020	2021	2022	2023	2024
1.1%	1.1%	1.0%	1.3%	1.4%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: 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

2020	2021	2022	2023	2024
0.7%	0.7%	0.7%	0.7%	0.7%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
Calculation: 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

2020	2021	2022	2023	2024
IB = 23 IL= 55 Impacted by COVID-service level and response changes	IB = 11 IL= 8 (As of August 20/21) Impacted by COVID-service level and response changes	IB = 20 IL= 93	IB= 20 IL= 89	IB= 17 IL= 60 (as of August 31, 2024 270 of 1107 IL remain Open 552 of 5528 IB remain Open)
Purpose: To continuously ensure the efficiency of investigations and quickly identify opportunities for improvement.				
Calculation: 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

2020	2021	2022	2023	2024
IB = 15,469 IL= 677 Includes COVID enforcement Total: 16,146	IB = 10,380 IL= 537 Includes COVID enforcement Total: 10,917	IB = 5516 IL= 1178 Total = 6694	IB= 6674 IL= 1586 Total: 8260	IB= 5528 IL= 1107 Total: 6635 (as of August 31, 2024)
Purpose: Understanding ongoing service demand allows us to monitor trends, predict resource requirements and strategically plan future enhancements.				
Calculation: Number of IB's and IL's taken from AMANDA (including Parks enforcement) IB= regulatory by-law investigations IL= licensing by-law investigations				

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

2020	2021	2022	2023	2024
AP = 584 POA = 28 Orders= *196 Total = 808 *Reduced due to business licensing extension granted as a result of the COVID -19 pandemic	AP = 771 POA = 50 Orders = 206 Total = 1027 *Reduced due to business licensing extension granted as a result of the COVID -19 pandemic	AP = 479 POA = 9 Orders = 280 Total = 768	AP = 692 POA = 14 Orders = 386 Total = 1092	AP = 461 POA = 10 Orders = 467 Total = 1221 (as of August 31, 2024)
Purpose: 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.				
Calculation: Estimate – AMANDA reporting under development AP = 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	2024 Approved FTE	Adjustments & Reallocations	2025 Service Level Change	2025 Growth and Capital	2025 Total FTE	Net Change 2025 vs 2024
Services/Activities:						
Administration	0.5	-	-	-	0.5	-
By-law Services	10.0	-	1.0	-	11.0	1.0
Animal Society	-	-	-	-	-	-
Licensing	1.3	-	-	-	1.3	-
Total Municipal Enforcement	11.8	-	1.0	-	12.8	1.0

The 2025 total staff complement is 12.8 FTEs, an increase of 1.0 FTE for a full-time Enforcement Services Associate to support the new Automated Speed Enforcement (ASE) program which is scheduled to start in 2025.

Operating Budget Overview by Service

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% Change from 2024
Municipal Enforcement										
Administration	126,700	14,200		140,900	14,200	11.2%		140,900	14,200	11.2%
By-law Services	1,911,000	-106,500		1,880,200	-30,800	-1.6%	12,300	1,892,500	-18,500	-1.0%
Animal Society	1,158,500	23,800		1,182,300	23,800	2.1%		1,182,300	23,800	2.1%
Licensing	-1,026,300	45,800		-980,500	45,800	4.5%		-980,500	45,800	4.5%
Total Tax Levy	2,169,900	-22,700		2,222,900	53,000	2.4%	12,300	2,235,200	65,300	3.0%

The 2025 net budget for Municipal Enforcement is \$2,235,200 resulting in an increase of \$65,300 or 3.0% from 2024.

Administration net budget for 2025 is \$140,900 for an increase of \$14,200 from 2024. The change is primarily due to inflationary increases to salary and benefits and the shared cost of the facility charge from Transit, reallocated from Parking.

By-law Services net budget for 2025 is \$1,892,500 for a decrease of \$18,500 from 2024. Inflationary increases are included for salary and benefits. The Automated Speed Enforcement (ASE) program will commence operations in 2025. To accommodate the current anticipated ticket volume, adjustments are made to personnel for the addition of a full-time Enforcement Services Associate; contract services to assist with the onboarding of the program; victim justice fee which is funded from the fine revenue; and an increase to the MTO Services budgets. Legal Services will include an additional Screening Officer to support the ASE program, and the ASE program cost is recovered through an internal charge to the Infrastructure Planning and Improvements.

Municipal Enforcement

In 2024, the Parking program added four permanent Mobile Compliance Officers (MCO). Because the MCO's support Municipal Enforcement, the incremental annualized personnel cost is budgeted as a chargeback to Municipal Enforcement and a recovery is budgeted in the Parking program.

Animal Society net budget for 2025 is \$1,182,300 for an increase of \$23,800 from 2024. The change is primarily due to the adjustment to the grant provided to Oakville Milton Humane Society and the increase for the animal licensing revenue.

Licensing net budget for 2025 is -\$980,500 (Credit Balance) for a decrease of \$45,800 from 2024. The change is primarily a budget increase to bank charges and reductions to licensing revenue.

Operating Budget Overview by Component

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% Change from 2024
Municipal Enforcement										
EXPENSES										
Personnel Services & Benefits	1,770,000	61,900		1,831,900	61,900	3.5%	149,200	1,981,100	211,100	11.9%
Materials & Supplies	66,700	-900		65,800	-900	-1.3%		65,800	-900	-1.3%
Capital out of Operations	5,000	-500		4,500	-500	-10.0%	12,500	17,000	12,000	240.0%
Purchased Services	1,971,200	191,400		2,162,600	191,400	9.7%	-86,700	2,075,900	104,700	5.3%
Payments & Grants	235,900	220,100		456,000	220,100	93.3%		456,000	220,100	93.3%
Internal Expenses & Transfers	362,400	187,700		550,100	187,700	51.8%	59,800	609,900	247,500	68.3%
Total EXPENSES	4,411,200	659,700		5,070,900	659,700	15.0%	134,800	5,205,700	794,500	18.0%
REVENUES										
External Revenues	-2,241,300	-296,100		-2,537,400	-296,100	-13.2%		-2,537,400	-296,100	-13.2%
Internal Recovery & Fund Transfers		-310,600		-310,600	-310,600		-122,500	-433,100	-433,100	
Total REVENUES	-2,241,300	-606,700		-2,848,000	-606,700	-27.1%	-122,500	-2,970,500	-729,200	-32.5%
Total Tax Levy	2,169,900	53,000		2,222,900	53,000	2.4%	12,300	2,235,200	65,300	3.0%

The total expenses for Municipal Enforcement are \$5,205,700 and total revenues are \$2,970,500 resulting in a net budget of \$2,235,200 in 2025. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$1,981,100 in 2025 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$211,100 from 2024 primarily due to inflationary and contractual increases to salary and benefits and the proposed addition of a full-time Enforcement Services Associate to support the Automated Speed Enforcement (ASE) program.

Materials & Supplies total budget is \$65,800 in 2025 comprised primarily of postage, gasoline, vehicle parts and equipment. The budget decreased by \$900 from 2024 primarily due a decrease for postage and courier fees.

Municipal Enforcement

Capital out of Operations total budget is \$17,000 in 2025 comprised primarily of communication equipment and general equipment. The budget increased by \$12,000 from 2024 for additional computer hardware needed for ASE program. The budget will be removed in 2026.

Purchased Services total budget is \$2,075,900 in 2025 comprised primarily of contracted services for the Oakville Milton Humane Society grant, victim surcharge fees for ASE and employee related budgets including training, uniforms, and professional dues. The budget increased by \$104,700 from 2024 primarily due to the increase for victim surcharge fee for the ASE program and an increase to the Oakville Milton Humane Society grant.

Payments & Grants total budget is \$456,000 in 2025 comprised primarily of MTO fees and registration and filing fees. The budget increased by \$220,100 from 2024 primarily due to the increase for the fees paid to MTO for the ASE program, and bank charges for all programs including the ASE program.

Internal Expenses & Transfers total budget is \$609,900 in 2025 comprised primarily of internal charges and transfers to equipment reserve. The budget increased by \$247,500 from 2024 primarily due to the annualization of the four permanent Municipal Compliance Officers in Parking and partially recovered from By-Law Services and the chargeback for the Screening Officer in Legal Services but recovered in the ASE program.

External Revenue total budget is \$2,537,400 in 2025 comprised primarily of various fees for sign permits, by-law fines and administrative penalties. The budget increased by \$296,100 from 2024 primarily due to additional flow through revenue for MTO charges and Victim Justice Surcharge related to the ASE program.

Internal Recovery and Funds Transfer total budget is \$433,100. This budget includes funds for one-time costs for the ASE program and as the ASE program is an activity within Infrastructure Planning and Improvement a program chargeback is budgeted with recovery included in Municipal Enforcement.

Operating Budget Forecast

	2025 Requested Budget	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)	2027 Requested Forecast	2026 - 2027 Change (\$)	2026 - 2027 Change (%)
Municipal Enforcement							
Gross Expenditures by Service							
Administration	140,900	144,700	3,800	2.7%	148,400	3,700	2.6%
By-law Services	3,626,400	3,649,300	22,900	0.6%	3,699,300	50,000	1.4%
Animal Society	1,240,300	1,271,400	31,100	2.5%	1,303,200	31,800	2.5%
Licensing	198,100	203,400	5,300	2.7%	208,500	5,100	2.5%
Total Gross Expenditures by Service	5,205,700	5,268,800	63,100	1.2%	5,359,400	90,600	1.7%
Tax Levy by Service							
Administration	140,900	144,700	3,800	2.7%	148,400	3,700	2.6%
By-law Services	1,892,500	1,933,300	40,800	2.2%	1,971,700	38,400	2.0%
Animal Society	1,182,300	1,211,900	29,600	2.5%	1,242,200	30,300	2.5%
Licensing	-980,500	-1,004,200	-23,700	-2.4%	-1,028,700	-24,500	-2.4%
Total Tax Levy by Service	2,235,200	2,285,700	50,500	2.3%	2,333,600	47,900	2.1%
Gross Expenditures by Type							
Personnel Services & Benefits	1,981,100	1,992,300	11,200	0.6%	2,044,900	52,600	2.6%
Materials & Supplies	65,800	67,200	1,400	2.1%	68,600	1,400	2.1%
Capital out of Operations	17,000	4,700	-12,300	-72.4%	4,900	200	4.3%
Purchased Services	2,075,900	2,051,700	-24,200	-1.2%	2,087,700	36,000	1.8%
Payments & Grants	456,000	456,400	400	0.1%	456,800	400	0.1%
Internal Expenses & Transfers	609,900	696,500	86,600	14.2%	696,500		
Total Expenditures	5,205,700	5,268,800	63,100	1.2%	5,359,400	90,600	1.7%
Revenues by Type							
External Revenue	-2,537,400	-2,577,100	-39,700	-1.6%	-2,617,500	-40,400	-1.6%
Internal Recoveries & Fund Transfers	-433,100	-406,000	27,100	6.3%	-408,300	-2,300	-0.6%
Total Revenues	-2,970,500	-2,983,100	-12,600	-0.4%	-3,025,800	-42,700	-1.4%
Total Tax Levy	2,235,200	2,285,700	50,500	2.3%	2,333,600	47,900	2.1%

Municipal Enforcement

Budget Forecast Highlights

The 2026 net budget is projected to increase by \$50,500 for a total of \$2,285,700. The change is primarily due inflationary increases to the cost for delivering service and for 2026 additional resources are budgeted to address various service pressures.

The 2027 net budget is projected to increase by \$47,900 for a total of \$2,333,600. The change is primarily due to inflationary increases to the costs for delivering services.

Recommended Capital Budget

The capital budget provides funds for the vehicles, equipment and By-law review.

	Classification	Capital Budget 2025	Operating Impacts 2025
Municipal Enforcement			
53612101 Noise By-law Review	Program Initiatives	40,200	
53612306 Sponsorship Signs in BIA	Program Initiatives	40,000	
53612501 MES - Noise Meter Replacement	Infrastructure Renewal	41,300	
53612502 MES Replacement Vehicles	Infrastructure Renewal	76,500	
53612503 Municipal Enforcement Services Operational Review	Program Initiatives	100,700	
53612504 Regional Animal Shelter Feasibility Report	Program Initiatives	176,200	
Total		474,900	

Parking Program Based Budget 2025 - 2027

Vision

- To provide municipal parking programs for residents and businesses with practices that contribute and complement the “livability” of the entire Oakville community.

Mission

- To effectively plan, deliver and manage municipal parking strategy and business/field operations (infrastructure, services, enforcement) for the residents and businesses of Oakville in a financially self-supporting manner, and with a customer service focus.

Program Services

The Parking program delivers the following services:



Commercial District Parking

- Manage and maintain public parking facilities to allow patrons and employees to park safely and conveniently
- Provide payment options, provide permits and ensure adequate parking supply and enforce parking regulations

Parking Operations & Enforcement

- Manage the town-wide parking enforcement program
- Work with all departments to ensure a safe, adequate and well planned parking supply is available to residents town-wide
- Develop and maintain on-street parking programs

2025 Program Key Initiatives



Growth Management

- Manage a parking management system to assist members of the public with finding available parking in downtown Oakville.
- Expand parking management system to other Kerr and Bronte BIAs to assist in the management of parking supply.
- Provide additional parking supply in Bronte through redevelopment of Jones Street property and options to expand on-street parking in the commercial district.



Community Belonging

- Liaise with commercial BIA's with regard to commercial parking programs and services.
- Continue to provide updated communications to the public on parking programs.



Environmental Sustainability

- Monitor public electric vehicle charging stations program to ensure it continues to be viable and prepare for expansion as needed.



Accountable Government

- Review systems and programs to improve efficiencies and technologies of service delivery.
- Assess, rehabilitate and replace parking system infrastructure that optimizes life cycle costing, public safety and customer convenience.
- Evaluate parking supply requirements and asset holding in downtown Oakville through the Downtown Parking Supply Strategy.

Key Performance Indicators

1. Percentage of gross operating budget

2020	2021	2022	2023	2024
1.4%	1.9%	1.7%	1.6%	1.5%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: 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

2020	2021	2022	2023	2024
1.3%	1.2%	1.3%	1.2%	1.4%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
Calculation: Total program FTEs including part-time / Total town FTEs including part-time.				

3. Utilization rate of parking spaces by Commercial District

2020	2021	2022	2023	2024				
N/A (no survey in 2020 due to COVID)	N/A (no survey in 2021)	N/A (no survey in 2022)	Downtown Oakville		N/A (no survey in 2024)			
				Peak Parking Occupancy Rate				
			Off-street Municipal Parking Lots	70%				
			On-Street Parking	64%				
			Kerr Village					
				Peak Parking Occupancy Rate				
			Off-street Municipal Parking Lots	1%				
			On-Street Parking	52%				
			Bronte Village					
				Peak Parking Occupancy Rate				
			On-Street Parking	54%				
			Purpose: Assesses the available parking in the commercial districts.					
			Calculation: From parking utilization surveys Downtown Oakville/Kerr Village/Bronte Village					

4. Percentage of tickets paid and not disputed

2020	2021	2022	2023	2024
91%	89%	90%	93%	91% (as of Aug 31, 2024)
Purpose: Assesses the quality of the tickets.				
Calculation: Total tickets issued – number of tickets at early resolution and court/total tickets issued.				

5. Percentage of tickets resolved during facilitation sessions

2020	2021	2022	2023	2024
99.6%	99.7%	99.7%	99.8%	99.5% (as of Aug 31, 2024)
Purpose: Assesses the value and success of the program.				
Calculation: Total number of tickets resolved/Total number of tickets at early resolution.				

Staffing Overview

Program: Parking	2024 Approved FTE	Adjustments & Reallocations	2025 Service Level Change	2025 Growth and Capital	2025 Total FTE	Net Change 2025 vs 2024
Services/Activities:						
Commercial District Parking	2.3	-	-	-	2.3	-
Parking Operations and Enforcement	23.1	(1.0)	-	-	22.1	(1.0)
Total Parking	25.5	(1.0)	-	-	24.5	(1.0)

The 2025 total staff complement is 24.5 FTEs with a decrease of 1.0 FTEs from 2024. To better align internal services, 1.0 FTE is reallocated to Business Support Services.

Operating Budget Overview by Service

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% Change from 2024
Parking										
Commercial District Parking	-862,800	46,000	-157,000	-1,017,400	-154,600	-17.9%		-1,017,400	-154,600	-17.9%
Parking Operations and Enforcement	862,800	83,200	147,100	1,017,400	154,600	17.9%		1,017,400	154,600	17.9%
Total Tax Levy		129,200	-9,900							

The 2025 net budget for Parking is \$0. There is no change to the net budget from 2024. The Parking program is self-funded, as a result any budget changes to expenses or revenue will be offset with an adjusted transfer to the Parking reserve.

Commercial District Parking net budget for 2025 is -\$1,017,400 for a decrease of \$154,600 from 2024. The change is primarily due to contractual and inflationary increases to salary and benefits offset with revenue increases to parking lot and parking meter fees. In 2024, the Parking garage was temporarily closed for facility rehabilitation. This resulted in temporary budget reductions to janitorial services, security services, contract services, rental income, and permit revenue. With the completion of the capital improvements, the Parking garage will reopen in 2025, reestablishing previously reduced expense and revenue budgets.

Parking Operations and Enforcement net budget for 2025 is \$1,017,400 for an increase of \$154,600 from 2024. The change is primarily due to the annualization of four permanent Mobile Compliance Officers included in the 2024 budget offset with fine revenue attributed to the new complement and an internal transfer to Municipal Enforcement. Additional adjustments include increased transfer to the Parking reserve, an increase to the debt charges for the capital improvements to the Parking garage, inflationary increases to salary and benefits and increase revenue budgets for service fees, fines and permits.

Operating Budget Overview by Component

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% Change from 2024
Parking										
EXPENSES										
Personnel Services & Benefits	3,076,600	82,500		3,159,100	82,500	2.7%		3,159,100	82,500	2.7%
Materials & Supplies	197,500	10,600	10,800	218,900	21,400	10.8%		218,900	21,400	10.8%
Capital out of Operations	15,000	2,500		17,500	2,500	16.7%		17,500	2,500	16.7%
Purchased Services	511,500	3,600	150,200	665,300	153,800	30.1%		665,300	153,800	30.1%
Payments & Grants	647,600	229,500		877,100	229,500	35.4%		877,100	229,500	35.4%
Internal Expenses & Transfers	1,330,500	846,100	3,800	2,180,400	849,900	63.9%	78,200	2,258,600	928,100	69.8%
Total EXPENSES	5,778,700	1,174,800	164,800	7,118,300	1,339,600	23.2%	78,200	7,196,500	1,417,800	24.5%
REVENUES										
External Revenues	-5,144,500	-932,800	-288,900	-6,366,200	-1,221,700	-23.7%		-6,366,200	-1,221,700	-23.7%
Internal Recovery & Fund Transfers	-634,200	-232,100	114,200	-752,100	-117,900	-18.6%	-78,200	-830,300	-196,100	-30.9%
Total REVENUES	-5,778,700	-1,164,900	-174,700	-7,118,300	-1,339,600	-23.2%	-78,200	-7,196,500	-1,417,800	-24.5%
Total Tax Levy		9,900	-9,900							

The total expenses for Parking are \$7,196,500 and total revenues are \$7,196,500 resulting in a net budget of \$0 in 2025. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$3,159,100 in 2025 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$82,500 from 2024 primarily due to inflationary increases to salary and benefits; changes resulting from the annualization of four Mobile Compliance Officers added in 2024; and the reallocation of 1.0 FTE to Business Support Services.

Materials & Supplies total budget is \$218,900 in 2025 comprised primarily of office supplies, postage and gasoline. The budget increased by \$21,400 from 2024 primarily due to an increase to reestablish budgets required for the operation of the Parking garage and an inflationary increase for gasoline.

Capital out of Operations total budget is \$17,500 in 2025 comprised primarily of specialized equipment. The budget increased by \$2,500 from 2024 primarily due to an increase to specialized equipment.

Purchased Services total budget is \$665,300 in 2025 comprised primarily of contracted services, vehicle rental, security services and internet. The budget increased by \$153,800 from 2024 primarily to reestablish budgets for the Parking garage which were temporarily reduced for completion of the facility rehabilitation. This includes reinstating budgets for janitorial services, contract services and security services. Additional budget increases are included for contract services, and insurance.

Parking

Payments & Grants total budget is \$877,100 in 2025 comprised primarily of property taxes, debt charges and MTO service fees. The budget increased by \$229,500 from 2024 primarily due the increase to debt charges for the capital improvements to the Parking garage, MTO charges, bank fees and for adjustments to property taxes.

Internal Expenses & Transfers total budget is \$2,258,600 in 2025 comprised primarily of transfer to Parking reserves, Parking equipment reserves to fund future replacement of equipment, charges to internal departments providing services required to maintain Parking operations. The budget increased by \$928,100 from 2024 primarily due to an increased transfer to the Parking reserve, winter control for snow removal, internal labour charges and a partial reallocation of the Transit internal facility charge to Municipal Enforcement.

External Revenue total budget is \$6,366,200 in 2025 comprised primarily of parking lot revenue, parking permits and parking fines. The budget increased by \$1,221,700 from 2024 primarily due inflationary increases for parking lot, parking meter, and permit revenue. The temporary reduction for the Parking garage shut down has been removed reestablishing the monthly lease and permit revenue budgets for 2025.

Internal Recoveries & Fund Transfers total budget is \$830,300 in 2025 comprised primarily of transfers from Parking reserves and internal labour recovery. The budget increased by \$196,100 from 2024 primarily due to an increase to the labour recovery for the four Municipal Compliance Officers recovered from Municipal Enforcement. Additional change includes a removal of the transfer from reserves to fund any revenue shortfall.

Operating Budget Forecast

	2025 Requested Budget	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)	2027 Requested Forecast	2026 - 2027 Change (\$)	2026 - 2027 Change (%)
Parking							
Gross Expenditures by Service							
Commercial District Parking	1,697,100	1,726,800	29,700	1.8%	1,746,600	19,800	1.1%
Parking Operations and Enforcement	5,499,400	5,616,500	117,100	2.1%	5,762,000	145,500	2.6%
Total Gross Expenditures by Service	7,196,500	7,343,300	146,800	2.0%	7,508,600	165,300	2.3%
Tax Levy by Service							
Commercial District Parking	-1,017,400	-1,063,100	-45,700	-4.5%	-1,112,100	-49,000	-4.6%
Parking Operations and Enforcement	1,017,400	1,063,100	45,700	4.5%	1,112,100	49,000	4.6%
Total Tax Levy by Service							
Gross Expenditures by Type							
Personnel Services & Benefits	3,159,100	3,251,900	92,800	2.9%	3,341,200	89,300	2.7%
Materials & Supplies	218,900	227,500	8,600	3.9%	233,500	6,000	2.6%
Capital out of Operations	17,500	17,900	400	2.3%	18,300	400	2.2%
Purchased Services	665,300	685,000	19,700	3.0%	701,800	16,800	2.5%
Payments & Grants	877,100	1,106,900	229,800	26.2%	1,106,800	-100	-
Internal Expenses & Transfers	2,258,600	2,054,100	-204,500	-9.1%	2,107,000	52,900	2.6%
Total Expenditures	7,196,500	7,343,300	146,800	2.0%	7,508,600	165,300	2.3%
Revenues by Type							
External Revenue	-6,366,200	-6,541,900	-175,700	-2.8%	-6,705,400	-163,500	-2.5%
Internal Recoveries & Fund Transfers	-830,300	-801,400	28,900	3.5%	-803,200	-1,800	-0.2%
Total Revenues	-7,196,500	-7,343,300	-146,800	-2.0%	-7,508,600	-165,300	-2.3%
Total Tax Levy							

Budget Forecast Highlights

The 2026 net budget is projected to remain unchanged for a total of \$0. All budget changes are primarily due to inflationary increases to the costs for delivering services.

The 2027 net budget is projected to remain unchanged for a total of \$0. All budget changes are primarily due to inflationary increases to the costs for delivering services.

Parking

Capital Budget

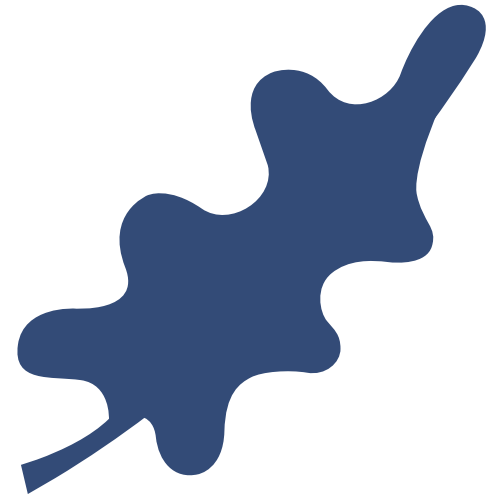
The capital budget provides funds to maintain and replace parking assets, parking lot equipment, vehicles and software.

	Classification	Capital Budget 2025	Operating Impacts 2025
Municipal Enforcement			
53512103 Parkade Security Cameras	Infrastructure Renewal	30,000	
53512106 Lot Maintenance and Repair	Infrastructure Renewal	35,200	
53512202 Parkade Rehabilitation	Infrastructure Renewal		54,000
53512403 Bronte Parking Lot Redevelopment - Jones Street	Growth		-18,000
53512501 Parking Garage - Rehab - FS	Infrastructure Renewal	362,400	
53512505 AIMS Parking System Enhancements	Infrastructure Renewal	251,800	
53512506 Facility Services - Parking Minor Repairs	Infrastructure Renewal	25,200	
53512507 Annual Parking Utilization	Growth	15,100	
53522501 Parking Equipment Replacement	Infrastructure Renewal	70,800	
53522502 LPR Equipment	Infrastructure Renewal	173,200	
53522503 Parking Vehicle Replacement	Infrastructure Renewal	183,200	
53522504 Replacement of on Street Parking Equipment	Infrastructure Renewal	564,000	
53522505 Replace Handhelds and Software	Infrastructure Renewal	68,000	
53522506 On Street Paid Parking Program-Expansion	Growth	33,400	
53522507 Replace Handhelds and Software	Infrastructure Renewal	67,500	
Total		1,879,800	36,000



2025 BUDGET – COMMUNITY BELONGING

OPERATING AND CAPITAL



Recreation and Culture Program Based Budget 2025 - 2027

Vision

- All residents of Oakville are engaged in meaningful, diverse and accessible recreation and cultural experiences that foster individual, family and community well-being.

Mission

- To support the development of a healthy, vibrant and cultural community in Oakville by:
 - Providing quality programs and services.
 - Enhancing community capacity.
 - Ensuring access to programs and services.

Program Services

The Recreation and Culture department strives to enhance the quality of life of Oakville residents by promoting healthy, active living through a wide range of recreation and culture experiences for all ages and abilities. The department is committed to providing high quality and relevant programs, services and facilities that enable lifelong learning, physical literacy and social interactions, helping foster a sense of belonging for individuals, families and communities. Recreation and Culture supports funding for Oakville Galleries, Oakville Arts Council, Special Event Fee Waivers, Cultural Grants, Sports Development Grants, Community Activation Grants and the Recreation Connection subsidy program at a cost of \$1.3M. Capital transfer to reserve funding of \$4.6M is included in the Recreation and Culture operating budget.



Administration

- Establish Strategic Plans and Policies
- Capital equipment reserve

Program Development & Support

- Community Development
- Line of Business program planning
- Customer support for program registration, facility and parks rental administration
- Recreation software management including related accounts receivable
- Administration of town and regional subsidy programs
- Marketing, sponsorship and advertising
- Business support and analytics
- Support community organizations including CORE, Sport Oakville grants
- Administer Community Use of Schools



Recreation & Culture Hubs

- Recreation and Culture facilities, program delivery, Customer service, administration, leases, capital reserve fund and maintenance
- Glen Abbey Community Centre
- Sixteen Mile Sports Complex
- Iroquois Ridge Community Centre
- River Oaks Community Centre
- QEPCCC (recreation)
- Oakville Trafalgar Community Centre
- Trafalgar Park Community Centre
- Joshua Creek, Maple Grove and Kinoak Arenas
- Sir John Colborne Recreation Centre for Seniors
- Outdoor Pools

Cultural Services

- Culture administration and planning
- Support community cultural organizations
- Public Art
- Oakville Centre for the Performing Arts
- Museums
- Special Events
- Queen Elizabeth Park Community and Cultural Centre
- Cultural Grants
- Oakville Galleries Grant

2025 Program Key Initiatives



Growth Management

- Opening of the Community Centre at Sixteen Mile Sports Complex
- Advancement of the Parks, Recreation and Library Master Plan recommendations
- Validate feasibility study for a new performing arts centre to identify the demand, size and function.



Community Belonging

- Recreation fee assistance (Recreation Connection) - increase annual subsidy amount
- Summer Fun Pass - reduced fee
- Development of a new Culture Plan
- Completion of the Special Event Plan



Environmental Sustainability

- Conversion of gas powered ice resurfacers to electric (Maplegrove and Trafalgar Park)
- Sustainable features included in Sixteen Mile Sport Complex new facility and retrofit to existing arena for geothermal
- Lifecycle system replacements for Glen Abbey, River Oaks, and Iroquois Ridge Community Centres and Falgarwood Pool to include more energy efficient components



Accountable Government

- Recreation and Culture Service Review

Key Performance Indicators

1. Percentage of gross operating budget

2020	2021	2022	2023	2024
14.6%	12.9%	14.1%	13.9%	10.7%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: 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

2020	2021	2022	2023	2024
21.2%	21.5%	21.6%	21.3%	16.2%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total town FTEs.				
Calculation: Total program FTEs including part-time / total town FTEs including part-time.				

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

2020	2021	2022	2023	2024
0.38 m2/capita	0.39 m2/capita	0.38 m2/capita	0.36 m2/capita	0.35 m2/capita
Purpose: Demonstrates availability of indoor recreational facilities to residents and community organizations.				
Calculation: facility inventory size taken from building floor plans divided by population. Current square metre total is 82,798. The population figure used for the calculation was 233,700. 2025 additional Recreation space at SMSC will add 6,364 sqm.				

4. Square metres of cultural facilities per capita

2020	2021	2022	2023	2024
0.0566 m2/capita	0.05624 m2/capita	0.05392 m2/capita	0.05251 m2/capita	0.05191 m2/capita
Purpose: Demonstrates availability of cultural facilities to residents and community organizations				
Calculation: 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 12,131. The population figure used for the calculation was 233,700.				

5. Program capacity rates (registered programs)

2020	2021	2022	2023	2024
78%	80%	83%	82%	80% (projected)
Purpose: Determines efficiency, relevance and utilization of program planning efforts.				
Calculation: Utilizes registration enrollment data for recreation and culture programs. Reporting on traditional seasonal registered programs to maintain reporting consistency –Data source: CLASS for 2021 and earlier, Xplor Recreation for 2022 – 2024.				

6. Annual facility visitors

2020	2021	2022	2023	2024
1,305,760	1,400,500	2,844,581	3,114,000	3,200,000 (projected)
Purpose: Recreation and Culture facilities are neighbourhood gathering places where residents can enjoy a variety of social, cultural and recreational activities for all ages.				
Calculation: Many of our facilities use automated people counters to track the number of visitors. By knowing how many visitors attend each facility, this 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. Data source: Sensource (In 2024 the reporting solution was updated from an on-premise to a hosted solution).				

7. Percentage of citizens satisfied with recreation and culture programs and services

2020	2021	2022	2023	2024
90%	88%	90%	90%	90% (projected)
Purpose: Registered program surveys capture customer experience ratings about the program, the instructor, the facility and the registration experience.				
Calculation: Utilizes customer feedback system survey results. Response rate for 2024 currently at 15%. Approximately 6,000 surveys are completed annually. Feedback solution introduced in 2013. Data source: SharePoint.				

8. Number of events supported by the town

2020	2021	2022	2023	2024
43	68	181	241	280 (projected)
Purpose: The Town of Oakville values the importance of resident engagement and is always looking for new engagement experiences and opportunities. Events, whether large scale or local, contribute to community cohesion, social inclusion and the health and well-being of both residents and the community.				
Calculation: Total events supported by the Special Event Service team does not include town hall events. Data source: CLASS and Xplor Recreation.				

9. Number of Residents enrolled in Recreation Connection Fee Assistance program

2020	2021	2022	2023	2024
288	583	791	989	1,100 (projected)
Purpose: Fee Assistance extends the benefits of municipal recreation and culture programs to individuals who live in low-income conditions and are therefore less likely to afford current user fees. Recreation Connection participants are enrolled for a period of 12 months and receive a subsidy of \$300, in the form of an account credit. Eligibility is determined by the Low-income cut-off (LICO) and supporting government issued documents. According to 2021 Census information, 12,100 Oakville residents live below LICO.				
Calculation: Data source: CLASS and Xplor Recreation				

Staffing Overview

Program: Recreation and Culture		2024	Adjustments & Reallocations	2025	2025	2025	Net
		Approved		Service Level	Growth and	Total	Change
Services/Activities:		FTE		Change	Capital	FTE	2025 vs 2024
Administration		1.0	-	-	-	1.0	-
Program Development and Support		30.4	5.9	-	-	36.3	5.9
Recreation and Cultural Hubs		228.0	(4.6)	-	11.4	234.8	6.8
Cultural Services		29.8	1.2	-	-	30.9	1.2
Total Recreation and Culture		289.2	2.4	-	11.4	303.0	13.8

The 2025 total staff complement is 303.0 FTEs of which 79.0 are full-time and 224.0 are part-time staff. Annually, part-time staff range from 600-800 individuals. A net 2.4 new part-time FTEs were added to the budget to bring budgeted costs in line with approved service delivery. As well, 11.4 FTEs were added for program delivery at the expanded Sixteen Mile Community Centre which is set to open in fall 2025.

Operating Budget Overview by Service

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% Change from 2024
Recreation and Culture										
Administration	604,500	19,500	5,000	629,000	24,500	4.1%		629,000	24,500	4.1%
Program Development and Support	4,497,100	229,200		4,726,300	229,200	5.1%		4,726,300	229,200	5.1%
Recreation and Cultural Hubs	12,832,800	74,600	962,600	13,870,000	1,037,200	8.1%		13,870,000	1,037,200	8.1%
Cultural Services	3,485,800	118,100	9,500	3,613,400	127,600	3.7%		3,613,400	127,600	3.7%
Total Tax Levy	21,420,200	441,400	977,100	22,838,700	1,418,500	6.6%		22,838,700	1,418,500	6.6%

The 2025 net budget for Recreation and Culture is \$22,838,700 resulting in an increase of \$1,418,500 or 6.6% from 2024. The main driver in the budget is the growth and capital impacts of \$977,100 primarily for the Sixteen Mile Community Centre expansion that is set to open in fall of 2025. Inflation and adjustments of \$441,400 also increase the budget and are primarily for personnel services and benefits, contract services and revenues.

Administration net budget for 2025 is \$629,000 for an increase of \$24,500 from 2024. Inflation and adjustments to personnel services and benefits are included in the budget. The budget is increased for a transfer to equipment reserves for the increased cost of electric ice resurfacers.

Program Development and Support net budget for 2025 is \$4,726,300 for an increase of \$229,200 from 2024. The increase is primarily due to inflation and adjustments on personnel services and benefits, as well as inflation on grants and revenues. An adjustment of \$75,000 is included for the increased cost of bank charges.

Recreation and Culture

Recreation and Cultural Hubs net budget for 2025 is \$13,870,000 for an increase of \$1,037,200 from 2024. Inflation of \$700,100 on personnel services and benefits, utilities, contracted services and insurance adds to the budget with inflation of \$782,600 on revenues offsetting. There are also adjustments to personnel services and benefits due to the collective agreement settlement as well as increases to minimum wage. The capital impacts on operating are the largest increase to the budget at \$887,200 primarily for the expanded Sixteen Mile Community centre expected to open in fall 2025. As well, the final year of the phased in transfer to the Building Maintenance reserve for the Oakville Trafalgar Community Centre is \$192,800.

Cultural Services net budget for 2025 is \$3,613,400 for an increase of \$127,600 from 2024. This budget includes the Oakville Galleries grant budgeted at \$447,200. Inflation on personnel services and benefits, utilities, contracted services, grants, and revenues is added to the budget. This Cultural Services budget does not include QEPCCC culture programming or QEPCCC facility costs which are included above in the Recreation and Cultural Hubs service budget.

Operating Budget Overview by Component

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% Change from 2024
Recreation and Culture										
EXPENSES										
Personnel Services & Benefits	19,172,700	884,600	706,200	20,763,500	1,590,800	8.3%		20,763,500	1,590,800	8.3%
Materials & Supplies	5,053,300	8,000	96,300	5,157,600	104,300	2.1%		5,157,600	104,300	2.1%
Capital out of Operations			500	500	500			500	500	
Purchased Services	5,437,700	287,000	70,700	5,795,400	357,700	6.6%		5,795,400	357,700	6.6%
Payments & Grants	1,771,200	122,100		1,893,300	122,100	6.9%		1,893,300	122,100	6.9%
Internal Expenses & Transfers	12,193,100	259,700	496,100	12,948,900	755,800	6.2%		12,948,900	755,800	6.2%
Total EXPENSES	43,628,000	1,561,400	1,369,800	46,559,200	2,931,200	6.7%		46,559,200	2,931,200	6.7%
REVENUES										
External Revenues	-21,907,700	-1,249,000	-392,700	-23,549,400	-1,641,700	-7.5%		-23,549,400	-1,641,700	-7.5%
Internal Recovery & Fund Transfers	-300,100	129,000		-171,100	129,000	43.0%		-171,100	129,000	43.0%
Total REVENUES	-22,207,800	-1,120,000	-392,700	-23,720,500	-1,512,700	-6.8%		-23,720,500	-1,512,700	-6.8%
Total Tax Levy	21,420,200	441,400	977,100	22,838,700	1,418,500	6.6%		22,838,700	1,418,500	6.6%

The total expenses for Recreation and Culture are \$46,559,200 and total revenues are \$23,720,500 resulting in a net budget of \$22,838,700 in 2024. The percentage increase on the base budget, before capital and growth impacts, is 2.1%. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$20,763,500 in 2025 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$1,590,800 from 2024. \$706,200 of the increase is an operating impact of capital for staffing costs for the expanded Sixteen Mile Community Centre. Approximately \$150,000 is included for adjustments to part-time staffing to maintain approved service levels. Inflation and adjustments related to the recent collective agreement settlement for unionized staff, as well as the legislated minimum wage increase on October 1, 2024 increase the budget by approximately \$735,000.

Materials & Supplies total budget is \$5,157,600 in 2024 comprised primarily of operating materials and supplies and fuels, chemicals and utilities. The budget increased by \$104,300 from 2024. \$96,300 is added to the budget as operating impacts for the expanded Sixteen Mile Community Centre. Inflation on utilities also increased the budget while reductions in hydro expense budgets offset the increase.

Purchased Services total budget is \$5,795,400 in 2025 comprised primarily of contracted maintenance services, building repair and maintenance costs, instructor and performer fees for the OCPA, advertising, insurance and programming costs. The budget increased by \$357,700 from 2024. Inflation was added to various budget lines as well as adjustments and reallocations of budgets for contracted maintenance services and building repair and maintenance costs. Operating impacts of the expanded Sixteen Mile Community Centre add \$70,700 of budgeted costs to various accounts.

Payments & Grants total budget is \$1,893,300 in 2025 comprised primarily of municipal grants for Oakville Galleries, fee assistance, special event fee waivers, sport development grants, cultural grants, Arts Council grants and Historical Society grants. It also includes the budget for bank and credit card service charges. The budget increased by \$122,100 from 2024 primarily for inflation on grants paid out, as well as a \$75,000 increase to the budget for bank charges due to increased costs.

Internal Expenses & Transfers total budget is \$12,948,900 in 2025 comprised primarily of a new internal charge from Facility Services for maintenance and operation of recreation and cultural facilities, transfers to the Building Maintenance reserve of \$4,256,900 for future maintenance and replacement of building components, and transfers to the Recreation Centre Equipment reserve of \$292,400 for future replacement of fitness equipment and ice resurfacers. As well, internal charges from Fleet services for maintenance of ice resurfacers and charges from Parks for winter control services at the facilities are included. The budget increased \$755,800 from 2024. Inflation of \$279,000 was added for the transfer to Facility Services for facility maintenance services at the recreation and culture facilities. The charge for facility maintenance services and winter control work at the expanded Sixteen Mile community centre adds \$288,800 to the budget. As well, the transfer to the Building Maintenance reserve and Equipment reserve increased for the new Oakville Trafalgar Community Centre and the increased cost to replace the electric ice resurfacers. 2025 is the last year of the phased in transfer to the Building Maintenance reserve for Oakville Trafalgar Community Centre.

External Revenue total budget is \$23,549,400 in 2025 comprised primarily of revenues from registration fees, arena, pool and facility rental revenue, memberships and pass revenues for community centre amenities, and admissions and tickets for the OCPA. The budget increased by \$1,641,700 from 2024 primarily due to inflation on rates and fees and adjustments for increased volume in program enrolment, rentals, and memberships. Revenue budgets of \$392,700 were added for the expanded Sixteen Mile Community Centre.

Internal Recoveries & Fund Transfers total budget is \$171,100 in 2025 comprised primarily of internal recoveries for program use of facilities. The budget reduced by \$129,000 from 2024. An internal charge of \$88,200 between Glen Abbey and Sixteen Mile was removed as it was no longer needed. As well, a \$45,000 transfer from tax stabilization reserve to fund ice costs at Sixteen Mile arena for the Centennial Cup in 2024, was removed for 2025.

Operating Budget Forecast

	2025 Requested Budget	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)	2027 Requested Forecast	2026 - 2027 Change (\$)	2026 - 2027 Change (%)
Recreation and Culture							
Gross Expenditures by Service							
Administration	629,000	643,000	14,000	2.2%	658,600	15,600	2.4%
Program Development and Support	5,044,500	5,176,800	132,300	2.6%	5,305,000	128,200	2.5%
Recreation and Cultural Hubs	34,995,500	38,242,600	3,247,100	9.3%	39,453,800	1,211,200	3.2%
Cultural Services	5,890,200	6,063,000	172,800	2.9%	6,254,300	191,300	3.2%
Total Gross Expenditures by Service	46,559,200	50,125,400	3,566,200	7.7%	51,671,700	1,546,300	3.1%
Tax Levy by Service							
Administration	629,000	643,000	14,000	2.2%	658,600	15,600	2.4%
Program Development and Support	4,726,300	4,850,600	124,300	2.6%	4,970,600	120,000	2.5%
Recreation and Cultural Hubs	13,870,000	15,229,200	1,359,200	9.8%	15,873,100	643,900	4.2%
Cultural Services	3,613,400	3,735,200	121,800	3.4%	3,878,600	143,400	3.8%
Total Tax Levy by Service	22,838,700	24,458,000	1,619,300	7.1%	25,380,900	922,900	3.8%
Gross Expenditures by Type							
Personnel Services & Benefits	20,763,500	22,483,600	1,720,100	8.3%	23,106,600	623,000	2.8%
Materials & Supplies	5,157,600	5,661,200	503,600	9.8%	5,774,100	112,900	2.0%
Capital out of Operations	500	1,600	1,100	220.0%	1,600		
Purchased Services	5,795,400	6,160,300	364,900	6.3%	6,313,200	152,900	2.5%
Payments & Grants	1,893,300	1,928,700	35,400	1.9%	1,961,000	32,300	1.7%
Internal Expenses & Transfers	12,948,900	13,890,000	941,100	7.3%	14,515,200	625,200	4.5%
Total Expenditures	46,559,200	50,125,400	3,566,200	7.7%	51,671,700	1,546,300	3.1%
Revenues by Type							
External Revenue	-23,549,400	-25,496,300	-1,946,900	-8.3%	-26,119,700	-623,400	-2.4%
Internal Recoveries & Fund Transfers	-171,100	-171,100			-171,100		
Total Revenues	-23,720,500	-25,667,400	-1,946,900	-8.2%	-26,290,800	-623,400	-2.4%
Total Tax Levy	22,838,700	24,458,000	1,619,300	7.1%	25,380,900	922,900	3.8%

Recreation and Culture

Budget Forecast Highlights

The 2026 net budget is projected to increase by \$1,619,300 for a total of \$24,458,000. The change is due to inflationary increases to the cost of delivering services, as well as the second year of operating impacts for the expanded Sixteen Mile Community Centre that is scheduled to open in fall of 2025.

The 2027 net budget is projected to increase by \$922,900 for a total of \$25,380,900. The change is primarily due to the operating impact of the expanded Sixteen Mile Community Centre for year 2 of the five-year phased in transfer to Building Maintenance reserve for future maintenance and replacement of the building. The increase also reflects inflationary adjustments to the cost of delivering services.

Recommended Capital Budget

The Recreation and Culture capital budget provides for asset replacements, planning studies, and capital enhancements at the town's recreation centres, cultural facilities and senior's centres. The various equipment and capital replacement projects listed below ensure that building components, equipment, and furnishings remain in a state of good repair to support prescribed service levels across the town.

2025 budget highlights include design and resourcing funds in advance of the major rehabilitation to the Kinoak Arena, scheduled for 2026. As well, funding for Falgarwood Pool rehabilitation is included, and funding for the Rink A rehabilitation at River Oaks is scheduled for 2025.

	Classification	Capital Budget 2025	Operating Impacts 2025
Recreation and Culture			
46312403 Ice Resurfacer Replacement - Electric	Infrastructure Renewal		5,000
46312501 Kinoak Arena - Rink - Lifecycle Replacement	Infrastructure Renewal	363,000	
46312502 Kinoak Arena - Capital Replacements	Infrastructure Renewal	100,100	
46312503 Maplegrove Arena - Capital Replacements	Infrastructure Renewal	26,400	
46312504 Ice Resurfacer Replacement - Electric	Infrastructure Renewal	211,500	
46402501 Falgarwood Pool Rehabilitation	Infrastructure Renewal	1,382,400	
46402502 Outdoor Pools - Capital Replacements	Infrastructure Renewal	40,200	
46601701 Oakville Trafalgar CC	Program Initiatives		192,800
46602101 Recreation Planning Studies	Program Initiatives	75,500	
46602104 Sixteen Mile Sports Complex and Library	Growth		1,262,900
46602502 Parks, Recreation & Library Master Plan - Implementation Studies	Program Initiatives	151,100	
46602503 Recreation - Fitness Equipment	Infrastructure Renewal	166,700	
46602504 Recreation and Culture - Equipment Replacement	Infrastructure Renewal	12,100	
46632404 River Oaks - Rink A - Lifecycle Replacement	Infrastructure Renewal	5,738,000	
46632501 River Oaks - Facility Capital Replacements	Infrastructure Renewal	65,400	
46642501 Iroquois Ridge - Facility Capital Replacements	Infrastructure Renewal	31,600	
46662501 QEPCCC - Facility Capital Replacements	Infrastructure Renewal	84,600	
46672501 Joshua's Creek Arena - Facility Capital Replacements	Infrastructure Renewal	51,400	
46682402 Video Scoreboard Replacement	Infrastructure Renewal		-10,000
46682501 16 Mile - Facility Capital Replacements	Infrastructure Renewal	43,300	
46692501 Oakville Trafalgar - Facility Capital Replacements	Infrastructure Renewal	39,800	
46692502 Oakville Trafalgar - Parking Garage	Infrastructure Renewal	8,600	
47102502 Oakville Centre - Program Equipment	Infrastructure Renewal	90,000	
Total		8,681,700	1,450,700

Oakville Public Library Program Based Budget 2025 - 2027

Vision

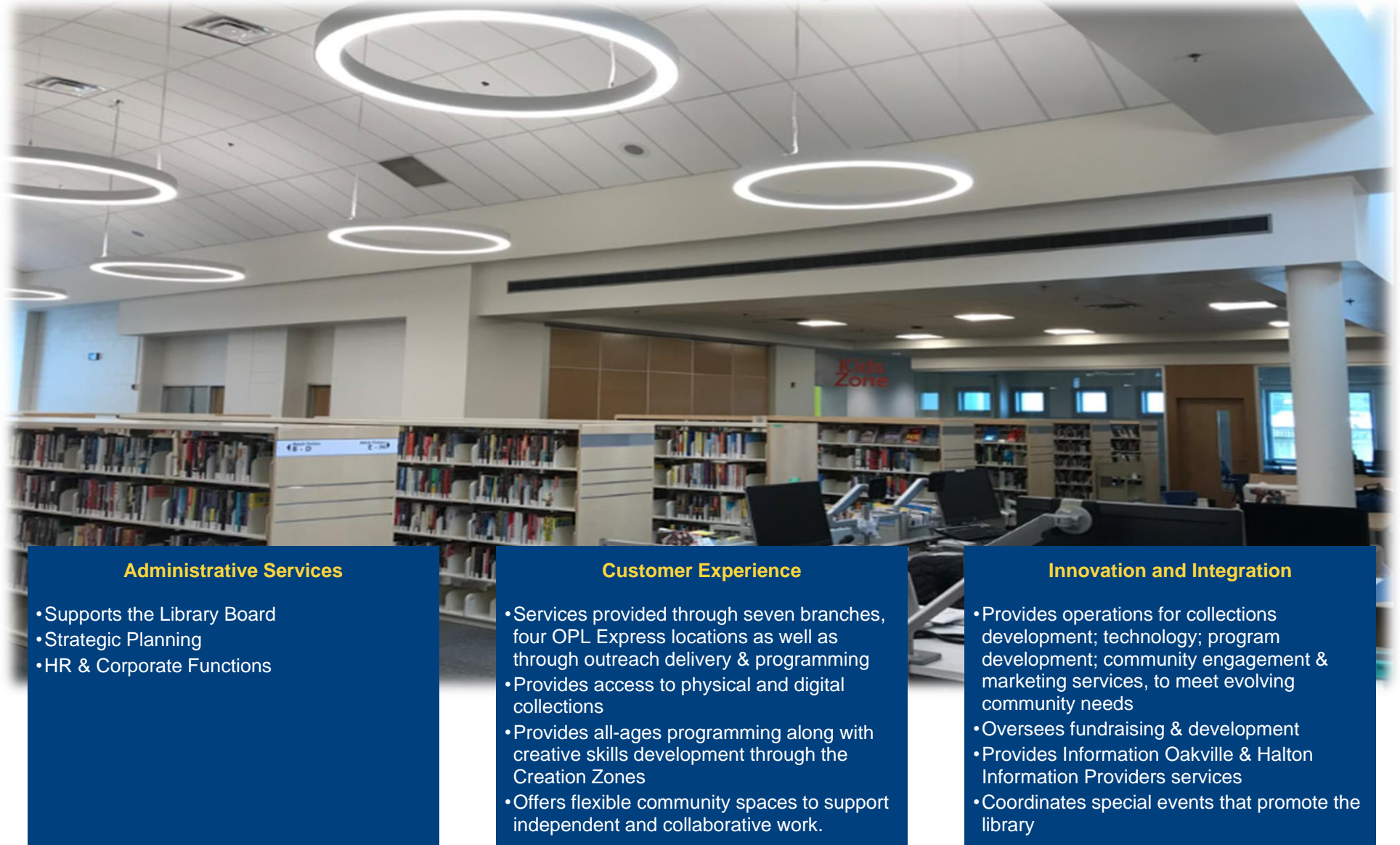
- Connecting people to what inspires them.

Mission

- We bring together people, information and ideas to enrich lives and build healthy communities.

Program Area

The Oakville Public Library (OPL) serves as an integral community hub that enables social connections, inspires lifelong learning and literacy, provides equitable access to materials and technology, and cultivates discovery and creativity through its all-ages programming.



Administrative Services

- Supports the Library Board
- Strategic Planning
- HR & Corporate Functions

Customer Experience

- Services provided through seven branches, four OPL Express locations as well as through outreach delivery & programming
- Provides access to physical and digital collections
- Provides all-ages programming along with creative skills development through the Creation Zones
- Offers flexible community spaces to support independent and collaborative work.

Innovation and Integration

- Provides operations for collections development; technology; program development; community engagement & marketing services, to meet evolving community needs
- Oversees fundraising & development
- Provides Information Oakville & Halton Information Providers services
- Coordinates special events that promote the library

2025 Program Key Initiatives



Growth Management

- Opening of the permanent Sixteen Mile Branch
- Detailed design of New Central Library branch
- Planning for new Trafalgar Urban Core South library branch



Community Belonging

- Strengthening foundation of knowledge and services through partnerships with Indigenous Knowledge Guide
- Launching of new multi-sensory services and spaces



Environmental Sustainability

- Planning for net-zero ready New Central Library

Key Performance Indicators

1. Percentage of gross operating budget

2020	2021	2022	2023	2024
4.4%	4.4%	4.5%	4.4%	4.3%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: 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

2020	2021	2022	2023	2024
6.6%	6.4%	6.3%	6.3%	6.2%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total town FTEs.				
Calculation: Total program FTEs including part-time / Total town FTEs including part-time				

3. Number of active library cardholders per capita

2020	2021	2022	2023	2024
25.7%	22.8%	25.25%	29.25%	30.96% (as of Sep 30)
Purpose: Reflects relevance of Library service to the community.				
Calculation: # active cardholders / population				

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

2020	2021	2022	2023	2024
45% / 55%	41% / 59%	41% / 59%	47% / 53%	41% / 59% (as of Sept 30)
Purpose: Trend in spending reflects the increased supply and cost of digital resources.				
Calculation: Percentage of actual budget spent – electronic resources/ physical materials				

5. Percentage of citizens satisfied with library programs and services

2020	2021	2022	2023	2024
N/A	N/A	88%	N/A	N/A
Purpose: Town Citizen Survey, respected tool to measure community satisfaction with library services, conducted every 2 years.				
Calculation: Town-selected third-party consultant				

6. Number of library items borrowed per capita annually

2020	2021	2022	2023	2024
5.62 * COVID-19 pandemic closed all branches for 5 months.	7.1 *Intermittent branch closures due to COVID-19	13.54	10.79	8.5 (as of Sept 30) *Digital Circulation stats are now being reported differently
Purpose: Reflects one core aspect of library service.				
Calculation: Circulation / population				

Staffing Overview

Program: Oakville Public Library	2024 Approved FTE	Adjustments & Reallocations	2025 Service Level Change	2025 Growth and Capital	2025 Total FTE	Net Change 2025 vs 2024
Services/Activities:						
Administrative Services	5.7	-	-	-	5.7	-
Customer Experience	76.2	0.7	-	7.4	84.3	8.1
Innovation and Integration	28.5	0.1	-	-	28.6	0.1
Total Oakville Public Library	110.4	0.8	-	7.4	118.6	8.2

The 2025 total staff complement is 118.6 FTEs, for a net increase of 8.2 FTEs. The adjustments in Customer Experience and Innovation and Integration are for the increased vacation pay entitlements that were negotiated in the most recent bargaining, providing coverage for the additional vacation time. 7.4 FTEs are added to the budget for the expanded Sixteen Mile branch that is set to open in fall of 2025.

Operating Budget Overview by Service

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% Change from 2024
Oakville Public Library										
Administrative Services	742,400	34,900		777,300	34,900	4.7%		777,300	34,900	4.7%
Customer Experience	7,084,100	259,000	571,800	7,914,900	830,800	11.7%		7,914,900	830,800	11.7%
Innovation and Integration	4,353,300	103,500	12,000	4,468,800	115,500	2.7%		4,468,800	115,500	2.7%
Total Tax Levy	12,179,800	397,400	583,800	13,161,000	981,200	8.1%		13,161,000	981,200	8.1%

The 2025 net budget for Oakville Public Library is \$13,161,000 resulting in an increase of \$981,200 or 8.1% from 2024. Customer Experience represents a substantial part of the budget at \$7.9M which provides services through its 7 branches and 4 OPL Express locations. Innovation and Integration is the second largest component at \$4.5M which represents costs for various collection materials, technology and support community development and engagement which includes Information Oakville and the Halton Information Providers (HIP).

The library's base budget increase of 8.1% includes inflation on salaries and benefits, utilities, janitorial services, repairs and maintenance, insurance and facility maintenance costs. Operating impacts from capital increase the budget by \$583,800 and provide funding for the permanent Sixteen Mile branch that is scheduled to open in fall of 2025. Various adjustments to the base budget are included to bring budgets in line with actual spending, including adjustments for the removal of budget for contracted courier services, offset by increases for the janitorial services contracts.

Administrative Services net budget for 2025 is \$777,300 for an increase of \$34,900 from 2024. The change is due to inflation and adjustments on personnel services and benefits.

Oakville Public Library

Customer Experience net budget for 2025 is \$7,914,900 for an increase of \$830,800 from 2024. The change includes inflation and adjustments to personnel services and benefits. Operating impacts of \$571,800 for the expanded Sixteen Mile branch are added to the budget. Adjustments have been made to remove the courier service budget as these services are now provided in-house. Janitorial services budgets have been increased, in line with the current contracts. External revenue budgets for room rentals, 3D printer sales and photocopier rental are all increased based on actual results.

Innovation and Integration net budget for 2025 is \$4,468,800 for an increase of \$115,500 from 2024. Inflation and adjustments on personnel services and benefits are included. \$12,000 is added to the budget for increased advertising and external reproduction costs for the newly expanded Sixteen Mile branch.

Operating Budget Overview by Component

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% Change from 2024
Oakville Public Library										
EXPENSES										
Personnel Services & Benefits	9,677,500	351,200	537,300	10,566,000	888,500	9.2%		10,566,000	888,500	9.2%
Materials & Supplies	1,650,900	22,500	29,500	1,702,900	52,000	3.1%		1,702,900	52,000	3.1%
Capital out of Operations	20,200	17,800		38,000	17,800	88.1%		38,000	17,800	88.1%
Purchased Services	1,258,100	-36,300	1,600	1,223,400	-34,700	-2.8%		1,223,400	-34,700	-2.8%
Payments & Grants	12,500			12,500				12,500		
Internal Expenses & Transfers	339,700	1,500	16,100	357,300	17,600	5.2%		357,300	17,600	5.2%
Total EXPENSES	12,958,900	356,700	584,500	13,900,100	941,200	7.3%		13,900,100	941,200	7.3%
REVENUES										
External Revenues	-400,300	-5,300	-700	-406,300	-6,000	-1.5%		-406,300	-6,000	-1.5%
Internal Recovery & Fund Transfers	-378,800	46,000		-332,800	46,000	12.1%		-332,800	46,000	12.1%
Total REVENUES	-779,100	40,700	-700	-739,100	40,000	5.1%		-739,100	40,000	5.1%
Total Tax Levy	12,179,800	397,400	583,800	13,161,000	981,200	8.1%		13,161,000	981,200	8.1%

The total expenses for Oakville Public Library are \$13,900,100 and total revenues are \$739,100 resulting in a net budget of \$13,161,000 in 2024. The budget components and main drivers for change are discussed below.

Oakville Public Library

Personnel Services & Benefits total budget in 2025 is \$10,566,000 and is comprised primarily of full-time and part-time wages and benefits. The budget increased by \$888,500 from 2024 primarily due to inflation on salaries and benefits, as well as net adjustments due to the recently settled collective agreement and band movement. The operating impact of the expanded Sixteen Mile branch adds \$537,300 of personnel costs and 7.4 FTEs.

Materials & Supplies total budget is \$1,702,900 in 2025 comprised primarily of the budget for collections material replacement and utilities costs at the branches. The budget increased by \$52,000 from 2024 primarily for a reallocation of budgets from other expense lines. In addition, \$29,500 of operating impacts are added for the newly expanded Sixteen Mile branch.

Capital out of Operations total budget is \$38,000 in 2024 comprised primarily of budgets for specialized equipment used in the Creation Zones, as well as computer hardware and software costs. The budget increased by \$17,800 in 2024 primarily for a reallocation of budgets from other expense lines.

Purchased Services total budget is \$1,223,400 in 2025 comprised primarily of budgets for training and development for staff, janitorial services and repairs and maintenance at the branches, professional fees and development expenses. The budget decreased by \$34,700 for reallocations to other expense lines and the removal of the budget for courier services. It is offset by inflation on janitorial services, repairs and maintenance and contracted maintenance costs, as well as increases to janitorial services and advertising and programming budgets.

Payments & Grants total budget is \$12,500 in 2025 comprised primarily of bank service charges and costs to make online documents accessible. There is no change to the budget from 2024.

Internal Expenses & Transfers total budget is \$357,300 in 2024 comprised primarily of internal facility maintenance charges from Facility Services, internal facility charges with Recreation and Culture for branch space in community centres and charges from Parks and Open Space for outdoor maintenance at Woodside branch. The budget increased by \$17,600 from 2024 primarily due to inflation on facility maintenance charges from Facility Services for maintenance of Library facilities. It also includes the operating impact for the facility maintenance of the newly expanded Sixteen Mile branch as well as additional winter control charges from Parks and Open Space.

External Revenue total budget is \$406,300 in 2025 comprised primarily of fees, room rentals, photocopier revenue and registration fees. The budget increased by \$6,000 from 2024 for adjustments in revenue lines based on actual results.

Internal Recoveries & Fund Transfers total budget is \$332,800 in 2025 comprised primarily of budgeted transfers to the operating budget from the Library Development reserve and from the HIP Trust. The budget decreased by \$46,000 from 2024 for the removal of Library Development funding for the Customer Information Specialist position that will be funded from tax levy for the newly expanded Sixteen Mile branch. The position was approved in 2024 to be funded from Library Development funds until July 1, 2025.

Operating Budget Forecast

	2025 Requested Budget	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)	2027 Requested Forecast	2026 - 2027 Change (\$)	2026 - 2027 Change (%)
Oakville Public Library							
Gross Expenditures by Service							
Administrative Services	959,600	987,000	27,400	2.9%	1,013,800	26,800	2.7%
Customer Experience	8,060,500	8,904,700	844,200	10.5%	9,263,800	359,100	4.0%
Innovation and Integration	4,880,000	5,138,700	258,700	5.3%	5,360,600	221,900	4.3%
Total Gross Expenditures by Service	13,900,100	15,030,400	1,130,300	8.1%	15,638,200	607,800	4.0%
Tax Levy by Service							
Administrative Services	777,300	804,700	27,400	3.5%	831,500	26,800	3.3%
Customer Experience	7,914,900	8,786,700	871,800	11.0%	9,143,500	356,800	4.1%
Innovation and Integration	4,468,800	4,724,500	255,700	5.7%	4,943,400	218,900	4.6%
Total Tax Levy by Service	13,161,000	14,315,900	1,154,900	8.8%	14,918,400	602,500	4.2%
Gross Expenditures by Type							
Personnel Services & Benefits	10,566,000	11,314,700	748,700	7.1%	11,645,300	330,600	2.9%
Materials & Supplies	1,702,900	1,897,800	194,900	11.4%	2,028,000	130,200	6.9%
Capital out of Operations	38,000	39,000	1,000	2.6%	40,000	1,000	2.6%
Purchased Services	1,223,400	1,272,800	49,400	4.0%	1,314,000	41,200	3.2%
Payments & Grants	12,500	12,500			12,500		
Internal Expenses & Transfers	357,300	493,600	136,300	38.1%	598,400	104,800	21.2%
Total Expenditures	13,900,100	15,030,400	1,130,300	8.1%	15,638,200	607,800	4.0%
Revenues by Type							
External Revenue	-406,300	-427,800	-21,500	-5.3%	-433,100	-5,300	-1.2%
Internal Recoveries & Fund Transfers	-332,800	-286,700	46,100	13.9%	-286,700		
Total Revenues	-739,100	-714,500	24,600	3.3%	-719,800	-5,300	-0.7%
Total Tax Levy	13,161,000	14,315,900	1,154,900	8.8%	14,918,400	602,500	4.2%

Budget Forecast Highlights

The 2026 net budget is projected to increase by \$1,154,900 for a total budget of \$14,315,900. The change is primarily due to inflationary increases to the cost of delivering services. In addition, it includes the remaining capital impact of operating costs for the newly expanded Sixteen Mile library branch, as well as year 1 of the five-year phase-in of the transfer to Building Maintenance Reserve for future replacement and repairs of the facility. It also includes the capital impact on operating of the replacement cost of the larger collection.

The 2027 net budget is projected to increase by \$602,500 for a total budget of \$14,529,200. The change is primarily due to inflationary increases to the cost of delivering services. It also includes the phased in capital impact on operating of year 2 of the five-year phase-in the transfer to Building Maintenance Reserve, and further operating costs for replacement of the larger collection.

Recommended Capital Budget

The Oakville Public Library capital budget provides for facility asset replacements and service enhancements at Oakville's library branches.

The OPL Website Enhancements project will allow staff to ensure the website is sustained and grown. The Public Print Payment System replacement will provide a modern, user-friendly alternative supporting credit/debit cards and mobile payments. A laser cutter will be replaced with the funding in the Library Specialized Equipment Replacement project. The Library Program Equipment and Furniture Replacement project ensures equipment, and furnishings remain in a state of good repair to support prescribed service levels.

	Classification	Capital Budget 2025	Operating Impacts 2025
Oakville Public Library			
71102206 OPL Website Maintenance and Improvements	Program Initiatives	30,200	
71102501 Public Print Payment System Replacement	Program Initiatives	50,400	
71102502 Library Specialized Equipment Replacement	Infrastructure Renewal	17,700	
71102503 Library Program Equipment and Furniture	Infrastructure Renewal	101,700	
Total		200,000	

Emergency Services Program Based Budget 2025 - 2027

Vision

- To provide excellence in service delivery from all divisions focused on fire prevention, public education, and fire suppression through innovation, community risk reduction, and with diverse high-performing teams in a vibrant & livable community for all.

Mission

- Our mission is to preserve and protect life, property, and the environment, with a commitment to community risk reduction through an all-hazards service delivery in a responsible and sustainable manner. We will serve our inclusive community with the values of Pride, Courage, Compassion & Unity.

Program Services

The Oakville Fire Department provides services through the following programs:



Administration & Emergency Planning

- Oversight, Leadership and Management
- Financial control
- Preparedness Response and Recovery from large scale emergencies
- Compliance with FPPA and EMCPA legislation

Suppression

- Emergency all-hazards response services
- Community engagement and customer service

Training and Fire Prevention

- Training programs to enhance fire fighter competencies
- Inspection, Code Enforcement and Public Education programs
- Community Risk Reduction

Communications

- Dispatch and Communication services

OMSAR

- Provide marine patrol along Oakville's waterfront

Emergency Services

2025 Program Key Initiatives



Growth Management

- Construction of Station 9 & Prevention
- Design phase for Station 4



Community Belonging

- Continued community engagement focus on Public Education & Fire Prevention



Accountable Government

- Phased implementation of Fire Master Plan recommendations
- Compliance with Emergency Management Ontario
- Compliance with Office of Fire Marshal training certification standards

Key Performance Indicators

1. Percentage of gross operating budget

2020	2021	2022	2023	2024
15.5%	15.9%	15.7%	15.0%	14.7%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: 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

2020	2021	2022	2023	2024
14.9%	14.6%	14.7%	14.4%	14.1%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
Calculation: Total program FTEs including part-time / Total town FTEs including part-time.				

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

2020	2021	2022	2023	2024
60.84%	61.15%	62.76%	62.42%	60.75%
Purpose: The average time fire crews leave the station until they arrive on location.				
Calculation: Information is provided through the Computer Aided Dispatch system from Burlington Dispatch.				

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

2020	2021	2022	2023	2024
2.3	3.7	3.0	1.8	2.0(to August 2024)
Purpose: Reflects characteristics such as density, code enforcement, smoke detector use, fire prevention and education.				
Calculation: Total number of injuries x 100,000 / official population.				

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

2020	2021	2022	2023	2024
105	104	101	99	96
Purpose: National Fire Protection Association (NFPA) states median staffing rate in Canada is roughly 100 firefighters per 100,000 population.				
Calculation: Total number of firefighters x 100,000 / official population.				

Staffing Overview

Program: Emergency Services						
	2024 Approved FTE	Adjustments & Reallocations	2025 Service Level Change	2025 Growth and Capital	2025 Total FTE	Net Change 2025 vs 2024
Services/Activities:						
Administration	7.0	-	-	-	7.0	-
Communications	-	-	-	-	-	-
Suppression	224.0	-	8.0	-	232.0	8.0
Training	6.4	-	-	-	6.4	-
Fire Prevention	13.0	-	-	-	13.0	-
Emergency Planning	-	-	-	-	-	-
OMSAR	-	-	-	-	-	-
Total Emergency Services	250.4	-	8.0	-	258.4	8.0

The 2025 total staff complement is 250.4 FTEs. 8.0 Firefighters are requested as recommended in the 2024 Fire Master Plan (FMP).

Operating Budget Overview by Service

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% from 2024
Emergency Services										
Administration	1,459,000	137,700		1,596,700	137,700	9.4%		1,596,700	137,700	9.4%
Communications	1,370,800	40,200		1,411,000	40,200	2.9%		1,411,000	40,200	2.9%
Suppression	39,970,900	3,871,700	108,200	43,950,800	3,979,900	10.0%	304,900	44,255,700	4,284,800	10.7%
Training	1,315,600	75,800		1,391,400	75,800	5.8%		1,391,400	75,800	5.8%
Fire Prevention	2,180,900	199,900		2,380,800	199,900	9.2%		2,380,800	199,900	9.2%
Emergency Planning	16,000			16,000				16,000		0%
OMSAR										
Total Tax Levy	46,313,200	4,325,300	108,200	50,746,700	4,433,500	9.6%	304,900	51,051,600	4,738,400	10.2%

The 2025 net budget for Emergency Services is \$51,051,600 resulting in an increase of \$4,738,400 or 10.2% from 2024. The main driver of the Emergency Services budget is inflationary and contractual increases in wages and benefits. This is closely followed by an adjustment and reallocation of \$1.2 million for self-insured WSIB liabilities from the corporate WSIB to support Program Based Budgeting. Additionally, a service level change of 8.0 FTEs starting in September 2025 has been included following recommendations from the Fire Master Plan (FMP). Lastly, there is an impact of \$108,200 from capital, which includes the final phased-in transfer to Building Maintenance reserve for Fire Station 8, and Fire Equipment reserve for portable radios.

Emergency Services

Administration net budget for 2025 is \$1,596,700 for an increase of \$137,700 from 2024. The change is primarily due to an FTE conversion to Office Supervisor, and inclusion of funding for medical director oversight which is a requirement for Oakville Fire to respond to medical emergencies. In addition, inflationary and contractual increases have been included for wages and benefits.

Communications net budget for 2025 is \$1,411,000 for an increase of \$40,200 from 2024. The change is primarily due to a modification in the service level agreement for Burlington Dispatch shared services due to call volume and Next Generation 911 (NG911) legislative requirements. In addition, inflationary increases for Halton Police radio fees have been included.

Suppression net budget for 2025 is \$44,255,700 for an increase of \$4,284,800 from 2024. The change is primarily due to inflationary and contractual increases in salaries and benefits. Additionally, \$1.1 million has been allocated for self-insured WSIB premiums based on actuarial recommendations. The budget also includes a service level change that adds 8.0 Firefighter FTEs as recommended in the FMP, beginning in September 2025. Capital impacts reflect the final phased-in transfer to the Building Maintenance reserve fund for Station 8 and the Fire Equipment reserve fund for portable radios. Lastly, adjustments have been included for utilities and contracted services based on trends and recommendations from Facility Services staff.

Training net budget for 2025 is \$1,391,400 for an increase of \$75,800 from 2024. The change is primarily due to inflationary and contractual increases in salaries and benefits along with an adjustment to self-insured WSIB premiums. These increased expenditures have been partially mitigated with a reduction in group training costs, based on historical trends.

Fire Prevention net budget for 2025 is \$2,380,800 for an increase of \$199,900 from 2024. The change is primarily due to inflationary and contractual increases in salaries and benefits. Also included is an adjustment to self-insured WSIB premiums.

Emergency Planning net budget for 2025 is \$16,000 with no change from 2024.

OMSAR net budget for 2025 is \$0 with no change from 2024. Through a grant from the Town of Oakville, OMSAR, a volunteer based Auxiliary Unit of the Canadian Coast Guard, provides marine patrol and search and rescue services along the town's waterfront and to approximately 10 miles from shore. The grant is funded through the collection of harbour fees for a net zero impact.

Operating Budget Overview by Component

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% Change from 2024
Emergency Services										
EXPENSES										
Personnel Services & Benefits	39,974,700	4,172,900		44,147,600	4,172,900	10.4%	272,900	44,420,500	4,445,800	11.1%
Materials & Supplies	896,800	24,100		920,900	24,100	2.7%		920,900	24,100	2.7%
Capital out of Operations	27,500	9,000		36,500	9,000	32.7%		36,500	9,000	32.7%
Purchased Services	2,337,900	77,700		2,415,600	77,700	3.3%	32,000	2,447,600	109,700	4.7%
Payments & Grants	45,700	-1,500		44,200	-1,500	-3.3%		44,200	-1,500	-3.3%
Internal Expenses & Transfers	3,639,400	82,200	108,200	3,829,800	190,400	5.2%		3,829,800	190,400	5.2%
Total EXPENSES	46,922,000	4,364,400	108,200	51,394,600	4,472,600	9.5%	304,900	51,699,500	4,777,500	10.2%
REVENUES										
External Revenues	-576,300	2,000		-574,300	2,000	0.3%		-574,300	2,000	0.3%
Internal Recovery & Fund Transfers	-32,500	-41,100		-73,600	-41,100	-126.5%		-73,600	-41,100	-126.5%
Total REVENUES	-608,800	-39,100		-647,900	-39,100	-6.4%		-647,900	-39,100	-6.4%
Total Tax Levy	46,313,200	4,325,300	108,200	50,746,700	4,433,500	9.6%	304,900	51,051,600	4,738,400	10.2%

The total expenses for Emergency Services are \$51,699,500 and total revenues are \$647,900 resulting in a net budget of \$51,051,600 in 2025. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$44,420,500 in 2025 comprised primarily of full-time wages and benefits. The budget increased by \$4,445,800 from 2024 primarily due to contractual increases to salaries and benefits. Adjustments have been made where retirees have been replaced with new hires. Also included is a \$1.2 million adjustment and reallocation for self-insured WSIB liabilities from the corporate WSIB to support Program Based Budgeting. Lastly, a service level change includes the addition of 8.0 Firefighter FTEs starting September 2025 following recommendations in the FMP.

Materials & Supplies total budget is \$920,900 in 2025 comprised primarily of fire safety supplies, fuels and utilities, janitorial, and training supplies. The budget increased by \$24,100 from 2024, primarily due to increased utilities based on historical trends. This has been partially mitigated with savings in the costs of fuel due to a decrease in the rate per litre.

Capital out of Operations total budget is \$36,500 in 2025 comprised primarily of general equipment used in fire stations. The budget increased by \$9,000 from 2024 based on historical trends.

Emergency Services

Purchased Services total budget is \$2,447,600 in 2025 comprised primarily of contracted services (Burlington Dispatch system), uniforms, personal safety supplies, group training, and insurance. The budget increased by \$109,700 from 2024 primarily due to an increase for the Burlington Dispatch communication system and increased contracted services recommended by Facility Services to ensure the fire stations remain in good repair. Additionally, professional fees increased to include oversight from a medical officer of health for emergency responders. Lastly, there is a service level increase for uniforms resulting from the addition of 8.0 new FTEs, which was mitigated with savings in group training.

Payments & Grants total budget is \$44,200 in 2025 comprised primarily of a grant for TOWARF. The budget decreased by \$1,500 from 2024 as the Ministry of Transportation fees have been reduced based on historical trends.

Internal Expenses & Transfers total budget is \$3,829,800 in 2025 comprised primarily of transfers to the Fire Vehicle and Equipment reserve for future replacements as assets reach the end of their useful life. The budget has increased by \$190,400 from 2024, due to the final phase-in contributions to Building Maintenance Reserve Fund for Station 8 and Equipment Reserve Fund for portable radios.

External Revenue total budget is \$574,300 in 2025 comprised primarily of charges to the Ministry of Transportation for highway emergency response, recovery fees for non-resident accident response, and false alarms. The budget decreased by \$2,000 from 2024 primarily due to minor adjustments that reflect recent trends.

Internal Recoveries & Fund Transfers total budget is \$73,600 in 2025 comprised primarily of revenue collected through harbour fees. The budget increased by \$41,100 from 2024 primarily due to repayment of vessel to OMSAR equipment reserve and false alarms at town properties based on historical trends.

Operating Budget Forecast

	2025 Requested Budget	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)	2027 Requested Forecast	2026 - 2027 Change (\$)	2026 - 2027 Change (%)
Emergency Services							
Gross Expenditures by Service							
Administration	1,596,700	1,646,800	50,100	3.1%	1,698,200	51,400	3.1%
Communications	1,411,000	1,446,200	35,200	2.5%	1,482,300	36,100	2.5%
Suppression	44,763,200	46,933,500	2,170,300	4.8%	48,381,300	1,447,800	3.1%
Training	1,396,400	1,566,600	170,200	12.2%	1,653,700	87,100	5.6%
Fire Prevention	2,450,100	2,696,700	246,600	10.1%	2,779,100	82,400	3.1%
Emergency Planning	16,000	16,300	300	1.9%	16,600	300	1.8%
OMSAR	66,100	66,100			66,100		
Total Gross Expenditures by Service	51,699,500	54,372,200	2,672,700	5.2%	56,077,300	1,705,100	3.1%
Tax Levy by Service							
Administration	1,596,700	1,646,800	50,100	3.1%	1,698,200	51,400	3.1%
Communications	1,411,000	1,446,200	35,200	2.5%	1,482,300	36,100	2.5%
Suppression	44,255,700	46,417,700	2,162,000	4.9%	47,857,000	1,439,300	3.1%
Training	1,391,400	1,561,500	170,100	12.2%	1,648,500	87,000	5.6%
Fire Prevention	2,380,800	2,625,600	244,800	10.3%	2,706,200	80,600	3.1%
Emergency Planning	16,000	16,300	300	1.9%	16,600	300	1.8%
OMSAR							
Total Tax Levy by Service	51,051,600	53,714,100	2,662,500	5.2%	55,408,800	1,694,700	3.2%
Gross Expenditures by Type							
Personnel Services & Benefits	44,420,500	46,680,400	2,259,900	5.1%	48,120,100	1,439,700	3.1%
Materials & Supplies	920,900	986,600	65,700	7.1%	1,076,900	90,300	9.2%
Capital out of Operations	36,500	37,400	900	2.5%	38,300	900	2.4%
Purchased Services	2,447,600	2,519,600	72,000	2.9%	2,593,500	73,900	2.9%
Payments & Grants	44,200	44,300	100	0.2%	44,400	100	0.2%
Internal Expenses & Transfers	3,829,800	4,103,900	274,100	7.2%	4,204,100	100,200	2.4%
Total Expenditures	51,699,500	54,372,200	2,672,700	5.2%	56,077,300	1,705,100	3.1%
Revenues by Type							
External Revenue	-574,300	-584,500	-10,200	-1.8%	-594,900	-10,400	-1.8%
Internal Recoveries & Fund Transfers	-73,600	-73,600			-73,600		
Total Revenues	-647,900	-658,100	-10,200	-1.6%	-668,500	-10,400	-1.6%
Total Tax Levy	51,051,600	53,714,100	2,662,500	5.2%	55,408,800	1,694,700	3.2%

Emergency Services

Budget Forecast Highlights

The 2026 net budget is projected to increase by \$2,662,500 for a total of \$53,714,100. The change is primarily due to inflationary and contractual increases to wages and benefits, annualization of 8.0 FTEs added in 2025, and to address Council's strategic priorities. Operating impacts have been included for Station 9, such as one new Fire Prevention Officer, utilities, and a partial year reduction of an internal facility charge for the temporary location of fire Station 9. Finally, a transfer to the Fire Equipment reserve has been added for the future replacement of the planned aerial truck purchase in 2025 and transfer to the Building Maintenance reserve for Station 9.

The 2027 net budget is projected to increase by \$1,694,700 for a total of \$55,408,800. The change is primarily due to inflationary increases to the cost of delivering services and to address Council's strategic priorities. Also included are operating impacts for the phase-in of the Station 9 and Station 4 transfer to Building Maintenance reserves. Lastly, budget adjustments for utilities for Station 4 have been included.

Recommended Capital Budget

The 2025 capital budget for Emergency Services will provide funds to ensure that the Fire station infrastructure, vehicles and equipment are maintained in a state of good repair. Highlights of the 2025 capital budget include the first phase of construction for Station 4 renovation, the final phase of Station 9 construction, and purchase of land for the future site of Station 10. Additionally, funding is included for the purchase of an aerial truck which has reached the end of its useful life. Lastly, fire protective clothing has been included for 8.0 additional Firefighter FTEs.

	Classification	Capital Budget 2025	Operating Impacts 2025
Emergency Services			
43302311 Fire Station #9	Growth	1,088,600	
43302312 New Vehicles for Fire Prevention	Growth		-700
43302408 Portable Radio Equipment	Infrastructure Renewal		27,500
43302413 Station #4 Renovation and Expansion	Growth	12,520,100	
43302501 SCBA Equipment Testing and Replacement	Infrastructure Renewal	151,100	
43302502 Fire Station Facility Maintenance	Infrastructure Renewal	53,700	
43302503 Emergency Response Vehicles & Equipment	Infrastructure Renewal	2,914,500	
43302504 Fire Services Vehicles & Equipment	Infrastructure Renewal	489,100	
43302505 Fire Services Fitness, Equipment & Furniture	Infrastructure Renewal	119,600	
43302506 Protective Clothing Replacement	Infrastructure Renewal	282,000	
43302508 Portable Radio Equipment	Infrastructure Renewal	30,200	27,500
43302509 Specialized Equipment Replacement	Infrastructure Renewal	204,400	
43302510 Specialized Equipment - New	Infrastructure Renewal	40,300	
43302512 Fire Training Facility	Infrastructure Renewal	50,300	
43302513 Fire Station #5 Renovation and Expansion	Infrastructure Renewal	290,500	
43302514 Fire Station #10 - Land	Growth	8,734,800	
43302602 New Vehicles for Fire Prevention	Growth		-700
Total		26,969,200	53,600

Emergency Services

Political Governance Program Based Budget 2025 - 2027

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.

Program Services

Political Governance provides activities through the following services:



2025 Program Key Initiatives



Community Belonging

- Provide access to the democratic voting and decision making processes, encouraging citizen involvement.
- The delegation process allows citizens to address Council on issues. Meetings have been made available to participants virtually as they are streamed live on to the website and are available on Youtube. All agendas and minutes are available on the website



Environmental Sustainability

- Access to electronic agendas and minutes reduces the need to print copies. Attending meetings virtually reduces travel and promotes a safe work place.



Accountable Government

- Policies and procedures are clearly set out, regularly reviewed and updated.
- Time spent in closed session during Council is reported annually.
- The Municipal Ombudsman is available to investigate, in an independent manner, decisions and recommendations made, along with the administration of the town and local boards.
- The closed meeting investigator is available to investigate complaints about closed meetings, should there be any.
- The Integrity Commissioner is available to conduct inquiries into requests from Council, a member of Council or local board, or a member of the public regarding any contraventions to the Code of Conduct.

Key Performance Indicators

1. Percentage of gross operating budget

2020	2021	2022	2023	2024
1.5%	1.4%	1.8%	1.4%	1.4%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: 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

2020	2021	2022	2023	2024
0.7%	0.5%	0.5%	0.7%	0.6%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
Calculation: Total program FTEs including part-time / Total town FTEs including part-time.				

3. Percentage of meeting time spent in open session

2020	2021	2022	2023	2024
85.1%	93.1%	93%	93.8%	89.4% (As of September 2024)
Purpose: Monitors transparency in terms of time spent in closed session of Council.				
Calculation: Total number of minutes spent in meetings/ total number of minutes spent in open session in camera.				

Staffing Overview

Program: Political Governance	2024 Approved FTE	Adjustments & Reallocations	2025 Service Level Change	2025 Growth and Capital	2025 Total FTE	Net Change 2025 vs 2024
Services/Activities:						
Mayor and Council and Secretariat	-	-	-	-	-	-
Council and Committee Services	7.5	-	1.0	-	8.5	1.0
Election	-	-	-	-	-	-
Print Centre/Mail Services	3.8	-	-	-	3.8	-
Total Political Governance	11.3	-	1.0	-	12.3	1.0

The 2025 total staff complement is 12.3 FTEs with an increase of 1.0 FTE for a proposed Legislative Compliance Specialist. This position will address the gap in achieving web content accessibility compliance, and will support the creation and updates of strategies, policies, and procedures to ensure the town's commitment to web accessibility.

Operating Budget Overview by Service

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% Change from 2024
Political Governance										
Mayor and Council and Secretariat	2,053,200	61,400		2,207,400	154,200	7.5%		2,207,400	154,200	7.5%
Council and Committee Services	1,208,400	44,100		1,252,500	44,100	3.6%	31,600	1,284,100	75,700	6.3%
Election	317,000			317,000				317,000		
Print Centre/Mail Services	640,000	21,500		661,500	21,500	3.4%		661,500	21,500	3.4%
Total Tax Levy	4,218,600	127,000		4,438,400	219,800	5.2%	31,600	4,470,000	251,400	6.0%

The 2025 net budget for Political Governance is \$4,470,000 resulting in an increase of \$251,400 or 6.0% from 2024.

Mayor and Council and Secretariat net budget for 2025 is \$2,207,400 for an increase of \$154,200 from 2024. Budget adjustments are included for the reduced personnel gapping, inflationary and contractual increases to salary and benefits, training and internet. Additionally, one-time budget and funding for community events has been removed for 2025.

Council and Committee Services net budget for 2025 is \$1,284,100 for an increase of \$75,700 from 2024. In addition to inflationary increases to salary and benefits, the budget includes the addition of 1.0 FTE for a Legislative Compliance Specialist which has been added to the complement.

Election net budget for 2025 remains unchanged at \$317,000.

Print Centre/Mail Services net budget for 2025 is \$661,500 for an increase of \$21,500 from 2024. The change is primarily due to inflationary increases to salary and benefits and an adjustment to courier services.

Political Governance

Operating Budget Overview by Component

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% Change from 2024
Political Governance										
EXPENSES										
Personnel Services & Benefits	3,241,400	207,400		3,448,800	207,400	6.4%	31,100	3,479,900	238,500	7.4%
Materials & Supplies	111,200	-400		110,800	-400	-0.4%		110,800	-400	-0.4%
Capital out of Operations	2,100			2,100				2,100		
Purchased Services	617,700	-57,300		560,400	-57,300	-9.3%	500	560,900	-56,800	-9.2%
Payments & Grants	11,000			11,000				11,000		
Internal Expenses & Transfers	308,500	100		308,600	100			308,600	100	
Total EXPENSES	4,291,900	149,800		4,441,700	149,800	3.5%	31,600	4,473,300	181,400	4.2%
REVENUES										
External Revenues	-3,300			-3,300				-3,300		
Internal Recovery & Fund Transfers	-70,000	70,000			70,000	100.0%			70,000	100.0%
Total REVENUES	-73,300	70,000		-3,300	70,000	95.5%		-3,300	70,000	95.5%
Total Tax Levy	4,218,600	219,800		4,438,400	219,800	5.2%	31,600	4,470,000	251,400	6.0%

The total expenses for Political Governance are \$4,473,300 and total revenues are \$3,300 resulting in a net budget of \$4,470,000 in 2025. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$3,479,900 in 2025 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$238,500 from 2024 primarily due to the addition of the Legislative Compliance Specialist and the removal of the 2024 budgeted personnel gapping in Mayor's office. Additional inflationary increases are for salary and benefits.

Materials & Supplies total budget is \$110,800 in 2025 comprised primarily of postage, print supplies, external reproductions, and office supplies. The budget decreased by \$400 from 2024 primarily due to reductions in postage and courier fees.

Capital out of Operations total budget is \$2,100 in 2025 comprised primarily of computer hardware and general equipment. The budget remains the same from 2024.

Purchased Services total budget is \$560,900 in 2025 comprised primarily of equipment rental, promotions, contract services and training. The budget decreased by \$56,800 from 2024 primarily due to the reduction of the one-time community events budget of \$10,000 per ward or \$70,000 funded from the Tax Rate Stabilization reserve. Additional increases are included for courier services to the Print and Mail Centre and training.

Payments & Grants total budget is \$11,000 in 2025 comprised primarily of municipal grants and accessibility costs. The budget remains the same from 2024.

Political Governance

Internal Expenses & Transfers total budget is \$308,600 in 2025 comprised primarily of transfers to the election reserve. The budget increased by \$100 from 2024 primarily due to an increase for the Stores internal charge.

External Revenue total budget is \$3,300 in 2025 comprised primarily of miscellaneous recoveries. The budget remained the same from 2024.

Internal Recoveries and Fund Transfers total budget is \$0 for 2025. The budget decreased by \$70,000 from 2024 for the removal of the one-time transfer from Tax Rate Stabilization reserve used to fund community events.

Operating Budget Forecast

	2025 Requested Budget	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)	2027 Requested Forecast	2026 - 2027 Change (\$)	2026 - 2027 Change (%)
Political Governance							
Gross Expenditures by Service							
Mayor and Council and Secretariat	2,207,400	2,300,400	93,000	4.2%	2,374,100	73,700	3.2%
Council and Committee Services	1,284,100	1,415,200	131,100	10.2%	1,451,600	36,400	2.6%
Election	317,000	1,282,400	965,400	304.5%	369,700	-912,700	-71.2%
Print Centre/Mail Services	664,800	683,300	18,500	2.8%	701,500	18,200	2.7%
Total Gross Expenditures by Service	4,473,300	5,681,300	1,208,000	27.0%	4,896,900	-784,400	-13.8%
Tax Levy by Service							
Mayor and Council and Secretariat	2,207,400	2,300,400	93,000	4.2%	2,374,100	73,700	3.2%
Council and Committee Services	1,284,100	1,415,200	131,100	10.2%	1,451,600	36,400	2.6%
Election	317,000	282,400	-34,600	-10.9%	369,700	87,300	30.9%
Print Centre/Mail Services	661,500	680,000	18,500	2.8%	698,200	18,200	2.7%
Total Tax Levy by Service	4,470,000	4,678,000	208,000	4.7%	4,893,600	215,600	4.6%
Gross Expenditures by Type							
Personnel Services & Benefits	3,479,900	4,231,200	751,300	21.6%	3,858,800	-372,400	-8.8%
Materials & Supplies	110,800	183,500	72,700	65.6%	118,000	-65,500	-35.7%
Capital out of Operations	2,100	2,200	100	4.8%	2,300	100	4.5%
Purchased Services	560,900	944,800	383,900	68.4%	598,200	-346,600	-36.7%
Payments & Grants	11,000	11,000			11,000		
Internal Expenses & Transfers	308,600	308,600			308,600		
Total Expenditures	4,473,300	5,681,300	1,208,000	27.0%	4,896,900	-784,400	-13.8%
Revenues by Type							
External Revenue	-3,300	-3,300			-3,300		
Internal Recoveries & Fund Transfers		-1,000,000	-1,000,000			1,000,000	100.0%
Total Revenues	-3,300	-1,003,300	-1,000,000	-30,303.0%	-3,300	1,000,000	99.7%
Total Tax Levy	4,470,000	4,678,000	208,000	4.7%	4,893,600	215,600	4.6%

Political Governance

Budget Forecast Highlights

The 2026 net budget is projected to increase by \$208,000 for a total of \$4,678,000. The change is primarily due to inflationary increases to the costs for delivering services and the annualization of the Legislative Compliance Specialist included in the 2025 budget. Additional increases for temporary employment, contract services and rental equipment are included for the 2026 municipal election which is funded from the Election reserve.

The 2027 net budget is projected to increase by \$215,600 for a total of \$4,893,600. The change is primarily due to removal of the expenses and Election Reserve transfer budget required for the 2026 municipal election. The additional budget adjustment is for inflationary increases to costs for delivering services.

Recommended Capital Budget

There are no 2025 capital budget requests for Political Governance.

Facility Services Program Based Budget 2025 - 2027

Vision

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

Mission

- To optimize our in-house expertise in property management excellence to sustain the town's infrastructure. We collaborate with our partners in delivering front-line services to our citizens while maintaining respect for the public tax dollar.

Program Services

The Facility Services department is responsible for the design, construction, commissioning, capital replacements, facility operations, maintenance, repair, and demolition of approximately 2.2 million square feet of building space for the town. In addition, Facility Services develops and maintains standards and guidelines for the construction and maintenance of town buildings and coordinates compliance for accessibility, environmental legislation, energy management, and the management of designated substances in buildings. Facility Services embraces a vision of “Partnering for Success” – we work together with the other departments of the town to provide excellent service to our common customer – the taxpayer.



Administration

- Establish Strategic Plans and Policies

Projects, Capital & Lifecycle

- Design & Construction
- Capital Replacements /Repairs
- Growth Facilities

Operations & Maintenance

- Preventative Maintenance
- Minor Repairs
- Facility Operations

Strategy, Planning & Compliance

- Regulatory Compliance
- Consistency of Practice
- Standards and Guidelines
- Energy Management
- Facility Security

2025 Program Key Initiatives



Growth Management

- Completion of the new Community Centre and Library at the Sixteen Mile Sports Complex.
- Construction of Fire Station 9.
- Design of both Fire Station 4 and the new Central Library.



Community Belonging

- Building and maintaining municipal infrastructure to support community belonging involves creating spaces and services that promote social interaction, inclusivity, and a sense of pride among residents.
- Operating and maintaining public libraries, community centres, swimming pools, arenas and fire stations.
- Accessibility upgrades – Interior accessibility improvements at Glen Abbey Community Centre, Parks washrooms and the introduction of pool lifts at the outdoor pools.
- Renovation of Rink A at the River Oaks Community Centre.
- Renovation of Falgarwood Pool.



Environmental Sustainability

- Update end of life HVAC at Iroquois Ridge Community Centre and the Bronte Harbour restaurant.
- Upgrade building controls to FH3, FH8 and Pine Glen Soccer Club.
- Update the Sustainable Design Standards to incorporate eco-friendly design into new buildings and retrofits.

Key Performance Indicators

1. Percentage of gross operating budget

2020	2021	2022	2023	2024
1.9%	1.8%	1.9%	1.8%	4.6%*
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges). *2024 increase is a result of Facility Services absorbing operations staff from Recreation as recommended by the Facility Services Review.				

2. Percentage of total FTE

2020	2021	2022	2023	2024
1.3%	1.2%	1.3%	1.3%	5.8%*
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total town FTEs.				
Calculation: Total program FTEs including part-time / Total town FTEs including part-time.) *2024 increase is a result of Facility Services absorbing operations staff from Recreation as recommended by the Facility Services Review.				

3. Projects: Number of capital projects

2020	2021	2022	2023	2024
18	93	76	55	80
Purpose: Number of capital projects taken on to maintain the town's level of growth as well as the state of the good repair program.				
Calculation: Capital projects completed per year.				

4. Projects: Facilities that meet accessibility requirements for the built environment according to AODA (%)

2020	2021	2022	2023	2024
Planning & Funding Plan Est.	19% Bldgs. Completed	47% Bldgs. Completed	53% Bldgs. Completed	71% Bldgs. Completed
Purpose: To continuously create and update town facilities which are inclusive and user-friendly for residents and visitors of all abilities.				
Calculation: Facilities updated per year based on 2019 audit.				

5. Compliance: Greenhouse gas emissions reduction from 2015 baseline year (%)

2020	2021	2022	2023	2024
19.8% **	15.5% **	6.9%	13.2%	TBD
Purpose: The KPI measures percent reduction in greenhouse gas (GHG) emissions relative to the 2015 baseline year. The town has set a goal of Net Zero by 2050, when the KPI will be 100%. These figures include building emissions only.				
Calculation: [2015 Baseline] – [Emissions of Year] / [2015 Baseline] ** COVID(many facilities were closed / used less energy)				

Staffing Overview

Program: Facility Services	2024	Adjustments &	2025	2025	2025	Net
	Approved	Reallocations	Service Level	Growth and	Total	Change
Services/Activities:	FTE		Change	Capital	FTE	2025 vs 2024
Administration	1.0	-	-	-	1.0	-
Projects, Capital and Lifecycle	12.0	-	2.0	-	14.0	2.0
Operations & Maintenance	84.5	0.8	-	6.2	91.5	7.0
Strategy, Planning & Compliance	6.0	-	-	-	6.0	-
Total Facility Services	103.5	0.8	2.0	6.2	112.5	9.0

The 2025 total staff complement for Facility Services is 112.5 FTE, which is an increase of 9.0 FTE from 2024.

6.2 FTE are proposed under the Operations & Maintenance service area through growth and capital comprised of 1 Leadhand, 5 Facility Operators, as well as part-time hours to service the new Sixteen Mile Community Centre and Library. A service level increase of 2.0 FTE for 2 Project Leaders is proposed under the Projects, Capital, and Lifecycle service area to enhance capacity of capital project delivery, maintaining the state of good repair program as well as implementing various capital initiatives. Adjustments of 0.8 FTE under Operations & Maintenance are primarily a result of adjustments to part-time service locations and job types.

Operating Budget Overview by Service

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% Change from 2024
Facility Services										
Administration	229,600	16,300		245,900	16,300	7.1%		245,900	16,300	7.1%
Projects, Capital and Lifecycle	465,000	7,600		472,600	7,600	1.6%	42,300	514,900	49,900	10.7%
Operations & Maintenance	2,488,500	100,600		2,589,100	100,600	4.0%		2,589,100	100,600	4.0%
Strategy, Planning & Compliance	719,300	61,000		780,300	61,000	8.5%		780,300	61,000	8.5%
Total Tax Levy	3,902,400	185,500		4,087,900	185,500	4.8%	42,300	4,130,200	227,800	5.8%

The 2025 net budget for Facility Services is \$4,130,200 resulting in an increase on the tax levy of \$227,800 or 5.8% from 2024. Main drivers for change by service area are highlighted below.

Administration net budget for 2025 is \$245,900, which is an increase of \$16,300 from 2024. The change is primarily due to inflationary and contractual increases to salaries and benefits as well as software licensing fees for an emergency communicator service.

Projects, Capital & Lifecycle net budget for 2025 is \$514,900, which is an increase of \$49,900 from 2024. This service area budget is primarily comprised of personnel costs for the management and implementation of the facility asset lifecycle program, new construction initiatives, as well as recoveries from associated capital projects. The primary driver of the 2025 increase is the proposed addition of 2 Project Leaders, budgeted to be substantially recovered from the capital program. Also included are inflationary and contractual increases to existing salaries, benefits, and labour recoveries from capital.

Operations & Maintenance net budget for 2025 is \$2,589,100, which is an increase of \$100,600 from 2024. This service area budget is primarily comprised of personnel costs for the management and implementation of operations and maintenance activities at town facilities, recoveries from associated town programs operating out of facilities, as well as budgets for the maintenance of Town Hall and corporate properties. The primary drivers of the 2025 increase are contracted services budgets at Town Hall including security budget increases to support broader service requirements, as well as inflationary and contractual increases to salaries and benefits.

Strategy, Planning & Compliance net budget for 2025 is \$780,300, which is an increase of \$61,000 from 2024. This service area budget is primarily comprised of personnel costs for the management and implementation of standards, energy management, security, contract management, and mid to long-range planning activities for town facilities. The primary drivers of the 2025 increase are the annualization of the 2024 approved Security Supervisor position, as well as inflationary and contractual increases to salaries and benefits.

Operating Budget Overview by Component

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% Change from 2024
Facility Services										
EXPENSES										
Personnel Services & Benefits	11,283,900	505,600	285,500	12,075,000	791,100	7.0%	211,500	12,286,500	1,002,600	8.9%
Materials & Supplies	679,300	(9,900)	-	669,400	(9,900)	(1.5%)	-	669,400	(9,900)	(1.5%)
Capital out of Operations	1,000	(1,000)	-	-	(1,000)	(100.0%)	-	-	(1,000)	(100.0%)
Purchased Services	1,589,400	(42,600)	11,100	1,557,900	(31,500)	(2.0%)	30,000	1,587,900	(1,500)	(0.1%)
Payments & Grants	97,500	6,600	-	104,100	6,600	6.8%	-	104,100	6,600	6.8%
Internal Expenses & Transfers	405,100	(2,700)	450,000	852,400	447,300	110.4%	-	852,400	447,300	110.4%
Total EXPENSES	14,056,200	456,000	746,600	15,258,800	1,202,600	8.6%	241,500	15,500,300	1,444,100	10.3%
REVENUES										
External Revenues	(254,200)	(30,400)	(450,000)	(734,600)	(480,400)	(189.0%)	-	(734,600)	(480,400)	(189.0%)
Internal Recovery & Fund Transfers	(9,899,600)	(240,100)	(296,600)	(10,436,300)	(536,700)	(5.4%)	(199,200)	(10,635,500)	(735,900)	(7.4%)
Total REVENUES	(10,153,800)	(270,500)	(746,600)	(11,170,900)	(1,017,100)	(10.0%)	(199,200)	(11,370,100)	(1,216,300)	(12.0%)
Total Tax Levy	3,902,400	185,500	-	4,087,900	185,500	4.8%	42,300	4,130,200	227,800	5.8%

Total expenses for Facility Services are \$15,500,300 and total revenues are \$11,370,100 resulting in a net budget of \$4,130,200 in 2025. Main drivers for change by budget component are highlighted below.

Personnel Services & Benefits total budget is \$12,286,500 in 2025 and is primarily comprised of full-time and part-time wages and benefits. The budget has increased \$1,002,600 from 2024 primarily due to the 2 Project Leader FTE proposed under Projects, Capital and Lifecycle carrying a 2025 impact of \$211,500, as well as the phasing-in of operations staff for the new Sixteen Mile Community Centre and Library under Operations & Maintenance with an expected 2025 impact of \$285,500. Additional factors include the annualization of the 2024 approved Security Supervisor position, adjustments to PT services at the Town Hall district, as well as inflationary and contractual increases to salaries and benefits.

The requested 2 Project Leaders are budgeted to be substantially recovered from the capital program, and new Facility Services staff at the Sixteen Mile Community Centre and Library are fully recovered from the Recreation and Library Programs. These offsetting revenues are reflected in the Internal Recoveries & Fund Transfers budget line.

Materials & Supplies total budget is \$669,400 in 2025 and is primarily comprised of budgets for utilities and maintenance supplies for Town Hall and the corporate properties. The budget has decreased \$9,900 from 2024 primarily due to utility budget adjustments under the corporate property portfolio, offset by inflationary increases to rates.

Facility Services

Purchased Services total budget is \$1,587,900 in 2025 and is primarily comprised of budgets for maintenance and repair services, janitorial services, and security services at Town Hall and applicable corporate properties as well as budgets for rental expenses, employee-related costs, insurance, and professional fees. This budget line has decreased \$1,500 from 2024 primarily due to savings of \$159,000 in rental expenses resulting from the discontinuation of the lease of office space at Oakville Hydro as Facility Services and Purchasing staff have moved back to Town Hall, as well as a \$60,000 reduction in security services budgets due to discontinued security requirements at the old OT School site. These reductions are then offset by increases to security budgets at Town Hall of \$73,000, increased training allotments for Operations & Maintenance staff of \$30,000, as well as inflationary increases and adjustments to insurance and contracted maintenance and repair requirements at Town Hall and corporate properties totaling \$84,100 to meet expected 2025 needs. \$11,100 is included as a capital impact from the Sixteen Mile Community Centre and Library for employee-related costs such as training, uniforms, and phones.

The security services requirement at the OT School site was a temporary measure funded from the Tax Stabilization Reserve and this associated funding has also been removed. Rental expenses at Oakville Hydro were supported by funding from the Hydro Operations Reserve and this offsetting funding has also been removed. The noted 2025 increase in training budgets is temporary and is funded from the Tax Stabilization Reserve. These adjustments are reflected in the Internal Recoveries & Fund Transfers budget line.

Payments and Grants total budget is \$104,100 in 2025 and is primarily comprised of property taxes for the town's corporate properties. The budget has increased \$6,600 from 2024 due to tax rate adjustments as well as a new licensing requirement for an emergency communicator.

Internal Expenses & Transfers total budget is \$852,400 in 2025 and is primarily comprised of transfers to reserves, internal charges for the maintenance and operations of Town Hall and the corporate properties, as well as internal charges relating to winter control. The budget has increased \$447,300 from 2024 primarily to account for a transfer to the Capital Reserve of \$450,000 relating to budgeted revenue from the acquisition of property at South Service and Chartwell in 2024. This revenue is reflected in the External Revenue budget line.

External Revenues total budget is \$734,600 in 2025 and is primarily comprised of rental revenue at the town's leased properties and Town Hall. The budget has increased \$480,400 from 2024 primarily due to the above-mentioned \$450,000 in revenues from the acquisition of property at South Service and Chartwell, as well as net inflationary increases and adjustments to forecasted 2025 revenues from the leased property portfolio.

Internal Recoveries & Fund Transfers total budget is \$10,635,500 in 2025 and is primarily comprised of recoveries from programs to account for facility operations services delivered by Operations & Maintenance staff, as well as recoveries from the capital program for services delivered by Projects, Capital & Lifecycle staff. The budget has increased \$735,900 from 2024 primarily due to a capital impact of \$296,600 in recoveries from Recreation and Culture and the Library relating to operations of the new Sixteen Mile Community Centre and Library, as well as inflationary increases to existing facility operations recoveries and capital project recoveries to account for increases in salaries and benefits of staff delivering these services. Additionally, an \$80,000 transfer in from the Pine Glen Maintenance Reserve is included to offset expected 2025 maintenance and repair requirements at the Pine Glen Soccer Club, and \$30,000 is included from the Tax Stabilization Reserve to fund the temporary training increase for Operations & Maintenance staff. Revenues from the Hydro Operations Reserve of \$159,000 which funded rental expenses at Oakville Hydro have been removed. \$60,000 of funding from the Tax Stabilization Reserve which funded temporary security measures at the OT School site has also been removed.

Operating Budget Forecast

	2025 Requested Budget	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)	2027 Requested Forecast	2026 - 2027 Change (\$)	2026 - 2027 Change (%)
Facility Services							
Gross Expenditures by Service							
Administration	245,900	253,100	7,200	2.9%	260,000	6,900	2.7%
Projects, Capital and Lifecycle	2,012,000	2,142,600	130,600	6.5%	2,200,500	57,900	2.7%
Operations & Maintenance	12,387,400	13,090,100	702,700	5.7%	13,424,500	334,400	2.6%
Strategy, Planning & Compliance	855,000	880,600	25,600	3.0%	905,300	24,700	2.8%
Total Gross Expenditures by Service	15,500,300	16,366,400	866,100	5.6%	16,790,300	423,900	2.6%
Tax Levy by Service							
Administration	245,900	253,100	7,200	2.9%	260,000	6,900	2.7%
Projects, Capital and Lifecycle	514,900	544,100	29,200	5.7%	558,000	13,900	2.6%
Operations & Maintenance	2,589,100	2,652,100	63,000	2.4%	2,708,600	56,500	2.1%
Strategy, Planning & Compliance	780,300	805,900	25,600	3.3%	830,600	24,700	3.1%
Total Tax Levy by Service	4,130,200	4,255,200	125,000	3.0%	4,357,200	102,000	2.4%
Gross Expenditures by Type							
Personnel Services & Benefits	12,286,500	13,057,400	770,900	6.3%	13,413,300	355,900	2.7%
Materials & Supplies	669,400	686,200	16,800	2.5%	703,300	17,100	2.5%
Purchased Services	1,587,900	1,655,500	67,600	4.3%	1,696,300	40,800	2.5%
Payments & Grants	104,100	104,200	100	0.1%	104,300	100	0.1%
Internal Expenses & Transfers	852,400	863,100	10,700	1.3%	873,100	10,000	1.2%
Total Expenditures	15,500,300	16,366,400	866,100	5.6%	16,790,300	423,900	2.6%
Revenues by Type							
External Revenue	(734,600)	(753,000)	(18,400)	(2.5%)	(771,700)	(18,700)	(2.5%)
Internal Recoveries & Fund Transfers	(10,635,500)	(11,358,200)	(722,700)	(6.8%)	(11,661,400)	(303,200)	(2.7%)
Total Revenues	(11,370,100)	(12,111,200)	(741,100)	(6.5%)	(12,433,100)	(321,900)	(2.7%)
Total Tax Levy	4,130,200	4,255,200	125,000	3.0%	4,357,200	102,000	2.4%

The 2026 net budget is projected to increase by \$125,000 for a total net budget of \$4,255,200. The change is primarily due to inflationary increases to salaries, benefits, materials, services, and revenues, as well as the annualization of the 2 proposed FTE under Projects, Capital, and Lifecycle.

The 2027 net budget is projected to increase by \$102,000 for a total net budget of \$4,357,200. The change is primarily due to inflationary increases to salaries, benefits, materials, services, and revenues.

Facility Services

Recommended Capital Budget

Facility Services capital projects provide for the continued state of good repair of town facilities through the infrastructure renewal projects listed below. Facility asset replacement and repair schedules are generated by the town's asset registry and are reviewed and updated on an annual basis. Facility assets are inspected and, if possible, replacements are deferred based on condition. Studies are also undertaken to assess building structures, hazardous materials, electrical safety, and various other condition inspections and assessments.

Funds are also identified for various continuing program initiatives such as accessibility improvements funding the removal of physical barriers across the town, town-wide security management and system improvements, and creation and implementation of Facility Design Standards.

	Classification	Capital Budget 2025	Operating Impacts 2025
Facility Services			
21102205 Town-wide Security – System and Management Review and Implementation	Program Initiatives	603,600	(10,000)
42102201 Air Balancing for Indoor Air Quality	Infrastructure Renewal	55,400	
42102312 Card Access Security	Infrastructure Renewal	1,569,300	
42102315 Heritage Building Maintenance and Repair	Infrastructure Renewal	89,400	
42102318 Roof Replacement - Various Locations	Infrastructure Renewal	36,800	
42102322 Energy Management - Large Buildings	Infrastructure Renewal		
42102415 Roof Replacement - Various Locations	Infrastructure Renewal	148,500	
42102420 Metro Marine Building - Rehab	Infrastructure Renewal	507,000	
42102501 HVAC - Various Locations	Infrastructure Renewal	1,019,400	
42102503 Sitework - Various Facilities (Drives)	Infrastructure Renewal	606,200	
42102504 Electrical - Various Locations	Infrastructure Renewal	39,600	
42102505 Accessibility Improvements	Program Initiatives	457,800	
42102506 Electrical Safety Authority Inspections	Infrastructure Renewal	37,700	
42102507 Heritage Building Maintenance and Repair	Infrastructure Renewal	189,600	
42102508 Properties under 12,000 SF Maintenance and Repair	Infrastructure Renewal	1,126,100	
42102509 Roof Replacement - Various Locations	Infrastructure Renewal	1,599,900	
42102510 Architectural/Structural	Infrastructure Renewal	206,000	
42102511 Facility Emergency Repairs	Infrastructure Renewal	208,700	
42102512 Facility Design Standards	Program Initiatives	151,000	
42102513 Leased Properties - Repairs and Replacements	Infrastructure Renewal	210,700	
42102514 Hazardous Materials Remediation	Infrastructure Renewal	53,900	
42102515 Structural Inspections and Condition Assessments	Infrastructure Renewal	53,900	
42102516 Mechanical Commission	Infrastructure Renewal	31,600	
42102517 Pine Glen Indoor Soccer Facility	Infrastructure Renewal	258,100	
42102518 Sanotec Pool System	Program Initiatives	80,600	
Total		9,340,800	(10,000)

Facility Services

Facility Projects in Other Programs:

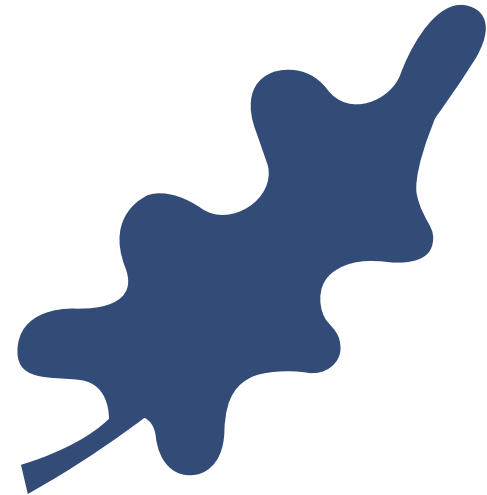
The following are capital projects in other program areas with which the Facility Services team would be involved in planning, implementation, and overall management.

	Classification	Capital Budget 2025	Operating Impacts 2025
46602302 DCH - Studies and Project Management	Program Initiatives	192,000	
52282501 Parks Facility Repairs - FS	Infrastructure Renewal	57,200	
43302311 Fire Station #9	Growth	1,088,600	
43302413 Station #4 Renovation and Expansion	Growth	12,520,100	
43302502 Fire Station Facility Maintenance	Infrastructure Renewal	53,700	
43302513 Fire Station #5 Renovation and Expansion	Infrastructure Renewal	290,500	
46312501 Kinoak Arena - Rink - Lifecycle Replacement	Infrastructure Renewal	363,000	
46312502 Kinoak Arena - Capital Replacements	Infrastructure Renewal	100,100	
46312503 Maplegrove Arena - Capital Replacements	Infrastructure Renewal	26,400	
46312504 Ice Resurfacer Replacement - Electric	Infrastructure Renewal	211,500	
46402501 Falgarwood Pool Rehabilitation	Infrastructure Renewal	1,382,400	
46402502 Outdoor Pools - Capital Replacements	Infrastructure Renewal	40,200	
46632404 River Oaks - Rink A - Lifecycle Replacement	Infrastructure Renewal	5,738,000	
46632501 River Oaks - Facility Capital Replacements	Infrastructure Renewal	65,400	
46642501 Iroquois Ridge - Facility Capital Replacements	Infrastructure Renewal	31,600	
46662501 QEPCCC - Facility Capital Replacements	Infrastructure Renewal	84,600	
46672501 Joshua's Creek Arena - Facility Capital Replacements	Infrastructure Renewal	51,400	
46682501 16 Mile - Facility Capital Replacements	Infrastructure Renewal	43,300	
46692501 Oakville Trafalgar - Facility Capital Replacements	Infrastructure Renewal	39,800	
46692502 Oakville Trafalgar - Parking Garage	Infrastructure Renewal	8,600	
53512501 Parking Garage - Rehab - FS	Infrastructure Renewal	362,400	
53512506 Facility Services - Parking Minor Repairs	Infrastructure Renewal	25,200	
51312501 Central Operations Depot Capital Replacement	Infrastructure Renewal	20,100	
54212501 Transit Facility Capital Repairs and Replacement	Infrastructure Renewal	20,100	
Total		22,816,200	-



2025 BUDGET – ENVIRONMENTAL SUSTAINABILITY

OPERATING AND CAPITAL



Parks and Open Space

Program Based Budget

2025 - 2027

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.

Program Services

Parks and Open Space provide activities through the following services:



Parks & Open Space Administration

- Overall supervision of department and ensure, health and safety as well as quality of customer service

Parks Capital Planning and Management

- Planning and development of new parkland and open space
- Implementation of parks master plans and capital infrastructure renewal
- Review planning applications, agreements and amendments for town parks and open space impact

Park Maintenance

- Maintenance of parkland, horticulture beds, sports fields, trails and park pathways
- Snow and ice removal at town facilities
- Maintenance of park structures, equipment and assets

Forestry

- Maintenance of street, parks and woodland trees
- Annual tree planting program
- Implementation of Public and Private Tree Protection By-laws, Canopy Preservation Policy and Tree Protection During Construction Procedure
- Invasive species control, monitoring and woodland regeneration

Parks and Open Space

2025 Program Key Initiatives



Growth Management

- Complete McDuffe and Wheat Boom neighbourhood park's with several village squares
- Begin implementation of key initiatives from 2024 Parks, Recreation and Library MP
- Continue planning for parks within strategic growth areas in accordance with Parks Plan 2031



Community Belonging

- Construct Phase 3 amenities at Sixteen Mile Sports Park (tennis/pickleball/beach volleyball basketball)
- Rehabilitating a number of playgrounds (Coronation, Potters Wheel, Windrush, Burnett, Jennings, Woodgate Woods)
- Rehabilitating parking lot at Iroquios Shoreline Woods
- Rehabilitating Towne Square
- Completing redevelopment of Wallace Park
- Reconstruction of Wallace Park tennis courts
- New lighting at Lawson Park tennis courts
- New backstop at Deer Run Park
- Installation of new splash pad at Ridgeview Park
- Complete trail repairs to West Bank Heritage Trail at Lions Valley
- Undertake pathway rehabilitation town-wide
- Undertake cul-de-sac rehabilitation town-wide



Accountable Government

- Undertake Harbours Business Plan
- Undertake Cemeteries Business Plan
- Undertake Bronte harbour masterplan and waterfront visioning



Environment

- Complete I-Tree study and report to Council
- Continue woodlot management rehabilitation program from the impact of EAB

Key Performance Indicators

1. Percentage of gross operating budget

2020	2021	2022	2023	2024
7.3%	7.3%	7.6%	7.7%	8.0%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: 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

2020	2021	2022	2023	2024
9.4%	9.6%	9.7%	9.9%	10.1%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
Calculation: Total program FTEs including part-time / Total town FTEs including part-time.				

3. Percentage of Urban Forest Canopy

2020	2021	2022	2023	2024
		32.6%	32.9%	32.9%
Purpose: Reflects town-wide urban forest canopy.				
Calculation: The vertical view of the area covered by trees. Measured based on 4000-point plots on satellite imagery.				

4. Number of Trees Planted

2020	2021	2022	2023	2024
		32,420	34,780	60,311
Purpose: Reflects the total number of trees planted town-wide.				
Calculation: Total number of trees planted.				

5. Number of Tree Hazards Mitigated

2020	2021	2022	2023	2024
		13,995	17,408	12,039
Purpose: It's a measurement of the number of trees pruned and or removed for public safety.				
Calculation: Number of trees pruned or removed.				

Staffing Overview

Program: Parks & Open Space	2024 Approved FTE	Adjustments & Reallocations	2025 Service Level Change	2025 Growth and Capital	2025 Total FTE	Net Change 2025 vs 2024
Services/Activities:						
Parks & Open Space Administration	2.7	-	-	-	2.7	-
Park Planning & Development	4.0	-	-	-	4.0	-
Parks Maintenance	135.3	(0.2)	1.0	6.4	142.5	7.2
Forestry	35.4	3.1	-	-	38.5	3.1
Total Parks & Open Space	177.4	3.0	1.0	6.4	187.7	10.4

The 2025 total staff complement is 187.7 FTEs resulting in an increase of 10.4 FTEs from 2024. These increases include 3.4 FTE for additional students, a Seasonal Small Equipment Operator, a Seasonal Facility Operator, a full-time Utility 1 and a full-time Lead hand required at the Sixteen Mile Sports Field, Wallace Park and various trails, village squares and neighbourhood parks. Forestry received 3 positions that were reallocated from Development Engineering and Parks also received 1.0 FTE that was identified in the Service Level change column to address increased parks patrol requirements.

Operating Budget Overview by Service

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% from 2024
Parks & Open Space										
Parks & Open Space Administration	626,200	-27,500	-7,900	590,800	-35,400	-5.7%		590,800	-35,400	-5.7%
Park Planning & Development	293,200	-400		292,800	-400	-0.1%		292,800	-400	-0.1%
Parks Maintenance	17,860,400	824,000	1,315,300	19,999,700	2,139,300	12.0%	70,600	20,070,300	2,209,900	12.4%
Forestry	5,277,100	288,900	22,500	5,588,500	311,400	5.9%		5,588,500	311,400	5.9%
Total Tax Levy	24,056,900	1,085,000	1,329,900	26,471,800	2,414,900	10.0%	70,600	26,542,400	2,485,500	10.3%

The 2025 net budget for Parks and Open Space is \$26,542,400 resulting in an increase of \$2,485,500 or 10.3% from 2024. This includes capital and growth impacts of \$1,329,900 which consists of operating impacts to support the Sixteen Mile Sports Park, village square and trail as well as Wallace Park. Additional increases are due to inflationary adjustments and contractual obligations as well as increases in internal charges from fleet for vehicle usage. Within the Service Level Change column there are impacts from the Winter strategy for the beginning of the year (offset by a transfer from tax stabilization reserve) and a full-time Parks Patrol position.)

Parks & Open Space Administration net budget for 2025 is \$590,800 for a decrease of \$35,400 from 2024. The change is primarily due to the reallocation of corporate gapping to the programs, which is partially offset by inflationary and contractual obligations in personnel services and benefits.

Parks and Open Space

Parks Planning & Management net budget for 2025 is \$292,800 for a decrease of \$400 from 2024. The change is primarily due to a decrease in personal services and benefits as a result of a retirement and a new hire.

Parks Maintenance net budget for 2025 is \$20,070,300 for an increase of \$2,209,900 from 2024. The change is primarily due to increased inflationary and contractual obligations for personal salaries and benefits as well as inflationary increases in contracted services and internal charges for vehicle usage. Capital and Growth impacts as a result of the new Sixteen Mile Sports Park have also contributed to the overall increase-. These increases have been partially offset by increased in sportsfield revenue. Finally in the Service Level Change column there is an impact for a new full-time Parks Patrol position.

Forestry net budget for 2025 is \$5,588,500 for an increase of \$311,400 from 2024. The change is primarily due to increased inflationary and contractual obligations for personal salaries and benefits, inflationary increases in contracted services and vehicle usage as well as the reallocation of 3 FTE from Development Engineering to Forestry.

Operating Budget Overview by Component

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% Change from 2024
Parks & Open Space										
EXPENSES										
Personnel Services & Benefits	15,110,600	60,300	463,900	15,634,800	524,200	3.5%	369,000	16,003,800	893,200	5.9%
Materials & Supplies	2,883,200	44,200	427,300	3,354,700	471,500	16.4%	20,000	3,374,700	491,500	17.0%
Capital out of Operations	67,500	-3,000		64,500	-3,000	-4.4%		64,500	-3,000	-4.4%
Purchased Services	5,401,900	247,100	279,400	5,928,400	526,500	9.7%	96,100	6,024,500	622,600	11.5%
Payments & Grants	136,000	16,600	800	153,400	17,400	12.8%		153,400	17,400	12.8%
Internal Expenses & Transfers	6,953,800	563,700	174,700	7,692,200	738,400	10.6%		7,692,200	738,400	10.6%
Total EXPENSES	30,553,000	928,900	1,346,100	32,828,000	2,275,000	7.4%	485,100	33,313,100	2,760,100	9.0%
REVENUES										
External Revenues	-3,634,800	-185,700		-3,820,500	-185,700	-5.1%		-3,820,500	-185,700	-5.1%
Internal Recovery & Fund Transfers	-2,861,300	341,800	-16,200	-2,535,700	325,600	11.4%	-414,500	-2,950,200	-88,900	-3.1%
Total REVENUES	-6,496,100	156,100	-16,200	-6,356,200	139,900	2.2%	-414,500	-6,770,700	-274,600	-4.2%
Total Tax Levy	24,056,900	1,085,000	1,329,900	26,471,800	2,414,900	10.0%	70,600	26,542,400	2,485,500	10.3%

The total expenses for Parks & Open Space are \$33,313,100 and total revenues are \$6,770,700 resulting in a net budget of \$26,542,400 in 2025. The budget components and main drivers for change are discussed below.

Parks and Open Space

Personnel Services & Benefits total budget is \$16,003,800 in 2025 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$893,200 from 2024 primarily due to inflationary and contractual increases for salaries and benefits and increases from capital for operating impacts. Capital impacts include part-time hours for a Seasonal Small Equipment Operator, Facility Operator, full-time Utility 1 full-time Lead hand and students to support Sixteen Mile Sports Park, Wallace Park and village squares and trails. Within the Service Level Change column there are impacts from the Winter Strategy for the beginning of the year (offset from a transfer from tax stabilization reserve), as well as a full-time Parks Patrol Person. Additionally, 3 FTEs were reallocated to Forestry from Development Engineering.

Materials & Supplies total budget is \$3,374,700 in 2025 comprised primarily of expenses related to water, hydro, botanicals and building materials for both capital impacts and base increases. The budget increased by \$491,500 from 2024 primarily due to inflationary and capital impact increases for water, botanical supplies, and construction materials.

Capital out of Operations total budget is \$64,500 in 2025 comprised primarily of equipment purchases. The budget decreased by \$3,000 from 2024 primarily due to realigning budget to actuals.

Purchased Services total budget is \$6,024,500 in 2025 comprised primarily of contracted services, vehicle rental, and insurance. The budget increased by \$622,600 from 2024 primarily due to contracted services and vehicle rentals due to both capital increases and to better reflect actual requirements to maintain park infrastructure, as well as increased work for Oakville Hydro and Halton Region in Forestry.

Payments & Grants total budget is \$153,400 in 2025 comprised primarily of property taxes, license and permit fees. The budget increased by \$17,400 from 2024 primarily due to increased property taxes.

Internal Expenses & Transfers total budget is \$7,692,000 in 2025 comprised primarily of costs charged by Fleet and Stores services to maintain parks vehicles and equipment, as well as transfer to reserves. The budget increased by \$738,400 from 2024 primarily due to increased labour for vehicle usage.

External Revenue total budget is \$3,820,500 in 2025 comprised primarily of revenue from sportsfield rentals as well as recoveries from the Halton Region and Hydro for services done on their behalf. The budget increased by \$185,700 from 2024 primarily due to increases in Forestry's private tree and municipal tree permit revenue as well as sportsfield rentals.

Internal Recoveries & Fund Transfers total budget is \$2,950,200 in 2025 comprised primarily of an internal supervisor allocation for staff time and interdepartmental recoveries and transfers from reserves. The budget increased by \$88,900 from 2024 primarily due to increases in the Foreperson allocation. One- time funding from the tax stabilization reserve to fund the Winter Strategy is also present in the Service Level Change column but is partially offset from the removal of the funding from last year's budget.

Operating Budget Forecast

	2025 Requested Budget	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)	2027 Requested Forecast	2026 - 2027 Change (\$)	2026 - 2027 Change (%)
Parks & Open Space							
Gross Expenditures by Service							
Parks & Open Space Administration	748,800	769,000	20,200	2.7%	789,000	20,000	2.6%
Park Planning & Development	619,400	637,700	18,300	3.0%	655,400	17,700	2.8%
Parks Maintenance	25,050,100	26,596,100	1,546,000	6.2%	27,722,300	1,126,200	4.2%
Forestry	6,894,800	7,145,400	250,600	3.6%	7,404,700	259,300	3.6%
Total Gross Expenditures by Service	33,313,100	35,148,200	1,835,100	5.5%	36,571,400	1,423,200	4.0%
Tax Levy by Service							
Parks & Open Space Administration	590,800	631,500	40,700	6.9%	651,400	19,900	3.2%
Park Planning & Development	292,800	304,600	11,800	4.0%	322,300	17,700	5.8%
Parks Maintenance	20,070,300	21,955,600	1,885,300	9.4%	23,026,500	1,070,900	4.9%
Forestry	5,588,500	5,808,500	220,000	3.9%	6,037,000	228,500	3.9%
Total Tax Levy by Service	26,542,400	28,700,200	2,157,800	8.1%	30,037,200	1,337,000	4.7%
Gross Expenditures by Type							
Personnel Services & Benefits	16,003,800	16,631,700	627,900	3.9%	17,253,400	621,700	3.7%
Materials & Supplies	3,374,700	3,789,500	414,800	12.3%	3,995,100	205,600	5.4%
Capital out of Operations	64,500	66,100	1,600	2.5%	67,700	1,600	2.4%
Purchased Services	6,024,500	6,480,200	455,700	7.6%	6,809,100	328,900	5.1%
Payments & Grants	153,400	157,800	4,400	2.9%	160,700	2,900	1.8%
Internal Expenses & Transfers	7,692,200	8,022,900	330,700	4.3%	8,285,400	262,500	3.3%
Total Expenditures	33,313,100	35,148,200	1,835,100	5.5%	36,571,400	1,423,200	4.0%
Revenues by Type							
External Revenue	-3,820,500	-3,909,700	-89,200	-2.3%	-3,995,900	-86,200	-2.2%
Internal Recoveries & Fund Transfers	-2,950,200	-2,538,300	411,900	14.0%	-2,538,300		
Total Revenues	-6,770,700	-6,448,000	322,700	4.8%	-6,534,200	-86,200	-1.3%
Total Tax Levy	26,542,400	28,700,200	2,157,800	8.1%	30,037,200	1,337,000	4.7%

Parks and Open Space

Budget Forecast Highlights

The 2026 net budget is projected to increase by \$2,157,800 for a total of \$28,700,200. The change is primarily due to inflationary increases for salaries and benefits as well as operational impacts from capital to support the new Sixteen Mile sports fields being built in North Oakville as well as several trails and village squares. Additional increases are due to inflationary increases and to address Council's strategic priorities.

The 2027 net budget is projected to increase by \$1,337,000 for a total of \$30,037,200. The change is primarily due to inflationary increases for salaries and benefits as well as operational impacts from capital to support new trails, village squares and neighbourhood parks being built throughout Oakville.

Recommended Capital Budget

The capital budget will provide funds to maintain park infrastructure in a state of good repair, provide parks and trails in new communities and acquire parkland. The 2025 capital budget includes funding for the development of Sixteen Mile Sports Park, which will include soccer, multi-use facilities, BMX, leash free dog zone, splash pad and other park amenities, along with new village squares and trails in North Oakville. Annual maintenance of infrastructure is required for sports fields and courts, playgrounds, pathways, parking lots, and vehicle and equipment replacements. The Forestry program includes preventative maintenance, street tree planting, and invasive species control including the EAB Management program.

	Classification	Capital Budget 2025	Operating Impacts 2025
Parks and Open Space			
52212007 Wallace Park Redev and Washroom Exp/Reno	Program Initiatives		41,300
52212102 Sixteen Mile Sports Park - South Parcel	Growth	444,700	662,300
52212202 Parks operating impacts from growth	Program Initiatives		487,800
52212303 Neighbourhood Park 9 (Emgo/Crystal)	Growth	422,800	
52212401 Neighbourhood Park 8 (Docasa)	Growth	290,800	
52212402 Bronte Beach Redevelopment	Program Initiatives	326,700	
52212406 Neighbourhood Park 5	Growth	3,523,300	
52212407 Parkland Acquisition	Growth	37,593,800	
52221703 Towne Square Rehabilitation	Program Initiatives	4,305,000	
52222303 Capoak Village Square 1	Growth	739,200	
52222702 Dunoak North Village Square	Growth	795,200	
52232402 Argo Joshua Creek NHS Trail	Growth	237,900	
52232403 Dunoak NHS Trail	Growth	380,500	
52242208 Coronation Park Renewal	Infrastructure Renewal	195,600	
52242401 Ridgeview Park Splash Pad	Program Initiatives	686,400	
52242504 Ridgeview Park Renewal	Infrastructure Renewal	211,400	
52242511 Lawson Park Renewal	Infrastructure Renewal	142,700	
52242521 Pine Glen Community Park Renewal	Infrastructure Renewal	88,600	

Parks and Open Space

	Classification	Capital Budget 2025	Operating Impacts 2025
Parks and Open Space			
52242523 Shell Park Renewal	Infrastructure Renewal	38,700	
52242525 Wallace Park Renewal	Infrastructure Renewal	1,220,900	
52242527 Playground Accessibility Improvements	Infrastructure Renewal	110,700	
52242528 Sportsfield Irrigation	Infrastructure Renewal	63,100	
52242530 Electrical Lighting Rehab	Infrastructure Renewal	55,400	
52242532 Sportsfield LED Conversion	Infrastructure Renewal	27,700	
52242534 Windrush Park Renewal	Infrastructure Renewal	59,800	
52252110 Sixteen Mile West Harbour Renewal	Infrastructure Renewal	2,807,000	
52252508 Burnet Park Renewal	Infrastructure Renewal	148,000	
52252517 IGWR Replacements	Infrastructure Renewal	55,400	
52252518 Fourteen Mile Creek Trail Park Renewal	Infrastructure Renewal	27,700	
52252519 Jennings Park Renewal	Infrastructure Renewal	173,300	
52252521 Pinery Park Renewal	Infrastructure Renewal	322,400	
52252522 Reynolds Park Renewal	Infrastructure Renewal	33,200	
52252523 Woodgate Woods Renewal	Infrastructure Renewal	343,600	
52262502 Recreational Trail Accessibility Program	Program Initiatives	112,900	
52262503 Cul-de-sac Rehabilitation	Infrastructure Renewal	282,400	
52262504 Pathway Rehabilitation	Infrastructure Renewal	516,300	
52272404 Preventative Maintenance Pruning	Infrastructure Renewal	773,600	
52272405 Woodlot Preventative Maintenance-North Oakville	Infrastructure Renewal	158,100	
52272406 Invasive Species Audit/Control	Infrastructure Renewal	461,200	
52272407 Woodlot Preventative Maintenance	Infrastructure Renewal	150,000	
52272408 Street Tree Planting	Infrastructure Renewal	555,300	9,500
52272409 Parks Tree Planting	Infrastructure Renewal	320,200	
52272410 EAB Management Program	Program Initiatives	1,886,300	
52282501 Parks Facility Repairs - FS	Infrastructure Renewal	57,200	
52282502 Parks Facility Repairs	Infrastructure Renewal	251,800	
52282503 Greenhouse Controller Replacement	Infrastructure Renewal	100,800	
52292202 Burnet Park Art Installation	Program Initiatives	280,200	
52292501 Parks Vehicle Replacement	Infrastructure Renewal	1,984,700	
52292502 Parks Equipment Replacement	Infrastructure Renewal	813,200	
52292503 Park Signage	Infrastructure Renewal	79,000	
52292504 Parks Growth Vehicles and Equipment	Growth	999,600	125,100
Total		65,654,300	1,326,000

Parks and Open Space

Harbours Program Based Budget 2025 - 2027

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, as well as Bronte inner and outer harbours serving approximately 880 boating customers. The day to day operation of the Harbours service is overseen by the Supervisor(s) of Harbours and managed by the Harbours Administrator with support from full-time and part-time staff.

Program Services

The Harbours program provides activities through the following services:



Harbours

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

2025 Program Key Initiatives



Growth Management

- Complete Berta Point seawall rehabilitation and install new pedestrian connection
- Initiate construction of phase 1 of Shipyard park redevelopment and coordinate work with Oakville Yacht Squadron



Engaged Community

- Undertake public consultation through Bronte harbour Masterplan and waterfront visioning document



Environmental Sustainability

- Undertake depth soundings, prepare drawings for 2026 dredging, apply for permits to regulatory agencies for Oakville harbour
- Undertake annual sediment and SAR Management Program



Accountable Government

- Undertake Harbours Business Plan
- Initiate redesign of Bronte inner harbour north wall, begin permit application to regulatory agencies

Key Performance Indicators

1. Percentage of gross operating budget

2020	2021	2022	2023	2024
0.7%	0.7%	1.2%	1.2%	1.1%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: 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

2020	2021	2022	2023	2024
0.5%	1.0%	1.1%	1.1%	1.1%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total town FTEs.				
Calculation: Total program FTEs including part-time / total town FTEs including part-time.				

Staffing Overview

Program: Harbours	2024 Approved FTE	Adjustments & Reallocations	2025 Service Level Change	2025 Growth and Capital	2025 Total FTE	Net Change 2025 vs 2024
Services/Activities:						
Harbours	19.4	-	-	-	19.4	-
Total Harbours	19.4	-	-	-	19.4	-

The 2025 total staff complement is 19.4 FTEs with no change from 2024.

Operating Budget Overview by Service

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% Change from 2024
Harbours										
Harbours										
HARBOURS ADMINISTRATION	1,297,900	-14,900	28,000	1,311,000	13,100	1.0%		1,311,000	13,100	1.0%
OAKVILLE HARBOUR	-445,700	-11,100		-456,800	-11,100	-2.5%		-456,800	-11,100	-2.5%
BRONTE INNER HARBOUR	-369,400	-31,200	-28,000	-428,600	-59,200	-16.0%		-428,600	-59,200	-16.0%
BRONTE OUTER HARBOUR	-482,800	91,400		-391,400	91,400	18.9%		-391,400	91,400	18.9%
Total Tax Levy		34,200		34,200	34,200			34,200	34,200	

The Harbours budget reflects all operating costs necessary to maintain the three (3) town harbours, Bronte Harbour and Oakville Harbour, as well as the Bronte Outer Harbour. The program is self-funded and budget increases are supported by revenue generated through fees. The net impact reflects the tax impact associated with the Town's portion of the OMSAR vessel replacement cost. Additional changes to the net budget have an impact to the Harbour reserve balance which may affect future capital purchases or projects.

Operating Budget Overview by Component

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% Change from 2024
Harbours										
EXPENSES										
Personnel Services & Benefits	1,647,500	66,900		1,714,400	66,900	4.1%		1,714,400	66,900	4.1%
Materials & Supplies	502,500	10,500		513,000	10,500	2.1%		513,000	10,500	2.1%
Capital out of Operations	8,000			8,000				8,000		
Purchased Services	491,500	18,400		509,900	18,400	3.7%		509,900	18,400	3.7%
Payments & Grants	675,600	168,600		844,200	168,600	25.0%		844,200	168,600	25.0%
Internal Expenses & Transfers	815,900	-25,500	28,000	818,400	2,500	0.3%		818,400	2,500	0.3%
Total EXPENSES	4,141,000	238,900	28,000	4,407,900	266,900	6.4%		4,407,900	266,900	6.4%
REVENUES										
External Revenues	-4,072,200	-204,700	-28,000	-4,304,900	-232,700	-5.7%		-4,304,900	-232,700	-5.7%
Internal Recovery & Fund Transfers	-68,800			-68,800				-68,800		
Total REVENUES	-4,141,000	-204,700	-28,000	-4,373,700	-232,700	-5.6%		-4,373,700	-232,700	-5.6%
Total Tax Levy		34,200		34,200	34,200			34,200	34,200	

The total expenses for Harbours are \$4,407,900 and total revenues are \$4,373,700 resulting in a net tax levy impact of \$34,200. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$1,714,400 in 2025 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$66,900 from 2024 primarily due to inflationary increases for salaries and benefits

Materials & Supplies total budget is \$513,000 in 2025 comprised primarily of fuel purchases. The budget increased by \$10,500 from 2024 primarily due to increase in motor vehicle parts.

Purchased Services total budget is \$509,900 in 2025 comprised primarily of equipment rental to operate the harbours. The budget increased by \$18,400 from 2024 primarily due to an increase in vehicle rental rates.

Payments & Grants total budget is \$844,200 in 2025 comprised primarily of bank service charges and debt charges. The budget increased by \$168,600 from 2024 primarily due to increased debt charges.

Harbours

Internal Expenses & Transfers total budget is \$818,400 in 2025 comprised primarily of transfer to various harbours reserves and internal vehicle charges. The budget increased by \$2,500 from 2024 primarily due to an increase of the transfer to the OMSAR equipment reserve.

External Revenue total budget is \$4,304,900 in 2025 comprised primarily of service fees, rentals and sales revenue. The budget increased by \$232,700 from 2024 primarily due an increase in storage revenue as well as the inflationary increases.

Internal Recovery & Fund Transfers total budget is \$68,800 in 2025 and is comprised of internal recoveries from other programs. There is no change to the budget for 2025

Operating Budget Forecast

	2025 Requested Budget	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)	2027 Requested Forecast	2026 - 2027 Change (\$)	2026 - 2027 Change (%)
Harbours							
Gross Expenditures by Service							
Harbours							
52900 HARBOURS ADMINISTRATION	1,597,700	1,560,900	-36,800	-2.3%	1,382,900	-178,000	-11.4%
52910 OAKVILLE HARBOUR	387,900	443,500	55,600	14.3%	684,800	241,300	54.4%
52920 BRONTE INNER HARBOUR	627,300	637,300	10,000	1.6%	647,000	9,700	1.5%
52921 BRONTE OUTER HARBOUR	1,795,000	1,879,800	84,800	4.7%	1,917,200	37,400	2.0%
Total Gross Expenditures by Service	4,407,900	4,521,500	113,600	2.6%	4,631,900	110,400	2.4%
Tax Levy by Service							
Harbours							
52900 HARBOURS ADMINISTRATION	1,311,000	1,269,000	-42,000	-3.2%	1,085,700	-183,300	-14.4%
52910 OAKVILLE HARBOUR	-456,800	-428,300	28,500	6.2%	-208,800	219,500	51.2%
52920 BRONTE INNER HARBOUR	-428,600	-445,000	-16,400	-3.8%	-462,600	-17,600	-4.0%
52921 BRONTE OUTER HARBOUR	-391,400	-361,500	29,900	7.6%	-380,100	-18,600	-5.1%
Total Tax Levy by Service	34,200	34,200			34,200		
Gross Expenditures by Type							
Personnel Services & Benefits	1,714,400	1,763,200	48,800	2.8%	1,810,200	47,000	2.7%
Materials & Supplies	513,000	525,800	12,800	2.5%	538,800	13,000	2.5%
Capital out of Operations	8,000	8,200	200	2.5%	8,400	200	2.4%
Purchased Services	509,900	522,600	12,700	2.5%	535,300	12,700	2.4%
Payments & Grants	844,200	976,000	131,800	15.6%	1,215,300	239,300	24.5%
Internal Expenses & Transfers	818,400	725,700	-92,700	-11.3%	523,900	-201,800	-27.8%
Total Expenditures	4,407,900	4,521,500	113,600	2.6%	4,631,900	110,400	2.4%
Revenues by Type							
External Revenue	-4,304,900	-4,418,500	-113,600	-2.6%	-4,528,900	-110,400	-2.5%
Internal Recoveries & Fund Transfers	-68,800	-68,800			-68,800		
Total Revenues	-4,373,700	-4,487,300	-113,600	-2.6%	-4,597,700	-110,400	-2.5%
Total Tax Levy	34,200	34,200			34,200		

Harbours

Budget Forecast Highlights

2025 and 2026 shows an increase in revenues resulting from inflationary adjustments along with adjustments in the transfer to Harbours reserve to balance the program.

Recommended Capital Budget

The 2025 capital budget includes capital works for the Bronte Inner Harbour - Seawall. Additional work includes dredging, Harbours Sediment & SAR Management, Bronte Harbour/Waterfront Masterplan and several infrastructure renewal projects to replace aging assets.

	Classification	Capital Budget 2025	Operating Impacts 2025
Harbours			
52902202 Harbours Business Plan	Program Initiatives	151,100	
52902502 Bronte & Oakville Vehicle Replacement	Infrastructure Renewal	65,500	
52902503 Bronte Inner Harbour - North Seawall	Infrastructure Renewal	352,500	
52902504 BOH Vehicle & Equipment Replacement	Infrastructure Renewal	156,100	
52902505 BIH/Oakville Harbours Equip Replacement	Infrastructure Renewal	478,300	
52902506 Bronte Outer Harbour Dock Renewal	Infrastructure Renewal	80,600	
52902507 BIH/Oakville Harbours Dockage and Property	Infrastructure Renewal	65,500	
52902508 Harbours Sediment & SAR Management Program	Infrastructure Renewal	25,400	
52902509 Oakville Harbour Dredging	Infrastructure Renewal	377,600	
52902510 BOH-Dockage and Property	Infrastructure Renewal	65,500	
52902512 Bronte Harbour/Waterfront Masterplan	Program Initiatives	182,000	
Total		2,000,100	

Cemeteries

Program Based Budget

2025 - 2027

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

Program Services

The Cemetery program provides activities through the following services:



Active Cemeteries

- Provide administration and maintenance to Trafalgar Lawn Cemetery. This includes grounds maintenance, full burial, cremation burial, and installation of headstones and markers.

Pioneer Cemeteries

- Provide maintenance to seven pioneer cemeteries. These must be maintained under provincial legislation and obligation to families with interment rights.

2025 Program Key Initiatives



Community Belonging

- Complete installation of columbarium for cremated remains interments
- Undertake road rehabilitation at St. Jude's Cemetery
- Install fencing at Merton Pioneer Cemetery to protect grounds



Environmental Sustainability

- Oversee culvert repairs and rehabilitation at Trafalgar Lawn Cemetery



Accountable Government

- Undertake business plan for Cemeteries and report to Council

Key Performance Indicators

1. Percentage of gross operating budget

2020	2021	2022	2023	2024
0.3%	0.3%	0.3%	0.3%	0.3%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: 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

2020	2021	2022	2023	2024
0.3%	0.3%	0.3%	0.3%	0.3%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total town FTEs.				
Calculation: Total program FTEs including part-time / total town FTEs including part-time.				

Staffing Overview

Program: Cemeteries	2024 Approved FTE	Adjustments & Reallocations	2025 Service Level Change	2025 Growth and Capital	2025 Total FTE	Net Change 2025 vs 2024
Services/Activities:						
Administration	1.6	-	-	-	1.6	-
Maintenance - Active Cemeteries	2.0	-	-	-	2.0	-
Burials - Active Cemeteries	-	-	-	-	-	-
Pioneer Cemeteries	1.8	-	-	-	1.8	-
Total Cemeteries	5.4	-	-	-	5.4	-

The 2025 total staff complement is 5.4 FTEs with no change from 2024.

Operating Budget Overview by Service

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% from 2024
Cemeteries										
Administration	-82,700	62,100		-20,600	62,100	75.1%		-20,600	62,100	75.1%
Maintenance - Active Cemeteries	317,300	-50,500		266,800	-50,500	-15.9%		266,800	-50,500	-15.9%
Burials - Active Cemeteries	-234,600	-11,600		-246,200	-11,600	-4.9%		-246,200	-11,600	-4.9%
Pioneer Cemeteries	183,900	9,600		193,500	9,600	5.2%		193,500	9,600	5.2%
Total Tax Levy	183,900	9,600		193,500	9,600	5.2%		193,500	9,600	5.2%

The 2025 net budget for Cemeteries is \$193,500 resulting in an increase of \$9,600 or 5.2% from 2024. This 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.

Administration net budget for 2025 is -\$20,600 (Credit Balance) for a decrease of \$62,100 from 2024. The change is primarily due to a decrease in the transfer from the cemeteries reserve to balance the program.

Maintenance - Active Cemeteries net budget for 2025 is \$266,800 for a decrease of \$50,500 from 2024. The change is primarily due to increased transfer to the cemetery perpetual care fee reserve as a result of higher collection of perpetual care fees.

Burials - Active Cemeteries net budget for 2025 is -\$246,200 (Credit Balance) for an increase of \$11,600 from 2024. The change is primarily due to increased revenues from service fees and sales.

Cemeteries

Pioneer Cemeteries net budget for 2025 is \$193,500 for an increase of \$9,600 from 2024. The change is primarily due to an increased transfer to the cemeteries perpetual care fee reserve.

Operating Budget Overview by Component

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% Change from 2024
Cemeteries										
EXPENSES										
Personnel Services & Benefits	469,100	19,300		488,400	19,300	4.1%		488,400	19,300	4.1%
Materials & Supplies	92,500	6,600		99,100	6,600	7.1%		99,100	6,600	7.1%
Capital out of Operations	2,500			2,500				2,500		
Purchased Services	231,000	13,300		244,300	13,300	5.8%		244,300	13,300	5.8%
Payments & Grants	25,000	3,000		28,000	3,000	12.0%		28,000	3,000	12.0%
Internal Expenses & Transfers	381,400	-1,900		379,500	-1,900	-0.5%		379,500	-1,900	-0.5%
Total EXPENSES	1,201,500	40,300		1,241,800	40,300	3.4%		1,241,800	40,300	3.4%
REVENUES										
External Revenues	-779,800	-21,700		-801,500	-21,700	-2.8%		-801,500	-21,700	-2.8%
Internal Recovery & Fund Transfers	-237,800	-9,000		-246,800	-9,000	-3.8%		-246,800	-9,000	-3.8%
Total REVENUES	-1,017,600	-30,700		-1,048,300	-30,700	-3.0%		-1,048,300	-30,700	-3.0%
Total Tax Levy	183,900	9,600		193,500	9,600	5.2%		193,500	9,600	5.2%

The total expenses for Cemeteries are \$1,241,800 and total revenues are \$1,048,300 resulting in a net budget of \$193,500 in 2025. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$488,400 in 2024 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$19,300 from 2024 primarily due to contractual increases for staff.

Materials & supplies total budget is \$99,100 in 2025 comprised primarily of cemetery marker purchases and fuel. The budget increased by \$6,600 from 2024 primarily due to construction materials and water.

Purchased Services total budget is \$244,300 in 2025 comprised primarily of costs for contracted services to maintain both Active and Pioneer cemeteries. Purchased Services also include budgets for vehicle rentals, security services, uniforms and professional development. The budget increased by \$13,300 from 2024 primarily due to an increase in inflationary increases in contracted services and vehicle rental rates.

Cemeteries

Payments & Grants total budget is \$28,000 in 2025 comprised primarily of bank service charges and licence fees. The budget increased by \$3,000 from 2024 primarily due to license fees.

Internal Expenses & Transfers total budget is \$379,500 in 2025 comprised primarily of internal charges for vehicle and equipment maintenance as well transfers to reserves. The budget decreased by \$1,900 from 2025 primarily due to a decrease in internal vehicle usage.

External Revenue total budget is \$801,500 in 2025 comprised primarily of plot sales, perpetual care fees and other service fees. The budget increased by \$21,700 from 2024 primarily due to an increase in service and plot sales.

Internal Recoveries & Fund Transfers total budget is \$246,800 in 2025 comprised primarily of transfers from reserves. The budget increased by \$9,000 from 2024 due to the increase from the transfer to the cemeteries perpetual care fee reserve.

Operating Budget Forecast

	2025 Requested Budget	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)	2027 Requested Forecast	2026 - 2027 Change (\$)	2026 - 2027 Change (%)
Cemeteries							
Gross Expenditures by Service							
Administration	384,700	391,500	6,800	1.8%	398,200	6,700	1.7%
Maintenance - Active Cemeteries	436,500	453,200	16,700	3.8%	465,400	12,200	2.7%
Burials - Active Cemeteries	70,700	72,000	1,300	1.8%	73,400	1,400	1.9%
Pioneer Cemeteries	349,900	362,200	12,300	3.5%	372,200	10,000	2.8%
Total Gross Expenditures by Service	1,241,800	1,278,900	37,100	3.0%	1,309,200	30,300	2.4%
Tax Levy by Service							
Administration	-20,600	-31,100	-10,500	-51.0%	-37,100	-6,000	-19.3%
Maintenance - Active Cemeteries	266,800	283,500	16,700	6.3%	295,700	12,200	4.3%
Burials - Active Cemeteries	-246,200	-252,400	-6,200	-2.5%	-258,600	-6,200	-2.5%
Pioneer Cemeteries	193,500	202,900	9,400	4.9%	209,900	7,000	3.4%
Total Tax Levy by Service	193,500	202,900	9,400	4.9%	209,900	7,000	3.4%
Gross Expenditures by Type							
Personnel Services & Benefits	488,400	503,900	15,500	3.2%	518,900	15,000	3.0%
Materials & Supplies	99,100	101,300	2,200	2.2%	103,600	2,300	2.3%
Capital out of Operations	2,500	2,600	100	4.0%	2,700	100	3.8%
Purchased Services	244,300	250,300	6,000	2.5%	256,400	6,100	2.4%
Payments & Grants	28,000	28,200	200	0.7%	28,400	200	0.7%
Internal Expenses & Transfers	379,500	392,600	13,100	3.5%	399,200	6,600	1.7%
Total Expenditures	1,241,800	1,278,900	37,100	3.0%	1,309,200	30,300	2.4%
Revenues by Type							
External Revenue	-801,500	-821,500	-20,000	-2.5%	-841,700	-20,200	-2.5%
Internal Recoveries & Fund Transfers	-246,800	-254,500	-7,700	-3.1%	-257,600	-3,100	-1.2%
Total Revenues	-1,048,300	-1,076,000	-27,700	-2.6%	-1,099,300	-23,300	-2.2%
Total Tax Levy	193,500	202,900	9,400	4.9%	209,900	7,000	3.4%

Cemeteries

Budget Forecast Highlights

The 2026 net budget is projected to increase by \$9,400 for a total of \$202,900. The change is primarily due to inflationary adjustments and contractual obligations, the transfer from reserves has also been increased to offset these adjustments.

The 2027 net budget is projected to increase by \$7,000 for a total of \$209,900. The change is primarily due to inflationary adjustments and contractual obligations, the transfer from reserves has also been increased to offset these adjustments.

Recommended Capital Budget

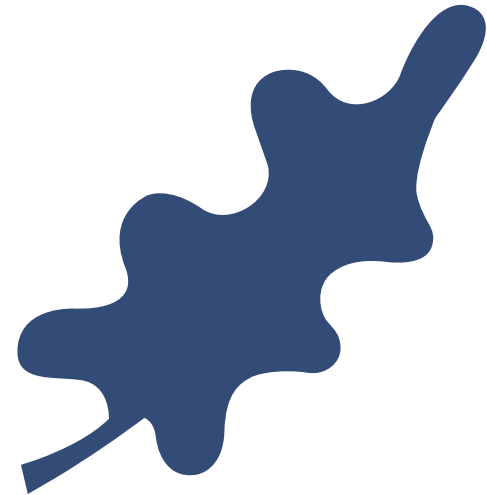
The 2025 Capital budget for Cemeteries includes funding to keep the cemeteries and equipment in a state of good repair.

	Classification	Capital Budget 2025	Operating Impacts 2025
Cemeteries			
52712403 TLC Culvert and Roadway Rehab	Infrastructure Renewal	804,800	
52712502 Pioneer Roadway Rehab	Infrastructure Renewal	75,500	
52712503 Trafalgar Lawn Cemetery Business Plan	Program Initiatives	150,000	
52712504 Pioneer Annual Provision	Infrastructure Renewal	35,200	
52712505 TLC Cemeteries Annual Provision	Infrastructure Renewal	15,200	
52712506 Pioneer Cemeteries - Fencing Rehabilitation	Infrastructure Renewal	30,200	
Total		1,110,900	



2025 BUDGET – ACCOUNTABLE GOVERNMENT

OPERATING AND CAPITAL



Administrative Executive Leadership Program Based Budget 2025 - 2027

Vision

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

Mission

- Lead the organization to efficiently and effectively deliver Council priorities; build relationships with partners and other levels of government; drive excellence in customer experience; create a dynamic, future ready work force; foster an inclusive and innovative culture; and ensure accountability and transparency in whatever we do.

Program Services

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

CAO/Executive Leadership

- Provides leadership and strategic direction to the organization and in the implementation of Council's long-term strategy and four year action plan

Administrative Executive Leadership



2025 Program Key Initiatives



Accountable Government

- Interpret and respond to legislative changes, trends and external influences to ensure the ability to deliver on future Council strategic plans
- Provide leadership on key capital projects and corporate strategic initiatives, including resiliency, diversity and inclusion, climate action, service transformation and the people plan
- Prepare annual operating budgets and meet Council's target to align the budgetary increases with the rate of inflation
- Prepare annual capital budget and long-term capital forecast that reflect long-term financial stability and the maintenance of town infrastructure
- Promote effective risk management, human resources management and sound decision-making practices throughout the town

Key Performance Indicators

1. Percentage of gross operating budget

2020	2021	2022	2023	2024
0.8%	1.0%	0.9%	0.9%	0.9%

Purpose: Monitors the cost of the program as a proportion of the total cost for the town.

Calculation: 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

2020	2021	2022	2023	2024
0.6%	0.8%	0.7%	0.6%	0.6%

Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.

Calculation: Total program FTEs including part-time / Total town FTEs including part-time.

3. Annual overall tax rate increase

2020	2021	2022	2023	2024
2.00%	1.63%	1.50%	3.79%	4.38%
Purpose: Overall tax rate increase is the increase residents see on their tax bill.				
Calculation: Based on final overall tax increase as identified in the Region of Halton annual tax policy report.				

4. Overall satisfaction with the quality of town services

2020	2021	2022	2023	2024
96% (2019 survey)	96% (2019 survey)	93% (2022 survey)	93% (2022 survey)	89% (2024 survey)
Purpose: 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.				
Calculation: Forum Research Inc. surveyed 805 residents on behalf of the town in 2024. Next survey will be conducted in 2026.				

5. Employee turnover rate

2020	2021	2022	2023	2024
6.6%*	6.7%**	9.7%	6.4%	4.4% (August 31, 2024)
Purpose: Tracking employee turnover is important due to the financial costs associated with hiring, as well as impact on organizational effectiveness.				
Calculation: Total employees leaving organization/Total program FTEs. Note that 2022 calculation excludes Oakville Public Library employee turnover.				
Note: *2020 corrected % – previous budget books reported this as 7.5% however there was an error identified in the calculation where headcount was used as a denominator versus Town FTE count. **2021 corrected % – previous budget books reported a partial number until 30-Sep-2021 of 4.3% which was carried forward.				

Staffing Overview

Program: Administrative Executive Leadership	2024 Approved FTE	Adjustments & Reallocations	2025 Service Level Change	2025 Growth and Capital	2025 Total FTE	Net Change 2025 vs 2024
Services/Activities:						
CAO/Executive Leadership	14.0	(3.0)	-	-	11.0	(3.0)
Total Administrative Executive Leadership	14.0	(3.0)	-	-	11.0	(3.0)

The 2025 total staff complement is 11.0 FTEs. 3.0 full-time FTEs were added to the budget in 2024 for a business support services team to work on continuous improvement and strategic priorities for the Community Services and Corporate Services Commissions in 2024. These three positions were moved to Business Support Services for the 2025 budget.

Operating Budget Overview by Service

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% Change from 2024
Administrative Executive Leadership										
CAO/Executive Leadership	2,166,900	397,800		2,564,700	397,800	18.4%		2,564,700	397,800	18.4%
Total Tax Levy	2,166,900	397,800		2,564,700	397,800	18.4%		2,564,700	397,800	18.4%

The 2025 net budget for Administrative Executive Leadership is \$2,564,700 resulting in an increase of \$397,800 or 18.4% from 2024. The net increase is primarily for the removal of a transfer from Tax Stabilization Reserve for efficiencies found in various service reviews across the town. The CAO/Executive Leadership service area represents the costs of leadership and policy implementation to enable the organization to achieve Council's visions and goals.

Operating Budget Overview by Component

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% Change from 2024
Administrative Executive Leadership										
EXPENSES										
Personnel Services & Benefits	2,145,800	60,100		2,205,900	60,100	2.8%		2,205,900	60,100	2.8%
Materials & Supplies	4,200			4,200				4,200		
Capital out of Operations	900			900				900		
Purchased Services	343,600	10,000		353,600	10,000	2.9%		353,600	10,000	2.9%
Internal Expenses & Transfers		100		100	100			100	100	
Total EXPENSES	2,494,500	70,200		2,564,700	70,200	2.8%		2,564,700	70,200	2.8%
REVENUES										
Internal Recovery & Fund Transfers	-327,600	327,600			327,600	100.0%			327,600	100.0%
Total REVENUES	-327,600	327,600			327,600	100.0%			327,600	100.0%
Total Tax Levy	2,166,900	397,800		2,564,700	397,800	18.4%		2,564,700	397,800	18.4%

The total expenses for Administrative Executive Leadership are \$2,564,700 and total revenues are \$0 resulting in a net budget of \$2,564,700 in 2025. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$2,205,900 in 2025 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$60,100 from 2024 for inflation and adjustments on personnel services and benefits.

Materials & Supplies total budget is \$4,200 in 2025 comprised primarily of postage and courier and office supplies. The budget remained the same from 2024.

Capital out of Operations total budget is \$900 in 2025 comprised primarily of office equipment. The budget remained the same from 2024.

Purchased Services total budget is \$353,600 in 2025 comprised primarily of training and development and professional fees. The budget increased by \$10,000 from 2024 primarily due to the addition of professional fees budgets for the Commissioners.

Internal Recoveries & Fund Transfers total budget is \$0 in 2025 with the removal of the remaining \$327,600 of transfer from Tax Stabilization Reserve. The 2022 budget included \$500,000 in tax stabilization funding for efficiencies to be realized over the 2022-2025 period from various service reviews.

Administrative Executive Leadership

Operating Budget Forecast

	2025 Requested Budget	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)	2027 Requested Forecast	2026 - 2027 Change (\$)	2026 - 2027 Change (%)
Administrative Executive Leadership							
Gross Expenditures by Service							
CAO/Executive Leadership	2,564,700	2,639,700	75,000	2.9%	2,712,600	72,900	2.8%
Total Gross Expenditures by Service	2,564,700	2,639,700	75,000	2.9%	2,712,600	72,900	2.8%
Tax Levy by Service							
CAO/Executive Leadership	2,564,700	2,639,700	75,000	2.9%	2,712,600	72,900	2.8%
Total Tax Levy by Service	2,564,700	2,639,700	75,000	2.9%	2,712,600	72,900	2.8%
Gross Expenditures by Type							
Personnel Services & Benefits	2,205,900	2,272,200	66,300	3.0%	2,336,200	64,000	2.8%
Materials & Supplies	4,200	4,200			4,200		
Capital out of Operations	900	900			900		
Purchased Services	353,600	362,300	8,700	2.5%	371,200	8,900	2.5%
Internal Expenses & Transfers	100	100			100		
Total Expenditures	2,564,700	2,639,700	75,000	2.9%	2,712,600	72,900	2.8%
Revenues by Type							
Internal Recoveries & Fund Transfers							
Total Revenues							
Total Tax Levy	2,564,700	2,639,700	75,000	2.9%	2,712,600	72,900	2.8%

Budget Forecast Highlights

The 2026 net budget is projected to increase by \$75,000 for a total of \$2,639,700. The change is primarily due to inflation on personnel services and benefits and purchased services.

The 2027 net budget is projected to increase by \$72,900 for a total of \$2,712,600. The change is primarily due to inflation on personnel services and benefits and purchased services.

Administrative Executive Leadership

Capital Budget

The 2025 capital budget for Administrative Executive Leadership includes the Downtown Cultural Hub capital project. This project provides funds that will allow for a feasibility study and environmental studies will be completed for the Centennial Square site to determine opportunities for the site.

	Classification	Capital Budget 2025	Operating Impacts 2025
Administrative Executive Leadership			
46602302 DCH - Studies and Project Management	Program Initiatives	192,000	
Total		192,000	

Communications and Customer Experience Program Based Budget 2025 - 2027

Vision

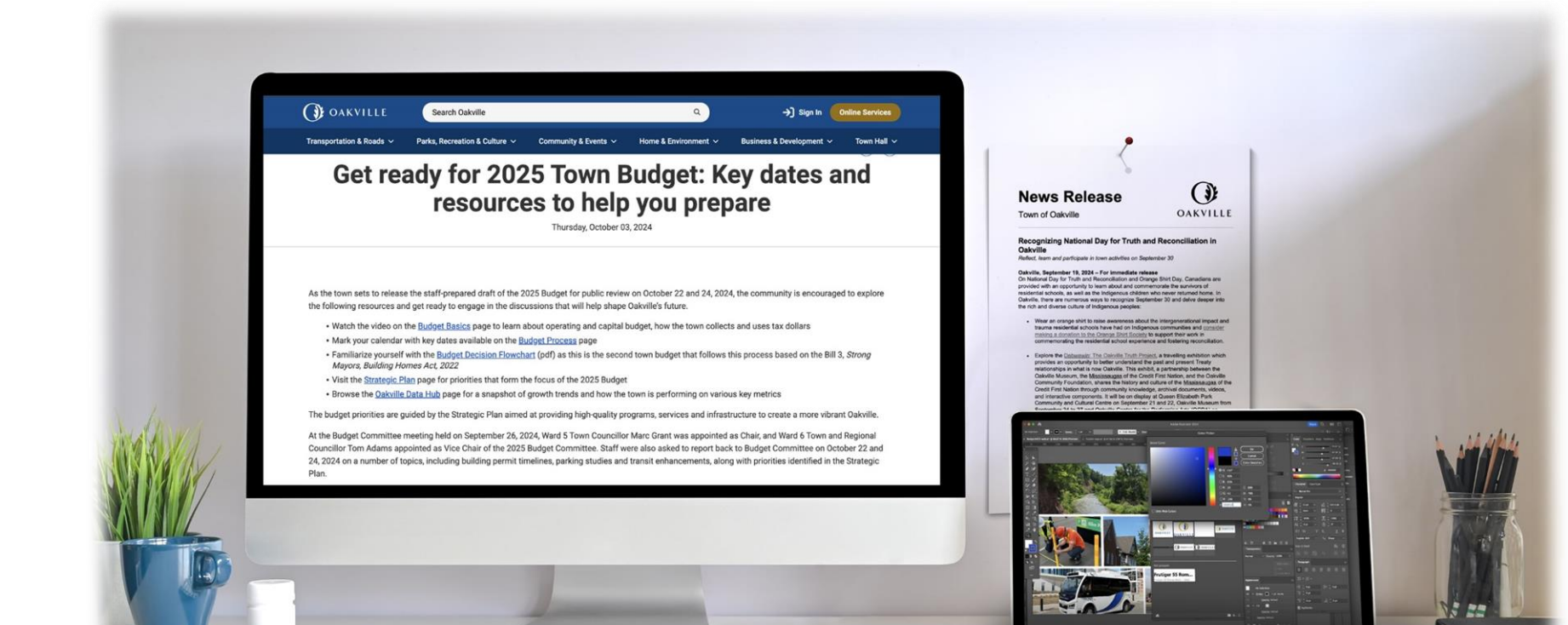
- Provide high quality strategic advice, communications and customer service programs that engage and inform the community, our stakeholders and employees

Mission

- Develop strategic communications and customer service solutions that advance corporate priorities, improve the customer experience and support departments in providing accessible and responsive communications to the community

Program Services

The Communications and Customer Experience Department provides the following services on behalf of the corporation and to client departments:



Get ready for 2025 Town Budget: Key dates and resources to help you prepare
Thursday, October 03, 2024

As the town sets to release the staff-prepared draft of the 2025 Budget for public review on October 22 and 24, 2024, the community is encouraged to explore the following resources and get ready to engage in the discussions that will help shape Oakville's future.

- Watch the video on the [Budget Basics](#) page to learn about operating and capital budget, how the town collects and uses tax dollars
- Mark your calendar with key dates available on the [Budget Process](#) page
- Familiarize yourself with the [Budget Decision Flowchart](#) (pdf) as this is the second town budget that follows this process based on the Bill 3, *Strong Mayors, Building Homes Act, 2022*
- Visit the [Strategic Plan](#) page for priorities that form the focus of the 2025 Budget
- Browse the [Oakville Data Hub](#) page for a snapshot of growth trends and how the town is performing on various key metrics

The budget priorities are guided by the Strategic Plan aimed at providing high-quality programs, services and infrastructure to create a more vibrant Oakville.

At the Budget Committee meeting held on September 26, 2024, Ward 5 Town Councillor Marc Grant was appointed as Chair, and Ward 6 Town and Regional Councillor Tom Adams appointed as Vice Chair of the 2025 Budget Committee. Staff were also asked to report back to Budget Committee on October 22 and 24, 2024 on a number of topics, including building permit timelines, parking studies and transit enhancements, along with priorities identified in the Strategic Plan.

News Release
Town of Oakville

Recognizing National Day for Truth and Reconciliation in Oakville
Reflect, learn and participate in town activities on September 30

Oakville, September 18, 2024 – For immediate release
On National Day for Truth and Reconciliation and Orange Shirt Day, Canadians are provided with an opportunity to learn about and commemorate the survivors of residential schools, as well as the Indigenous children who never returned home. In Oakville, there are numerous ways to recognize September 30 and delve deeper into the rich and diverse culture of Indigenous peoples.

- Wear an orange shirt to raise awareness about the intergenerational impact and trauma residential schools have had on Indigenous communities and [consider](#) making a donation to the Orange Shirt Society to support their work in commemorating the residential school experience and fostering reconciliation.
- Explore the [Ojibwa: The Oakville Truth Project](#), a travelling exhibition which provides an opportunity to better understand the past and present Treaty relationships in what is now Oakville. This exhibit, a partnership between the Oakville Museum, the Mississaugas of the Credit First Nation, and the Oakville Community Foundation, shares the history and culture of the Mississaugas of the Credit First Nation through community knowledge, archival documents, videos, and interactive components. It will be on display at Queen Elizabeth Park Community and Culture Centre on September 21 and 22. Oakville Museum from 9:00am to 4:00pm and Oakville Art Centre from 10:00am to 4:00pm.

Customer Experience

- Establish overall town direction, standards, provide leadership and guidance with respect to customer experience across all service channels.

Strategic Communications

- Provide communications advice/direction, crisis and issues management and creative solutions that build, protect and promote the town's brand

Community Engagement

- Develop a program with tools that expand and enhance our engagement efforts with the community

Marketing & Digital Communication

- Explore new and effective marketing channels or tools to further enhance our communications efforts and outreach

Media Relations

- Manage communications with various media outlets to ensure timely, accurate and transparent information is shared

Service Oakville

- Deliver exceptional customer service on the customer's channel of choice on behalf of town departments

Communications and Customer Experience

2025 Program Key Initiatives



Community Belonging

- Review engagement policy and procedures
- Explore new tools to drive engagement



Accountable Government

- Customer experience standards and tool improvements
- Additional online services and tools
- Implement Public Identity and Access Management plan

Key Performance Indicators

1. Percentage of gross operating budget

2020	2021	2022	2023	2024
				1.0%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: 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

2020	2021	2022	2023	2024
				1.4%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total town FTEs.				
Calculation: Total program FTEs including part-time / Total town FTEs including part-time.				

3. Percentage of citizens who felt information provided by the town was easy to understand

2020	2021	2022	2023	2024
			89%	88%
Purpose: To track overall citizen satisfaction with town performance, identify emerging issues, and help set strategic priorities for the future. Communications and 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.				
Calculation: To gather the opinions of local residents in the most comprehensive and efficient way, in 2024 Forum Research Inc. conducted a 20-minute telephone survey among 805 randomly selected residents of the Town of Oakville. The next survey will take place in 2026.				

4. Percentage Increase in Oakville.ca page views

2020	2021	2022	2023	2024
-7.8%	21.8%	38.9%	9.9%	14.7% (as of Sept 17)
Purpose: Oakville.ca is the town's primary tool to provide information to residents and 61 percent of respondents to the town's 2024 Citizen Survey identified Oakville.ca as their preferred way to access town information.				
Calculation: The town uses Google web analytics to track web statistics.				

5. Website engagement score

2020	2021	2022	2023	2024
			59%	67% as of Sept 17
Purpose: Website engagement provides a metric that ensures residents are interacting with web content they are looking for or spending a significant amount of time on the site. Target: above 60%				
Calculation: Twitter and Facebook analytical tools are used to calculate totals.				

6. Percentage of calls answered within 30 seconds

2020	2021	2022	2023	2024
70.3%	64.9%	62.7%	85%	83.4% (as of September 17)
Purpose: 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. The target is 80%.				
Calculation: 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 Service Oakville CSR in less than 20 seconds.				

7. Case closure rate within service level

2020	2021	2022	2023	2024
90%	90%	86%	86%	87% (As of September 17)
Purpose: A critical driver of customer satisfaction is having their issue addressed within the service threshold established and communicated to them at time of submission. Target is 85%.				
Calculation: The total number of CRM Service Requests with a status of "Closed" / the total number of CRM Service Requests closed within service level.				

8. Percentage of inquiries submitted via Report a Problem

2020	2021	2022	2023	2024
4.9%	4.3%	5.4%	7.6%	12.9% (as of Sept 17)
Purpose: A critical measure of efforts related to customers using self-serve options via the Report a Problem web-based tool.				
Calculation: The total number of CRM requests logged in the CRM / the total number of CRM requests identified as being submitted via the web channel.				

Staffing Overview

Program: Communications and Customer Experience	2024 Approved FTE	Adjustments & Reallocations	2025 Service Level Change	2025 Growth and Capital	2025 Total FTE	Net Change 2025 vs 2024
Services/Activities:						
Administration	-	1.0	-	-	1.0	1.0
Communications	-	6.8	-	-	6.8	6.8
Service Oakville	-	16.8	-	-	16.8	16.8
Total Communications and Customer Experience	-	24.7	-	-	24.7	24.7

The 2025 total staff complement is 24.7 FTEs. Communications and Customer Experience is a new program, split from the previous Strategy, Policy and Communications program. As part of this change, a Corporate Strategy and Program Advisor FTE from Service Oakville was reallocated to the Corporate Strategy and Government Relations program.

Operating Budget Overview by Service

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% Change from 2024
Communications and Customer Experience										
Administration	119,000	131,000		250,000	131,000	110.1%		250,000	131,000	110.1%
Communications	933,600	37,100		970,700	37,100	4.0%		970,700	37,100	4.0%
Service Oakville	1,713,600	77,500		1,791,100	77,500	4.5%		1,791,100	77,500	4.5%
Total Tax Levy	2,766,200	245,600		3,011,800	245,600	8.9%		3,011,800	245,600	8.9%

The 2025 net budget for Communications and Customer Experience is \$3,011,800 resulting in an increase of \$245,600 or 8.9% from 2024. The main driver is the annualization of three positions, the Director of Communications and Customer Experience and two Web Editors that were approved in the 2024 budget to start July 1, 2024. This budget represents the costs to promote the town's many diverse programs and services through strategic communication plans and materials, and delivery of Service Oakville's one-window approach to customer service for walk-in, e-mail, website and telephone inquiries on behalf of several programs in the town.

Administration net budget for 2025 is \$250,000 for an increase of \$131,000 from 2024. The change includes inflation and adjustments on personnel services and benefits and the 6 months annualization of the Director of Communications and Customer Experience position, which was effective July 2024. It also includes the addition of operating budgets for the new Administration business unit.

Communications net budget for 2025 is \$970,700 for an increase of \$37,100 from 2024. The change is primarily due to inflation and adjustments on personnel services and benefits, as well as an increase to the budget for contracted services.

Communications and Customer Experience

Service Oakville net budget for 2025 is \$1,791,100 for an increase of \$77,500 from 2024. The change includes inflation and adjustments on personnel services and benefits as well the annualization of two Corporate Web Editor positions that were effective in July 2024. It is offset by the reallocation of a Corporate Strategy Program Advisor position to the Corporate Strategy and Government Relations program.

Operating Budget Overview by Component

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% Change from 2024
Communications and Customer Experience										
EXPENSES										
Personnel Services & Benefits	2,915,800	255,000		3,170,800	255,000	8.7%		3,170,800	255,000	8.7%
Materials & Supplies	15,700	300		16,000	300	1.9%		16,000	300	1.9%
Capital out of Operations	1,000			1,000				1,000		
Purchased Services	63,500	16,700		80,200	16,700	26.3%		80,200	16,700	26.3%
Payments & Grants	1,000			1,000				1,000		
Internal Expenses & Transfers	100			100				100		
Total EXPENSES	2,997,100	272,000		3,269,100	272,000	9.1%		3,269,100	272,000	9.1%
REVENUES										
External Revenues	-3,800	-100		-3,900	-100	-2.6%		-3,900	-100	-2.6%
Internal Recovery & Fund Transfers	-227,100	-26,300		-253,400	-26,300	-11.6%		-253,400	-26,300	-11.6%
Total REVENUES	-230,900	-26,400		-257,300	-26,400	-11.4%		-257,300	-26,400	-11.4%
Total Tax Levy	2,766,200	245,600		3,011,800	245,600	8.9%		3,011,800	245,600	8.9%

The total expenses for Communications and Customer Experience are \$3,269,100 and total revenues are \$257,300 resulting in a net budget of \$3,011,800 in 2025. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$3,170,800 in 2025 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$255,000 from 2024 due to the annualization of the three positions, the Director of Communications and Customer Experience and two Web Editors, approved in the 2024 budget effective July 1, 2024. Offsetting that increase is the reallocation of the Corporate Strategy Program Advisor position to the Corporate Strategy and Government Relations program. Inflation and adjustments to personnel services and benefits are also included.

Materials & Supplies total budget is \$16,000 in 2025 comprised primarily of postage, printing and office supplies. The budget increased by \$300 from 2024 to add an office supplies budget to the new Administration business unit.

Capital out of Operations total budget is \$1,000 in 2025 comprised primarily of communication equipment for Service Oakville. The budget remains the same from 2024.

Communications and Customer Experience

Purchased Services total budget is \$80,200 in 2025 comprised primarily of budgets for training and development, consultants and professional fees, advertising, and promotion. The budget increased by \$16,700 from 2024 to add budgets for professional fees, professional dues and memberships, mileage and smartphone costs in the new Administration business unit. As well, an additional \$4,000 was added to contracted services for Communications.

Payments & Grants total budget is \$1,000 in 2025 comprised of costs to make documents accessible for online access. The budget remains the same from 2024.

External Revenues total budget is \$3,900 in 2025 comprised primarily of revenue from the retail store operated by Service Oakville that sells Oakville merchandise to the public. The budget increased by \$100 from 2024 due to inflation.

Internal Recoveries & Fund Transfers total budget is \$253,400 in 2025 comprised primarily of recoveries from Parking Operations for Customer Service Representative work done on behalf of that department. The budget increased by \$26,300 from 2024 for inflation and adjustments to the recovery from Parking Operations.

Operating Budget Forecast

	2025 Requested Budget	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)	2027 Requested Forecast	2026 - 2027 Change (\$)	2026 - 2027 Change (%)
Communications and Customer Experience							
Gross Expenditures by Service							
Administration	250,000	257,800	7,800	3.1%	265,300	7,500	2.9%
Communications	1,009,800	1,039,600	29,800	3.0%	1,068,300	28,700	2.8%
Service Oakville	2,009,300	2,068,800	59,500	3.0%	2,126,200	57,400	2.8%
Total Gross Expenditures by Service	3,269,100	3,366,200	97,100	3.0%	3,459,800	93,600	2.8%
Tax Levy by Service							
Administration	250,000	257,800	7,800	3.1%	265,300	7,500	2.9%
Communications	970,700	1,000,500	29,800	3.1%	1,029,200	28,700	2.9%
Service Oakville	1,791,100	1,850,500	59,400	3.3%	1,907,800	57,300	3.1%
Total Tax Levy by Service	3,011,800	3,108,800	97,000	3.2%	3,202,300	93,500	3.0%
Gross Expenditures by Type							
Personnel Services & Benefits	3,170,800	3,265,600	94,800	3.0%	3,356,900	91,300	2.8%
Materials & Supplies	16,000	16,400	400	2.5%	16,800	400	2.4%
Capital out of Operations	1,000	1,000			1,000		
Purchased Services	80,200	82,100	1,900	2.4%	84,000	1,900	2.3%
Payments & Grants	1,000	1,000			1,000		
Internal Expenses & Transfers	100	100			100		
Total Expenditures	3,269,100	3,366,200	97,100	3.0%	3,459,800	93,600	2.8%
Revenues by Type							
External Revenue	-3,900	-4,000	-100	-2.6%	-4,100	-100	-2.5%
Internal Recoveries & Fund Transfers	-253,400	-253,400			-253,400		
Total Revenues	-257,300	-257,400	-100	-	-257,500	-100	-
Total Tax Levy	3,011,800	3,108,800	97,000	3.2%	3,202,300	93,500	3.0%

Communications and Customer Experience

Budget Forecast Highlights

The 2026 net budget is projected to increase by \$97,000 for a total of \$3,108,800. The change is primarily due to inflation on personnel services and benefits and purchased services.

The 2027 net budget is projected to increase by \$93,500 for a total of \$3,202,300. The change is primarily due to inflation on personnel services and benefits and purchased services.

Recommended Capital Budget

The 2025 recommended capital budget includes continued funding for the Website Rebuild project to support and maintain the town's web properties, long-term planning and implementation of a new governance model and community engagement framework. The Public Identity & Access Management Implementation plan will determine standard attributes required for user/customer identities to enable and provide digital services in an efficient, customer-first, and risk-mitigated manner. Expanding Salesforce to Transit, Recreation and Culture, and Building Services will enhance customer satisfaction, eliminate manual tasks, improve data quality, and inform decision-making by providing accurate and comprehensive data and analytics on customer behavior, preferences, trends, and feedback.

	Classification	Capital Budget 2025	Operating Impacts 2025
Communications and Customer Experience			
21101801 Website Rebuild	Program Initiatives	203,400	
21112302 Public Identity & Access Management Implementation Plan	Program Initiatives	321,100	
21112504 Expanding Salesforce to Transit Recreation and Culture and Building	Program Initiatives	353,500	
Total		878,000	

Communications and Customer Experience

Corporate Strategy and Government Relations Program Based Budget 2025 - 2027

Vision

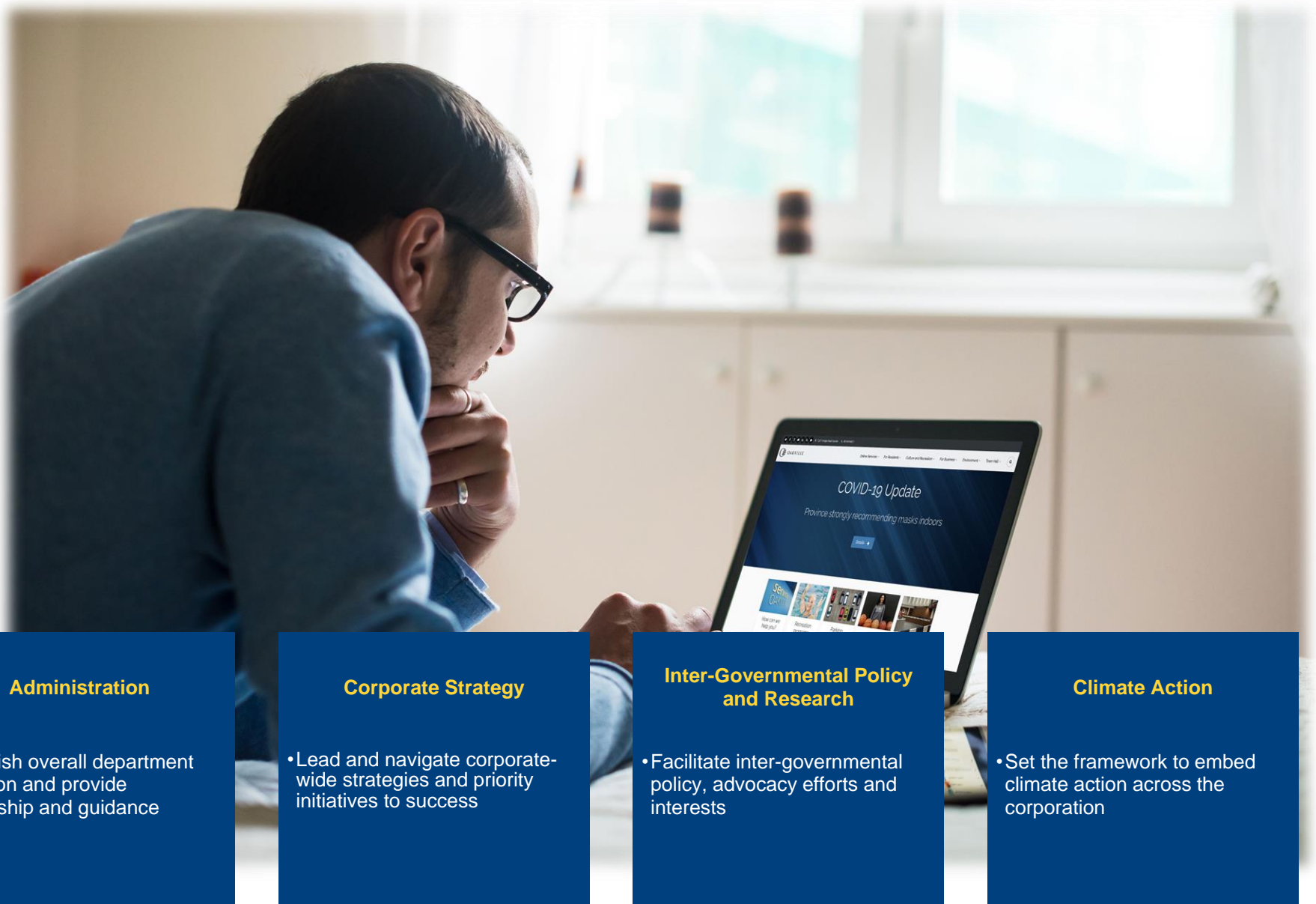
- Provide strategic and administrative leadership that furthers Council's directives and the delivery of quality services

Mission

- Advance the town's organizational and inter-governmental priorities

Program Services

The Corporate Strategy and Government Relations program provides the following services on behalf of the corporation and to client departments:



Administration

- Establish overall department direction and provide leadership and guidance

Corporate Strategy

- Lead and navigate corporate-wide strategies and priority initiatives to success

Inter-Governmental Policy and Research

- Facilitate inter-governmental policy, advocacy efforts and interests

Climate Action

- Set the framework to embed climate action across the corporation

Corporate Strategy and Government Relations

2025 Program Key Initiatives



Community Belonging

- Continued implementation of IDEA multi-year action plan including updated Territory Acknowledgement and protocol
- Recognition policy



Environmental Sustainability

- Green Development Standards
- Resiliency Action Plans
- EV Plan/Low Carbon Mobility Plan
- Community Energy Strategy Update
- District Energy next steps



Accountable Government

- Ensure the town's corporate programs are aligned with strategic goals and are executed effectively to meet current and future needs, such as Climate Action, IDEA, Continuous Improvement
- Advocate effectively for the town's interests and influence policy decisions at other levels of government
- Employee engagement to create a cohesive, collaborative, and high-performing organization

Key Performance Indicators

1. Percentage of gross operating budget

2020	2021	2022	2023	2024
				0.7%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: 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

2020	2021	2022	2023	2024
				0.7%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total town FTEs.				
Calculation: Total program FTEs including part-time / Total town FTEs including part-time.				

3. Council's Four-Year Action Plan Completion Rate (NEW)

2020	2021	2022	2023	2024
				76%
Purpose: The town is committed to implementing Council's Four-Year Action Plan.				
Calculation: Completion Rate is based on the actual # of items projected to be completed by year end compared to the # of items committed to be delivered.				
Key Community Indicators identified in Council's Strategic Plan represent the shared role that Council, town staff, and the community have in working towards the achievement of the town's vision. These can be viewed at: Council Strategic Plan Dashboard (oakville.ca)				

4. Climate Action: Corporate Greenhouse Gas Emissions Reduction

2020	2021	2022	2023	2024
19.8%	15.5%	6.9%	13.2%	TBD
6,950 tonnes CO2e	7,322 tonnes CO2e	8,060 tonnes CO2e	7,515 tonnes CO2e	
Purpose: The town is committed to reducing its corporate greenhouse gas emissions (GHGs) as outlined in its Conservation Demand Management (CDM) program and the Oakville Community Energy Strategy. The target is a 30% reduction by 2030 (not including Fleet or Transit).				
Calculation: Percentage reduction in tonnes of CO2e by year based on 2015 baseline shown. The target is a 30% reduction by 2030 (not including Fleet or Transit).				
Note: Previous year numbers have been adjusted for accuracy by updating conversion factors, ensuring proper calendar year accrual and maintaining consistent sites across all years.				

5. Climate Action: Corporate Energy Use Reduction

2020	2021	2022	2023	2024
20.5%	14.7%	5.5%	9.9%	TBD
64,006,612 ekWh	68,659,236 ekWh	76,046,951 ekWh	72,493,476 ekWh	
Purpose: The town is committed to reducing its corporate energy use as outlined in its Conservation Demand Management (CDM) program and the Oakville Community Energy Strategy.				
Calculation: Reduction in ekWh in town facilities by year based on 2015 baseline. The target is a 20% reduction by 2030. Note: Previous year numbers have been adjusted for accuracy by updating conversion factors, ensuring proper calendar year accrual and maintaining consistent sites across all years.				

6. Climate Action: Air Quality Health Days Above “Low Risk”

2020	2021	2022	2023	2024
27	41	37	60	39
Purpose: The Air Quality Health Index links air quality to health and is rated on a scale from 1 to 10: 1-3 low risk; 4-6 moderate risk; 7-10 high risk. It assesses three air pollutants which are known to harm human health: ground-level ozone, fine particulate matter, and nitrogen dioxide.				
Calculation: The number of days above a “low risk” air quality rating as reported by the province.				

Staffing Overview

Program: Corporate Strategy and Government Relations	2024 Approved FTE	Adjustments & Reallocations	2025 Service Level Change	2025 Growth and Capital	2025 Total FTE	Net Change 2025 vs 2024
Services/Activities:						
Administration	-	1.0	-	-	1.0	1.0
Government Relations and Public Policy	-	3.0	-	-	3.0	3.0
Climate Action	-	2.6	-	-	2.6	2.6
Corporate Strategy	-	6.0	-	-	6.0	6.0
Total Corporate Strategy and Government Relations	-	12.6	-	-	12.6	12.6

The 2025 total staff complement is 12.6 FTEs. Corporate Strategy and Government Relations is a new program, split from the previous Strategy, Policy and Communications program. As part of this change, a Corporate Strategy and Program Advisor FTE was moved from Communications and Customer Experience program to Corporate Strategy.

Operating Budget Overview by Service

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% Change from 2024
Corporate Strategy and Government Relations										
Administration	272,600	3,800		276,400	3,800	1.4%		276,400	3,800	1.4%
Government Relations and Public Policy	765,400	-235,600		529,800	-235,600	-30.8%		529,800	-235,600	-30.8%
Climate Action	467,500	12,200		479,700	12,200	2.6%		479,700	12,200	2.6%
Corporate Strategy	398,800	516,500		915,300	516,500	129.5%		915,300	516,500	129.5%
Total Tax Levy	1,904,300	296,900		2,201,200	296,900	15.6%		2,201,200	296,900	15.6%

The 2024 net budget for Corporate Strategy and Government Relations is \$2,201,200 resulting in an increase of \$296,900 or 15.6% from 2024. The main drivers of the increase are the annualization of a Strategic Business Advisor position that was approved in the 2024 budget effective July 1, 2024, and the reallocation of a Corporate Strategy Program Advisor from the Communications and Customer Experience program. This budget represents the costs to support the implementation of Council's long-term strategy and four-year action plan, provide overall direction on corporate priorities including climate action, IDEA, continuous improvement, and supporting research and government relations.

Administration net budget for 2025 is \$276,400 for an increase of \$3,800 from 2024. The change includes inflation and adjustments on personnel services and benefits.

Government Relations and Public Policy net budget for 2025 is \$529,800 for a decrease of \$235,600 from 2024. The change includes inflation and adjustments on personnel services and benefits as well as the annualization of the temporary contract Strategy Research Analyst that was effective July 2024. These increases were offset by two Corporate Strategy Program Advisor positions moved to Corporate Strategy.

Climate Action net budget for 2025 is \$479,700 for an increase of \$12,200 from 2024. The change is primarily due to inflation and adjustments on personnel services and benefits.

Corporate Strategy net budget for 2025 is \$915,300 for an increase of \$516,500 from 2024. The change includes inflation and adjustments on personnel services and benefits, as well as the annualization of the Strategic Business Advisor position effective July 2024. Three Corporate Strategy Program Advisor positions were moved into Strategic Initiatives, two from Corporate Strategy and Policy and one from Communications and Customer Experience.

Operating Budget Overview by Component

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% Change from 2024
Corporate Strategy and Government Relations										
EXPENSES										
Personnel Services & Benefits	1,672,700	347,400		2,020,100	347,400	20.8%		2,020,100	347,400	20.8%
Materials & Supplies	6,700	800		7,500	800	11.9%		7,500	800	11.9%
Capital out of Operations	800	-800			-800	-100.0%			-800	-100.0%
Purchased Services	276,600	2,000		278,600	2,000	0.7%		278,600	2,000	0.7%
Total EXPENSES	1,956,800	349,400		2,306,200	349,400	17.9%		2,306,200	349,400	17.9%
REVENUES										
Internal Recovery & Fund Transfers	-52,500	-52,500		-105,000	-52,500	-100.0%		-105,000	-52,500	-100.0%
Total REVENUES	-52,500	-52,500		-105,000	-52,500	-100.0%		-105,000	-52,500	-100.0%
Total Tax Levy	1,904,300	296,900		2,201,200	296,900	15.6%		2,201,200	296,900	15.6%

The total expenses for Corporate Strategy and Government Relations are \$2,306,200 and total revenues are \$105,000 resulting in a net budget of \$2,201,200 in 2025. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$2,020,100 in 2025 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$347,400 from 2024 primarily due to the annualization of the Strategic Program Advisor position and the temporary contract Strategy Research Analyst position, both effective July 2024, as well as the reallocation of a Corporate Strategy Program Advisor position from Communications and Customer Experience. Inflation and adjustments to personnel services and benefits are also included.

Corporate Strategy and Government Relations

Materials & Supplies total budget is \$7,500 in 2025 comprised primarily of postage, printing and office supplies. The budget increased by \$800 from 2024 which was a reallocation of budget dollars for computer hardware in Capital out of Operations to office supplies.

Capital out of Operations total budget is \$0 in 2025. \$800 of budget for computer hardware was reallocated to office supplies in Materials and supplies.

Purchased Services total budget is \$278,600 in 2025 comprised primarily of budgets for training and development, consultants and professional fees. The budget increased by \$2,000 from 2024, adding \$500 to training and development and \$1,500 to professional dues and memberships budgets.

Internal Recoveries & Fund Transfers total budget is \$105,000 in 2025 which is the budgeted transfer from the Tax Stabilization reserve for the temporary contract Research Analyst position for 2025. The budget increased by \$52,500 from 2024 for the remaining six months of the contract for the position.

Operating Budget Forecast

	2025 Requested Budget	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)	2027 Requested Forecast	2026 - 2027 Change (\$)	2026 - 2027 Change (%)
Corporate Strategy and Government Relations							
Gross Expenditures by Service							
Administration	276,400	284,400	8,000	2.9%	292,100	7,700	2.7%
Government Relations and Public Policy	634,800	545,200	-89,600	-14.1%	560,300	15,100	2.8%
Climate Action	479,700	493,200	13,500	2.8%	506,400	13,200	2.7%
Corporate Strategy	915,300	943,500	28,200	3.1%	970,700	27,200	2.9%
Total Gross Expenditures by Service	2,306,200	2,266,300	-39,900	-1.7%	2,329,500	63,200	2.8%
Tax Levy by Service							
Administration	276,400	284,400	8,000	2.9%	292,100	7,700	2.7%
Government Relations and Public Policy	529,800	545,200	15,400	2.9%	560,300	15,100	2.8%
Climate Action	479,700	493,200	13,500	2.8%	506,400	13,200	2.7%
Corporate Strategy	915,300	943,500	28,200	3.1%	970,700	27,200	2.9%
Total Tax Levy by Service	2,201,200	2,266,300	65,100	3.0%	2,329,500	63,200	2.8%
Gross Expenditures by Type							
Personnel Services & Benefits	2,020,100	1,973,000	-47,100	-2.3%	2,029,000	56,000	2.8%
Materials & Supplies	7,500	7,700	200	2.7%	7,900	200	2.6%
Capital out of Operations							
Purchased Services	278,600	285,600	7,000	2.5%	292,600	7,000	2.5%
Total Expenditures	2,306,200	2,266,300	-39,900	-1.7%	2,329,500	63,200	2.8%
Revenues by Type							
Internal Recoveries & Fund Transfers	-105,000		105,000	100.0%			
Total Revenues	-105,000		105,000	100.0%			
Total Tax Levy	2,201,200	2,266,300	65,100	3.0%	2,329,500	63,200	2.8%

Corporate Strategy and Government Relations

Budget Forecast Highlights

The 2026 net budget is projected to increase by \$65,100 for a total of \$2,266,300. The change is primarily due to inflation on personnel services and benefits and purchased services.

The 2027 net budget is projected to increase by \$63,200 for a total of \$2,329,500. The change is primarily due to inflation on personnel services and benefits and purchased services.

Recommended Capital Budget

The 2025 recommended capital budget includes continued funding for Lean staff experience process reviews as well as the bi-annual Citizen survey. An update to the Oakville Community Energy Strategy (CES), will include elements such as review of strategic goals set by the plan in relation to provincial and federal targets, progress assessments with reference the existing plan, and lessons learned through the current implementation. The funds for Future Energy Oakville support core funding and seed capital that will provide community governance to implement the CES strategy.

	Classification	Capital Budget 2025	Operating Impacts 2025
Corporate Strategy and Government Relations			
21112501 Lean Staff Experience Process	Program Initiatives	100,700	
21112502 Citizen Survey	Program Initiatives	75,500	
21112503 Community Energy Strategy (CES) Update	Program Initiatives	151,100	
22102001 Future Energy Oakville	Program Initiatives	50,400	
Total		377,700	

Corporate Asset Management Program Based Budget 2025 - 2027

Vision

- To develop, implement and monitor the town's strategic Asset Management Plans to ensure long-term fiscal sustainability of all town assets and alignment with desired service outcomes.

Mission

- To build, strengthen and maintain the corporate-wide Asset Management System for the town's infrastructure and natural assets by facilitating the development of service based asset management plans which promote a balance between desired levels of service, risk and fiscal sustainability.

Program Services

The Corporate Asset Management program consists of the following service areas and activities:



2025 Program Key Initiatives



Growth Management

- Coordinate the asset renewal program across all town programs and with other government agencies to optimize timing and ensure capital works are aligned.
- Development of the 10 Year Infrastructure Renewal Capital plan incorporating asset management best practice recommendations to minimize risk and service impacts.



Community Belonging

- Continue to monitor and assess asset performance and condition to ensure infrastructure is maintained and available for service delivery.



Environmental Sustainability

- Develop alternative funding source options to finance 30 Year Rainwater Management Plan.
- Complete a climate impact assessment to identify vulnerabilities to the town's infrastructure that may be caused by climate change and identify strategies.



Accountable Government

- To meet the O Reg 288/2017 Requirements for 2025 including proposed level of service.
- Implement an Asset Management software planning solution that supports risk-based decisions related to service levels and lifecycle optimization to create a holistic decision making framework for use in 2026 Budget.
- Continue to ensure integrity of asset management data sets to facilitate monitoring and implementation of operational maintenance activities and appropriate life cycle replacements.

Key Performance Indicators - Corporate Asset Management was formed in 2021 and therefore some KPI's were not available prior to 2021.

1. Percentage of gross operating budget

2020	2021	2022	2023	2024
	0.7%	0.7%	0.7%	0.7%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: Gross program operating costs (excluding transfers to reserves & internal charges) / Gross town operating costs (excluding transfers to reserves & internal charges).				

2. Percentage of total FTEs

2020	2021	2022	2023	2024
	0.8%	0.8%	0.7%	0.7%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTE's.				
Calculation: Total program FTEs including part-time / Total town FTEs including part-time.				

3. Asset Renewal Ratio

2020	2021	2022	2023	2024
77%	99%	160%	166%	170% (Estimate)
Purpose: Indicates whether the organization is renewing or replacing its infrastructure at the rate it is being consumed. On average, organizations should replacing/renewing assets at the time they need to be replaced compared to the rate of depreciation. Target ratio is 100% however when an asset portfolio is young this rate could be 50% or less or if the portfolio older it may be appropriate for the ratio to exceed 100% at times.				
Calculation: Total annual infrastructure renewal capital budget/total annual depreciation expense as reported in the budget book.				
Note: Depreciation expense is based on historical costs where capital renewal budgets are current day costs, recent increases in inflationary and construction costs can result in capital budgets to be much greater than depreciation.				

4. Percentage of Assets in Good, Fair and Poor Condition (New)

Asset Condition	2020	2021	2022	2023	2024
Good	60%	72%	69%	70%	70%(Estimate)
Fair	31%	17%	19%	18%	18%(Estimate)
Poor	9%	11%	12%	12%	12%(Estimate)
Purpose: It is recommended to have a balance across the three condition levels as it indicates that funds are being apportioned strategically. Assets in good condition are generally new or have very robust maintenance schedules, Assets in Fair condition are midlife and still performing well but need monitoring or minor upgrades, finally assets in poor condition are assets reaching end of life and become the priority and plans for near-term replacement or renewal. The goal being to minimize the portion in poor condition but recognize that this does not mean assets are failing, just that they need attention in the near future. Risk is also a factor as some assets present less risk of service disruption and have a quick replacement time and/or alternative options therefore it may be satisfactory to have a higher percentage in the poor condition category.					
Calculation: (# assets in good/fair/poor condition/Total # of assets) * 100					

5. Ratio of assets that achieve full expected life

2020	2021	2022	2023	2024
70%	74%	77%	83%	78% (Estimate)
Purpose: To ensure that the infrastructure investments are optimized to the full extent of their useful life and that Assets are being disposed of with a net book value of \$0. Monitoring the useful life enables the town to better plan replacements, schedule preventative maintenance and the associated costs at the correct time and ensures assets are set up with the appropriate useful life projections. Lower percentage indicates assets are being disposed of prior to the estimated useful life and requires investigation. Higher percentage indicates useful life has been maximized and above 100% indicates assets have been in service beyond expected useful life.				
Calculation: (# of disposed assets at end of Useful Life or greater/Total # of TCA disposed) * 100				

The % condition (KPI#4) and useful life ratio (KPI#5) should be considered together; for example, if there is a high percentage of assets in low condition and low % meeting expected useful life this would indicate that an increase in the investment renewal funding would be required. Currently, with 88% in good condition and 78% assets reaching full life indicates the town is investing an appropriate amount of funding to support the infrastructure in an overall good state of repair.

6. Percentage of deficient pavement with the network

2020	2021	2022	2023	2024
11.5%	11.9%	10.8%	10.2%	9.2%
Purpose: Managing the condition assessment and appropriate planning of state of good repair of the town's road network assists in optimizing life cycle performance and is a key aspect to community sustainability. The town targets to maintain an average Pavement Quality Index (PQI) of 70 for all town roads as a whole and minimum of 10% that fall below minimum satisfactory PQI. It should be noted that physical PQI assessments are completed every 4 years, therefore estimates are calculated for the years in between using Roadmatrix software.				
Calculation: 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.				

Staffing Overview

Program: Corporate Asset Management	2024	Adjustments &	2025	2025	2025	Net
	Approved	Reallocations	Service Level	Growth and	Total	Change
Services/Activities:	FTE		Change	Capital	FTE	2025 vs 2024
Administration	1.0	-	-	-	1.0	-
Asset Management	7.0	(1.0)	-	-	6.0	(1.0)
Infrastructure Planning	5.0	1.0	-	-	6.0	1.0
Total Corporate Asset Management	13.0	-	-	-	13.0	-

The 2025 total staff complement is 13 FTEs with no change from 2024.

1.0 FTE Fixed Asset Analyst has been transferred from Asset Management into Infrastructure Planning.

Operating Budget Overview by Service

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level	2025 Requested Budget	\$ Change from 2024	% from 2024
Corporate Asset Management										
Administration	266,700	900		267,600	900	0.3%		267,600	900	0.3%
Asset Management	1,002,600	-98,900		903,700	-98,900	-9.9%		903,700	-98,900	-9.9%
Infrastructure Planning	508,500	174,400		682,900	174,400	34.3%		682,900	174,400	34.3%
Total Tax Levy	1,777,800	76,400		1,854,200	76,400	4.3%		1,854,200	76,400	4.3%

The 2025 budget for Corporate Asset Management is \$1,854,200 resulting in an increase of \$76,400 or 4.3% from 2024. Corporate Asset Management is responsible for the town's Corporate Asset Management System which involves policy and procedure development, infrastructure planning and prioritization, asset information and data management, training and development and overall stewardship of the Asset Management program across the town.

Administration budget for 2025 is \$267,600 for an increase of \$900 from 2024, primarily due to inflationary and contractual increases in personnel.

Asset Management budget for 2025 is \$903,700 for a decrease of \$98,900 from 2024. Besides inflationary and contractual increases in personnel, one Fixed Asset Analyst position has been transferred from Asset Management into Infrastructure Planning to facilitate a more streamlined approach to business processes.

Infrastructure Planning budget for 2025 is \$682,900 for an increase of \$174,400 from 2024. Besides inflationary and contractual increases in personnel, one Fixed Asset Analyst has been transferred from Asset Management and into Infrastructure Planning. In addition, the two Core Analyst positions have been re-evaluated and adjusted from a grade 11 to grade 12.

Operating Budget Overview by Component

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% Change from 2024
Corporate Asset Management										
EXPENSES										
Personnel Services & Benefits	1,943,900	93,500		2,037,400	93,500	4.8%		2,037,400	93,500	4.8%
Materials & Supplies	5,500	-4,000		1,500	-4,000	-72.7%		1,500	-4,000	-72.7%
Purchased Services	43,800	2,000		45,800	2,000	4.6%		45,800	2,000	4.6%
Total EXPENSES	1,993,200	91,500		2,084,700	91,500	4.6%		2,084,700	91,500	4.6%
REVENUES										
Internal Recovery & Fund Transfers	-215,400	-15,100		-230,500	-15,100	-7.0%		-230,500	-15,100	-7.0%
Total REVENUES	-215,400	-15,100		-230,500	-15,100	-7.0%		-230,500	-15,100	-7.0%
Total Tax Levy	1,777,800	76,400		1,854,200	76,400	4.3%		1,854,200	76,400	4.3%

The total expenses for Corporate Asset Management are \$2,084,700 and total revenues are \$230,500 resulting in a net budget of \$1,854,200 in 2025. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$2,037,400 in 2025 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$93,500 from 2024 primarily due to inflationary and contractual increases as well as two Core Analyst positions being re-evaluated and adjusted from a grade 11 to grade 12.

Materials & Supplies total budget is \$1,500 in 2025 for a decrease of \$4,000 from 2024 due to reduction in Office Supplies.

Purchased Services total budget is \$45,800 in 2025 for an increase of \$2,000 from 2024 due to an increase in Training and Development.

Internal Recoveries & Fund Transfers total budget is \$230,500 in 2025 for an increase of \$15,100 from 2024. This is primarily due to inflationary and contractual increases for Infrastructure Planning staff recovered for Capital.

Operating Budget Forecast

	2025 Requested Budget	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)	2027 Requested Forecast	2026 - 2027 Change (\$)	2026 - 2027 Change (%)
Corporate Asset Management							
Gross Expenditures by Service							
Administration	267,600	275,600	8,000	3.0%	283,200	7,600	2.8%
Asset Management	903,700	930,800	27,100	3.0%	956,900	26,100	2.8%
Infrastructure Planning	913,400	940,700	27,300	3.0%	966,900	26,200	2.8%
Total Gross Expenditures by Service	2,084,700	2,147,100	62,400	3.0%	2,207,000	59,900	2.8%
Tax Levy by Service							
Administration	267,600	275,600	8,000	3.0%	283,200	7,600	2.8%
Asset Management	903,700	930,800	27,100	3.0%	956,900	26,100	2.8%
Infrastructure Planning	682,900	704,600	21,700	3.2%	730,800	26,200	3.7%
Total Tax Levy by Service	1,854,200	1,911,000	56,800	3.1%	1,970,900	59,900	3.1%
Gross Expenditures by Type							
Personnel Services & Benefits	2,037,400	2,098,800	61,400	3.0%	2,157,700	58,900	2.8%
Materials & Supplies	1,500	1,500			1,500		
Purchased Services	45,800	46,800	1,000	2.2%	47,800	1,000	2.1%
Total Expenditures	2,084,700	2,147,100	62,400	3.0%	2,207,000	59,900	2.8%
Revenues by Type							
Internal Recoveries & Fund Transfers	-230,500	-236,100	-5,600	-2.4%	-236,100		
Total Revenues	-230,500	-236,100	-5,600	-2.4%	-236,100		
Total Tax Levy	1,854,200	1,911,000	56,800	3.1%	1,970,900	59,900	3.1%

Budget Forecast Highlights

The 2026 net budget is projected to increase by \$56,800 for a total of \$1,911,000. The change is primarily due to inflationary increases to the cost of delivering services.

The 2027 net budget is projected to increase by \$59,900 for a total of \$1,970,900. The change is primarily due to inflationary increases to the cost of delivering services.

Corporate Asset Management

Recommended Capital Budget

The 2025 budget is shown below. Funding is included to perform condition audits for various town infrastructure such as roads, bridges, and stormwater management. In addition, funds have been added to support the implementation plan and billing system setup for the proposed stormwater fee and to develop proposed levels of service for the town-wide asset management plans per O. Reg 588/17.

	Classification	Capital Budget 2025	Operating Impacts 2025
Corporate Asset Management			
55102201 Asset Mgmt Decision Support Software	Program Initiatives		111,000
55102501 Infrastructure Assessment and Engineering Studies	Infrastructure Renewal	102,800	
55102502 Storm Water Rate Implementation	Program Initiatives	205,700	
55102503 OREG 588/17 Strategic Asset Management Plan	Infrastructure Renewal	77,100	
55102504 Bridge and Culvert Condition Assessments	Infrastructure Renewal	180,000	
55102505 Pavement Condition and Geotechnical Assessments	Infrastructure Renewal	180,000	
55102506 SWM Pond Monitoring	Infrastructure Renewal	61,700	
55102507 Storm Sewer Condition Assessments	Infrastructure Renewal	308,500	
Total		1,115,800	111,000

Regulatory Services Program Based Budget 2025 - 2027

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.

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 the following services:



Legislative Services

- Corporate Records Management
- Municipal Freedom of Information, Access and Privacy
- Marriage Licences
- Burial Permits
- Civil Marriage Services
- Document Commissioning
- Lottery Licensing

Regulatory Services

2025 Program Key Initiatives



Community Belonging

- Provide services to residents to support critical life events.
- Provide marriage licences and civil marriage services to couples.
- Provide commissioning and verify Proof of Life for Pensioners.
- Provide lottery licensing for charity and not for profit groups.



Accountable Government

- Process requests for information within the legislated timeframes while protecting personal privacy in accordance with the Municipal Freedom of Information and Protection of Privacy Act.
- Develop, implement and maintain privacy policies and practices to safeguard personal information held by the town.

Key Performance Indicators

1. Percentage of gross operating budget

2020	2021	2022	2023	2024
0.3%	0.3%	0.3%	0.3%	0.3%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: 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

2020	2021	2022	2023	2024
0.4%	0.4%	0.4%	0.4%	0.4%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
Calculation: Total program FTEs including part-time / Total town FTEs including part-time.				

Regulatory Services

Staffing Overview

Program: Regulatory Services	2024 Approved FTE	Adjustments & Reallocations	2025 Service Level Change	2025 Growth and Capital	2025 Total FTE	Net Change 2025 vs 2024
Services/Activities:						
Legislative Services	7.3	-	-	-	7.3	-
Total Regulatory Services	7.3	-	-	-	7.3	-

The 2025 total staff complement is 7.3 FTEs and remains unchanged from 2024.

Operating Budget Overview by Service

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% from 2024
Regulatory Services										
Legislative Services	483,100	86,500		569,600	86,500	17.9%		569,600	86,500	17.9%
Total Tax Levy	483,100	86,500		569,600	86,500	17.9%		569,600	86,500	17.9%

The 2025 net budget for Regulatory Services is \$569,600 resulting in an increase of \$86,500 or 17.9% from 2024.

Legislative Services net budget for 2025 is \$569,600 for an increase of \$86,500 from 2024. The change is primarily due to the annualization of the Access and Privacy Officer added to the 2024 budget and inflationary increases to personnel and benefits. Further adjustments include an increase to contracted services for the town shredding contract, a service now being managed by Legislative Services and training, offset with increases to lottery license fees and vital statistics.

Operating Budget Overview by Component

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% Change from 2024
Regulatory Services										
EXPENSES										
Personnel Services & Benefits	853,200	73,500		926,700	73,500	8.6%		926,700	73,500	8.6%
Purchased Services	80,600	19,300		99,900	19,300	23.9%		99,900	19,300	23.9%
Payments & Grants	33,600			33,600				33,600		
Total EXPENSES	967,400	92,800		1,060,200	92,800	9.6%		1,060,200	92,800	9.6%
REVENUES										
External Revenues	-484,300	-6,300		-490,600	-6,300	-1.3%		-490,600	-6,300	-1.3%
Total REVENUES	-484,300	-6,300		-490,600	-6,300	-1.3%		-490,600	-6,300	-1.3%
Total Tax Levy	483,100	86,500		569,600	86,500	17.9%		569,600	86,500	17.9%

The total expenses for Regulatory Services are \$1,060,200 and total revenues are \$490,600 resulting in a net budget of \$569,600 in 2025. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$926,700 in 2025 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$73,500 from 2024 primarily due to the annualization of the Access and Privacy Officer added to the 2024 budget, and inflationary increases for salary and benefits.

Purchased Services total budget is \$99,900 in 2025 comprised primarily of contract services required for records management, training and professional fees. The budget increased by \$19,300 from 2024 primarily due to an increase to contract services for the town shredding contract, training and promotion.

Payments & Grants total budget is \$33,600 in 2025 comprised primarily of government documents. The budget remained the same from 2024.

External Revenue total budget is \$490,600 in 2025 comprised primarily of lottery licenses, marriage licenses, marriage fees and service fees. The budget increased by \$6,300 from 2024 primarily due to rate and volume increases to lottery licenses and vital statistics.

Operating Budget Forecast

	2025 Requested Budget	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)	2027 Requested Forecast	2026 - 2027 Change (\$)	2026 - 2027 Change (%)
Regulatory Services							
Gross Expenditures by Service	1,060,200	1,245,800	185,600	17.5%	1,289,900	44,100	3.5%
Total Gross Expenditures by Service	1,060,200	1,245,800	185,600	17.5%	1,289,900	44,100	3.5%
Tax Levy by Service	569,600	742,900	173,300	30.4%	774,500	31,600	4.3%
Total Tax Levy by Service	569,600	742,900	173,300	30.4%	774,500	31,600	4.3%
Gross Expenditures by Type							
Personnel Services & Benefits	926,700	1,108,800	182,100	19.7%	1,150,400	41,600	3.8%
Purchased Services	99,900	103,400	3,500	3.5%	105,900	2,500	2.4%
Payments & Grants	33,600	33,600			33,600		
Total Expenditures	1,060,200	1,245,800	185,600	17.5%	1,289,900	44,100	3.5%
Revenues by Type							
External Revenue	-490,600	-502,900	-12,300	-2.5%	-515,400	-12,500	-2.5%
Total Revenues	-490,600	-502,900	-12,300	-2.5%	-515,400	-12,500	-2.5%
Total Tax Levy	569,600	742,900	173,300	30.4%	774,500	31,600	4.3%

Budget Forecast Highlights

The 2026 net budget is projected to increase by \$173,300 for a total of \$742,900. The change is primarily due inflationary increases to the cost for delivering service and for 2026 additional resources are budgeted to address various service pressures.

The 2027 net budget is projected to increase by \$31,600 for a total of \$774,500. The change is primarily due to inflationary increases to the cost for delivering service.

Recommended Capital Budget

The 2025 capital budget for Regulatory Services includes additional funds for By-Law Search and Findability which will improve finding and accessing current, consolidated and historical by-laws. The additional budget is needed for the licensing requirements.

	Classification	Capital Budget 2025	Operating Impacts 2025
Clerks			
32102201 By-Law Search and Findability	Program Initiatives	23,500	
Total		23,500	

Human Resources Program Based Budget 2025 - 2027

Vision

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

Mission

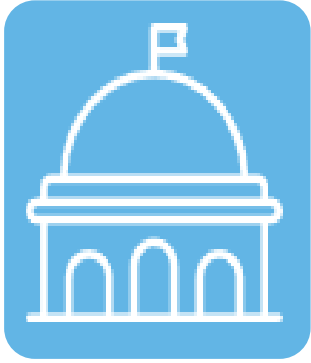
- To support the town in achieving organizational goals and objectives by enhancing individual, team, group and corporate effectiveness.

Program Services

The Human Resources program consists of the following service areas and activities:



2025 Program Key Initiatives



Accountable Government

Develop a diverse, talented, engaged and appropriately resourced municipal workforce by:

- Evolving leaders who drive strategic initiatives and adapt to changing priorities
- Supporting employees with skill-building and career development to ensure we have the skills needed for the future
- Recruiting, retaining, and training staff that is reflective of the community to deliver service excellence
- Implementing career path and succession frameworks
- Supporting and promoting employee well-being and safety by formalizing a wellness plan and implementing the National Standards of Psychological Safety
- Facilitating workforce plans and implementing risk mitigation strategies, identifying gaps, and providing options to support talent management
- Delivering and implementing HR aspects of the corporate IDEA multi-year plan

Key Performance Indicators

1. Percentage of gross operating budget

2020	2021	2022	2023	2024
1.2%	1.2%	1.4%	1.4%	1.4%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: 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

2020	2021	2022	2023	2024
1.0%	0.9%	0.9%	1.0%	1.1%
Purpose: Assesses program's capacity by examining the proportion of staff expertise against the total town FTEs.				
Calculation: Total program FTEs including part-time / Total town FTEs including part-time.				

3. Average days per short term disability claims

2020	2021	2022	2023	2024
32.4	47.2*	44.5*	39.5	41.9 (to August 31, 2023)
Purpose: Indicates trends in case managed short term disability absences. Includes only medical absences that are managed corporately by Human Resources.				
Calculation: Total number of case-managed short term disability days/Total number of case-managed short term disability claims.				
<i>*COVID-19 related absences related to illness and self-isolation public health directives have impacted these KPI results</i>				

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

2020	2021	2022	2023	2024
93.4%	96%	94.9%	94%	97% (to August 31, 2024)
Purpose: Reflects the value and relevance of the training and development programs to the participants.				
Calculation: Summary of data from training program evaluation sheets (self-evaluation of the level of knowledge pre- and post-learning).				

5. Claims settled prior to grievance arbitration

2020	2021	2022	2023	2024
92%	96.7%	81%*	100%	100% (to August 31, 2024)
Purpose: Shows the effectiveness of the relationship in resolving disputes with the bargaining units.				
Calculation: Percentage of grievances settled prior to arbitration (# settled prior to arbitration / # of all settled grievances; excludes grievances where settlement may still be reached)				
<i>*COVID-19 vaccination policy related grievances have impacted the 2022 KPI</i>				

6. Health and Safety – Lost time frequency rate

2020	2021	2022	2023	2024
2.7	2.8	2.0	3.8	3.1 (to August 31, 2024)
Purpose: Assesses the effectiveness of our safety program.				
Calculation: (# of incidents X 200,000 hours) / total number of worker hours. 200,000 represents the total annual hours for one hundred staff as per industry standard.				

7. Ministry of Labour orders

2020	2021	2022	2023	2024
2	2	0	0	0 (to August 31, 2024)
Purpose: Indicator of the effectiveness of organization's health and safety practices.				
Calculation: Number of orders issued, to ensure compliance, by the Ministry of Labour+.				

Staffing Overview

Program: Human Resources	2024 Approved FTE	Adjustments & Reallocations	2025 Service Level Change	2025 Growth and Capital	2025 Total FTE	Net Change 2025 vs 2024
Services/Activities:						
Administration and Policy Development	2.0	(1.0)	-	-	1.0	(1.0)
Advisory Services	12.0	-	1.0	-	13.0	1.0
Organizational Development	2.0	-	-	-	2.0	-
Reward and Recognition	2.0	1.0	-	-	3.0	1.0
Health, Safety & Wellness	1.1	-	-	-	1.1	-
Total Human Resources	19.1	-	1.0	-	20.1	1.0

The 2025 total staff complement is 20.1 FTEs which represents an increase of 1.0 FTE from 2024.

The new FTE recommended for 2025 in Advisory Services is as follows:

- Consultant - HR Strategy and Program Development

In addition, the Manager, HR Strategy & Program Development FTE was transferred from Administration and Policy Development to Reward and Recognition.

Operating Budget Overview by Service

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level	2025 Requested Budget	\$ Change from 2024	% from 2024
Human Resources										
Administration and Policy Development	469,200	-139,200		330,000	-139,200	-29.7%	25,000	355,000	-114,200	-24.3%
Advisory Services	2,123,100	131,100		2,254,200	131,100	6.2%	117,800	2,372,000	248,900	11.7%
Organizational Development	498,700	20,100		518,800	20,100	4.0%		518,800	20,100	4.0%
Reward and Recognition	323,700	218,000		541,700	218,000	67.3%		541,700	218,000	67.3%
Health, Safety & Wellness	358,600	7,500		366,100	7,500	2.1%		366,100	7,500	2.1%
Total Tax Levy	3,773,300	237,500		4,010,800	237,500	6.3%	142,800	4,153,600	380,300	10.1%

The 2025 budget for Human Resources is \$4,153,600 resulting in an increase of \$380,300 or 10.1% from 2024. The budget reflects a careful consideration of expenditures required to fulfill the business plan.

Administration and Policy Development net budget for 2025 is \$355,000 for a decrease of \$114,200 from 2024. The decrease is primarily due to the new Manager, HR Strategy & Program Development FTE being transferred to Reward and Recognition. Inflationary increases and adjustments for personnel have been included as well as an increase to professional dues & memberships and membership dues & subscriptions to account for the increased costs from McLean & Company, an advisory, research, learning solutions and employee diagnostic/survey resource. Funds were also added in 2025 for the Implementation of HR-related outcomes of the IDEA (Inclusion, Diversity, Equity and Accessibility) Plan.

Advisory Services net budget for 2025 is \$2,372,000 for an increase of \$248,900 from 2024. The increase is primarily due to the recommendation a new Consultant - HR Strategy and Program Development FTE. Inflationary increases and adjustments for personnel have also been included for 2025 as well as an increase to legal and professional fees.

Organizational Development net budget for 2025 is \$518,800 for an increase of \$20,100 from 2024. The increase is primarily due to inflationary and contractual increases in personnel.

Reward and Recognition net budget for 2025 is \$541,700 for an increase of \$218,000 from 2024. The increase is primarily due to the Manager, HR Strategy & Program Development FTE being transferred to this service area from Administration and Policy Development. Inflationary and contractual increases on personnel have also been included.

Health, Safety & Wellness net budget for 2025 is \$366,100 for an increase of \$7,500 from 2024. The increase is primarily due to inflationary and contractual increases in personnel.

Operating Budget Overview by Component

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% Change from 2024
Human Resources										
EXPENSES										
Personnel Services & Benefits	2,926,100	186,700		3,112,800	186,700	6.4%	117,800	3,230,600	304,500	10.4%
Materials & Supplies	17,600			17,600				17,600		
Capital out of Operations	33,100			33,100				33,100		
Purchased Services	1,063,000	59,300		1,122,300	59,300	5.6%	130,000	1,252,300	189,300	17.8%
Internal Expenses & Transfers	2,100	-1,900		200	-1,900	-90.5%		200	-1,900	-90.5%
Total EXPENSES	4,041,900	244,100		4,286,000	244,100	6.0%	247,800	4,533,800	491,900	12.2%
REVENUES										
External Revenues	-4,100			-4,100				-4,100		
Internal Recovery & Fund Transfers	-264,500	-6,600		-271,100	-6,600	-2.5%	-105,000	-376,100	-111,600	-42.2%
Total REVENUES	-268,600	-6,600		-275,200	-6,600	-2.5%	-105,000	-380,200	-111,600	-41.5%
Total Tax Levy	3,773,300	237,500		4,010,800	237,500	6.3%	142,800	4,153,600	380,300	10.1%

The total expenses for Human Resources are \$4,533,800 and total revenues are \$380,200 resulting in a net budget of \$4,153,600 in 2024. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$3,230,600 in 2025 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$304,500 from 2024 primarily due to the addition of a recommended Consultant - HR Strategy and Program Development FTE as well as inflationary increases and adjustments to personnel and part time wages.

Purchased Services total budget is \$1,252,300 in 2025 for an increase of \$189,300 from 2024. Funding was added in 2025 for the Implementation of HR-related outcomes of the IDEA (Inclusion, Diversity, Equity and Accessibility) Plan. Additional funding has also been added to professional dues and memberships, membership dues and subscriptions, legal and professional fees.

Internal Recoveries & Fund Transfers total budget is \$376,100 in 2025 for an increase of \$111,600 from 2024. Tax Stabilization funding has been included for the Implementation of HR-related outcomes of the IDEA (Inclusion, Diversity, Equity and Accessibility) Plan. Inflationary increases have also been included.

Operating Budget Forecast

	2025 Requested Budget	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)	2027 Requested Forecast	2026 - 2027 Change (\$)	2026 - 2027 Change (%)
Human Resources							
Gross Expenditures by Service							
Administration and Policy Development	460,000	427,800	-32,200	-7.0%	430,400	2,600	0.6%
Advisory Services	2,643,100	2,755,600	112,500	4.3%	2,544,300	-211,300	-7.7%
Organizational Development	518,800	533,400	14,600	2.8%	547,700	14,300	2.7%
Reward and Recognition	541,700	557,400	15,700	2.9%	572,600	15,200	2.7%
Health, Safety & Wellness	370,200	423,200	53,000	14.3%	434,200	11,000	2.6%
Total Gross Expenditures by Service	4,533,800	4,697,400	163,600	3.6%	4,529,200	-168,200	-3.6%
Tax Levy by Service							
Administration and Policy Development	355,000	367,800	12,800	3.6%	380,400	12,600	3.4%
Advisory Services	2,372,000	2,642,100	270,100	11.4%	2,708,700	66,600	2.5%
Organizational Development	518,800	533,400	14,600	2.8%	547,700	14,300	2.7%
Reward and Recognition	541,700	557,400	15,700	2.9%	572,600	15,200	2.7%
Health, Safety & Wellness	366,100	419,000	52,900	14.4%	429,900	10,900	2.6%
Total Tax Levy by Service	4,153,600	4,519,700	366,100	8.8%	4,639,300	119,600	2.6%
Gross Expenditures by Type							
Personnel Services & Benefits	3,230,600	3,363,500	132,900	4.1%	3,171,000	-192,500	-5.7%
Materials & Supplies	17,600	18,100	500	2.8%	18,600	500	2.8%
Capital out of Operations	33,100	33,900	800	2.4%	34,700	800	2.4%
Purchased Services	1,252,300	1,281,700	29,400	2.3%	1,304,700	23,000	1.8%
Internal Expenses & Transfers	200	200			200		
Total Expenditures	4,533,800	4,697,400	163,600	3.6%	4,529,200	-168,200	-3.6%
Revenues by Type							
External Revenue	-4,100	-4,200	-100	-2.4%	-4,300	-100	-2.4%
Internal Recoveries & Fund Transfers	-376,100	-173,500	202,600	53.9%	114,400	287,900	165.9%
Total Revenues	-380,200	-177,700	202,500	53.3%	110,100	287,800	162.0%
Total Tax Levy	4,153,600	4,519,700	366,100	8.8%	4,639,300	119,600	2.6%

Human Resources

Budget Forecast Highlights

The 2026 net budget is projected to increase by \$366,100 for a total of \$4,519,700. The change is primarily due to inflationary increases to the cost of delivering services and includes resources to support the strategic priorities and objectives outlined in the Council Strategic Plan and 2023-2026 Action Plan. An Employee Wellness Resources and Training request was recommended which aligns with Council's Strategic Plan on people management.

The 2027 net budget is projected to increase by \$119,600 for a total of \$4,639,300. The change is primarily due to inflationary increases to the cost of delivering services.

Recommended Capital Budget

The 2025 capital budget is shown below. Funding is included for the Applicant Tracking System Needs Assessment. An audit of the optimization of Taleo to ensure the most efficient use by HR, Payroll, and the hiring managers of our purchased talent management system and implementation of enhancements.

	Classification	Capital Budget 2025	Operating Impacts 2025
Human Resources			
24102203 Learning Management System Review	Program Initiatives		50,000
24102501 Applicant Tracking System Needs Assessment	Program Initiatives	75,500	
Total		75,500	50,000

Financial Services Program Based Budget 2025 - 2027

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.

Program Services

The Financial Services program consists of the following service areas and activities:



Planning	Operations
<ul style="list-style-type: none">• Budgets & Financial Planning• Development Financing (Growth)	<ul style="list-style-type: none">• Property Tax Administration & Collection• Accounting & Financial Reporting• Purchasing & Payables• Revenue Services• Payroll and Benefit Services• Risk Management

2025 Program Key Initiatives



Growth Management

- Assist departments in planning for growth by applying a finance lens to master plans and long-term strategies, as well as managing growth costs to ensure the town's long-term financial sustainability.
- Assist Council in tracking the additional costs of development borne by the town due to changes in legislation.



Environmental Sustainability

- Provide financing support on environmental sustainability initiatives, including parkland acquisition and grant applications.



Accountable Government

- Prepare the annual budget and financial forecast to ensure long-term financial sustainability.
- Obtain an unqualified audit opinion on the town's consolidated financial statements.
- Launch new property tax software with online self-serve capabilities for residents.

Key Performance Indicators

1. Percentage of gross operating budget

2020	2021	2022	2023	2024
2.6%	2.6%	2.6%	2.5%	2.5%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: 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

2020	2021	2022	2023	2024
3.5%	2.9%	3.0%	3.1%	3.0%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total town FTEs.				
Calculation: Total program FTEs including part-time / Total town FTEs including part-time.				

3. Stabilization Reserves as a percentage of own source revenue

2020	2021	2022	2023	2024
26%	26%	26%	25%	TBD
Purpose: 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 revenue to provide sufficient liquidity and protect against unforeseen events. This is equivalent to approximately 17%.				
Calculation: Total Stabilization Reserves divided by total town own source revenue.				

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

2020	2021	2022	2023	2024
4.39%	4.06%	2.42%	2.43%	TBD
Purpose: Debt service ratio is an indication of financial flexibility of the organization. The MMAH limit is 25% and Council Policy is 12%.				
Calculation: Total long-term debt servicing costs divided by total town own source revenue. Values are from the FIR and the town's debt schedules.				

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

2020	2021	2022	2023	2024
67.0%	77.2%	58.2%	67.4%	TBD
Purpose: Own source revenue is an indication of the town's ability to plan effectively and demonstrates control over its own resources.				
Calculation: Own source revenue divided by total revenue, where own source revenue includes all permits, user fees and taxes collected.				

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

2020	2021	2022	2023	2024
95.3%	97.1%	96.9%	96.4%	TBD
Purpose: Provides an indicator of the financial health of the community at end of each fiscal year.				
Calculation: (Total taxes levied in year – taxes receivable on current year levy)/Total taxes levied in year.				
*Slight modification in formula effective for 2021 & 2022				

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

2020	2021	2022	2023	2024
4.0%	5.1%	7.2%	5.4%	TBD
Purpose: Ensures proper budget practices are followed and spending is in accordance with the approved budget.				
Calculation: Net variance on town programs excluding Corporate Revenue & Expenses/ Approved budget.				

8. Unqualified opinion for the external audit of Town's consolidated financial statements

2020	2021	2022	2023	2024
Achieved	Achieved	Achieved	Achieved	TBD
Purpose: 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.				
Calculation: External auditors provide an opinion after the interim and final audit of the annual statements, which is presented to Council.				

9. Return on Investment Portfolio

2020	2021	2022	2023	2024
2.4%	1.8%	2.5%	3.93%	TBD
Purpose: 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.				
Calculation: Average annual rate of return.				

Staffing Overview

Program: Financial Services	2024 Approved FTE	Adjustments & Reallocations	2025 Service Level Change	2025 Growth and Capital	2025 Total FTE	Net Change 2025 vs 2024
Services/Activities:						
Administration	1.3	-	-	-	1.3	-
Accounting Operations	8.0	-	-	-	8.0	-
Payroll & Benefit Services	6.5	-	-	-	6.5	-
Financial Planning & Policy	9.2	-	-	-	9.2	-
Revenue & Taxation	12.5	-	-	-	12.5	-
Development Financing & Investments	5.0	-	-	-	5.0	-
Purchasing & Risk Management	11.0	-	-	-	11.0	-
Total Financial Services	53.6	-	-	-	53.6	-

The 2025 total staff complement is 53.6 FTEs with no change from 2024.

Operating Budget Overview by Service

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level	2025 Requested Budget	\$ Change from 2024	% from 2024
Financial Services										
Administration	316,600	-19,900		296,700	-19,900	-6.3%		296,700	-19,900	-6.3%
Accounting Operations	968,400	52,700		1,021,100	52,700	5.4%		1,021,100	52,700	5.4%
Payroll & Benefit Services	796,800	34,000		830,800	34,000	4.3%		830,800	34,000	4.3%
Financial Planning & Policy	797,600	56,600		854,200	56,600	7.1%		854,200	56,600	7.1%
Revenue & Taxation	854,700	-20,400		834,300	-20,400	-2.4%		834,300	-20,400	-2.4%
Development Financing & Investments	318,100	25,500		343,600	25,500	8.0%		343,600	25,500	8.0%
Purchasing & Risk Management	1,364,800	69,100		1,433,900	69,100	5.1%		1,433,900	69,100	5.1%
Total Tax Levy	5,417,000	197,600		5,614,600	197,600	3.6%		5,614,600	197,600	3.6%

The 2025 net budget for Financial Services is \$5,614,600 resulting in an increase of \$197,600 or 3.6% from 2024. Financial Services has several service areas and 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.

Administration net budget for 2025 is \$296,700 for a decrease of \$19,900 from 2024. The change is primarily due to the reallocation of corporate gapping to the programs, which is partially offset by inflationary and contractual obligations in personnel services and benefits.

Accounting Operations net budget for 2025 is \$1,021,100 for an increase of \$52,700 from 2024. The increase is primarily due to inflationary and contractual increases in personnel as well as the regrading of the Accounts Payable Supervisor position.

Payroll & Benefit Services net budget for 2025 is \$830,800 for an increase of \$34,000 from 2024. The increase is primarily due to inflationary and contractual increases in personnel.

Financial Planning & Policy net budget for 2025 is \$854,200 for an increase of \$56,600 from 2024. The increase is primarily due to inflationary and contractual increases in personnel and internal labour recoveries from capital.

Revenue & Taxation net budget for 2025 is \$834,300 for a decrease of \$20,400 from 2024. An increase in the number of administrative charges being added to the tax roll is providing a new source of revenue and the related budget has now been included for 2025. There are also other increases due to inflationary increases and adjustments to full-time salaries, part-time wages, and benefits.

Development Financing & Investments net budget for 2025 is \$343,600 for an increase of \$25,500 from 2024. The increase is primarily due to inflationary and contractual increases in personnel and internal labour recoveries from capital.

Financial Services

Purchasing & Risk Management net budget for 2025 is \$1,433,900 for an increase of \$69,100 from 2024. The increase is primarily due to inflationary and contractual increases in personnel and internal labour recoveries from capital as well as the conversion of the Risk Management Claims Analyst position to a new Manager, Contract and Risk Management.

Operating Budget Overview by Component

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% Change from 2024
Financial Services										
EXPENSES										
Personnel Services & Benefits	6,908,400	343,400		7,251,800	343,400	5.0%		7,251,800	343,400	5.0%
Materials & Supplies	210,700	-1,900		208,800	-1,900	-0.9%		208,800	-1,900	-0.9%
Capital out of Operations	1,800			1,800				1,800		
Purchased Services	160,800	900		161,700	900	0.6%		161,700	900	0.6%
Payments & Grants	16,000			16,000				16,000		
Total EXPENSES	7,297,700	342,400		7,640,100	342,400	4.7%		7,640,100	342,400	4.7%
REVENUES										
External Revenues	-784,900	-105,200		-890,100	-105,200	-13.4%		-890,100	-105,200	-13.4%
Internal Recovery & Fund Transfers	-1,095,800	-39,600		-1,135,400	-39,600	-3.6%		-1,135,400	-39,600	-3.6%
Total REVENUES	-1,880,700	-144,800		-2,025,500	-144,800	-7.7%		-2,025,500	-144,800	-7.7%
Total Tax Levy	5,417,000	197,600		5,614,600	197,600	3.6%		5,614,600	197,600	3.6%

The total expenses for Financial Services are \$7,640,100 and total revenues are \$2,025,500 resulting in a net budget of \$5,614,600 for 2025. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$7,251,800 in 2025 for an increase of \$343,400 from 2024. The increase is primarily due to inflationary and contractual increases in personnel as well as the regrading of the Accounts Payable Supervisor position. In addition, there is the conversion of the Risk Management Claims Analyst position to a new Manager, Contract and Risk Management.

Materials & Supplies total budget is \$208,800 for 2025 for a decrease of \$1,900 from 2024. This is due to a decrease in office supplies, postage and courier fees.

Purchased Services total budget is \$161,700 for 2025 for an increase of \$900 from 2024. This is due to an increase in insurance costs.

External Revenue total budget is \$890,100 in 2025 comprised primarily of fees for tax statements, tax special charges and ownership change fees. The budget increased by \$105,200 from 2024. An increase in the number of administrative charges being added to the tax roll is providing a new source of revenue and the related budget has now been included for 2025.

Internal Recoveries & Fund Transfers total budget is \$1,135,400 in 2025 comprised primarily of capital recoveries for staff time spent on various financial planning and purchasing activities related to capital projects, the investment interest recovery for Development Financing & Investments, and the recovery for administering the MAT program. The budget increased by \$39,600 from 2024 primarily due to inflation.

Financial Services

Operating Budget Forecast

	2025 Requested Budget	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)	2027 Requested Forecast	2026 - 2027 Change (\$)	2026 - 2027 Change (%)
Financial Services							
Gross Expenditures by Service							
Administration	296,700	306,300	9,600	3.2%	315,800	9,500	3.1%
Accounting Operations	1,021,100	1,051,500	30,400	3.0%	1,080,600	29,100	2.8%
Payroll & Benefit Services	830,800	855,500	24,700	3.0%	879,300	23,800	2.8%
Financial Planning & Policy	1,407,000	1,448,900	41,900	3.0%	1,489,300	40,400	2.8%
Revenue & Taxation	1,785,000	1,837,400	52,400	2.9%	1,888,100	50,700	2.8%
Development Financing & Investments	727,100	748,700	21,600	3.0%	769,600	20,900	2.8%
Purchasing & Risk Management	1,572,400	1,618,800	46,400	3.0%	1,663,400	44,600	2.8%
Total Gross Expenditures by Service	7,640,100	7,867,100	227,000	3.0%	8,086,100	219,000	2.8%
Tax Levy by Service							
Administration	296,700	306,300	9,600	3.2%	315,800	9,500	3.1%
Accounting Operations	1,021,100	1,051,500	30,400	3.0%	1,080,600	29,100	2.8%
Payroll & Benefit Services	830,800	855,500	24,700	3.0%	879,300	23,800	2.8%
Financial Planning & Policy	854,200	882,100	27,900	3.3%	922,500	40,400	4.6%
Revenue & Taxation	834,300	864,500	30,200	3.6%	892,600	28,100	3.3%
Development Financing & Investments	343,600	355,700	12,100	3.5%	376,500	20,800	5.8%
Purchasing & Risk Management	1,433,900	1,477,300	43,400	3.0%	1,521,900	44,600	3.0%
Total Tax Levy by Service	5,614,600	5,792,900	178,300	3.2%	5,989,200	196,300	3.4%
Gross Expenditures by Type							
Personnel Services & Benefits	7,251,800	7,469,600	217,800	3.0%	7,679,200	209,600	2.8%
Materials & Supplies	208,800	214,100	5,300	2.5%	219,500	5,400	2.5%
Capital out of Operations	1,800	1,800			1,800		
Purchased Services	161,700	165,200	3,500	2.2%	168,800	3,600	2.2%
Payments & Grants	16,000	16,400	400	2.5%	16,800	400	2.4%
Total Expenditures	7,640,100	7,867,100	227,000	3.0%	8,086,100	219,000	2.8%
Revenues by Type							
External Revenue	-890,100	-912,400	-22,300	-2.5%	-935,100	-22,700	-2.5%
Internal Recoveries & Fund Transfers	-1,135,400	-1,161,800	-26,400	-2.3%	-1,161,800		
Total Revenues	-2,025,500	-2,074,200	-48,700	-2.4%	-2,096,900	-22,700	-1.1%
Total Tax Levy	5,614,600	5,792,900	178,300	3.2%	5,989,200	196,300	3.4%

Financial Services

Budget Forecast Highlights

The 2026 net budget is projected to increase by \$178,300 for a total of \$5,792,900. The change is primarily due to inflationary increases to the cost of delivering services.

The 2027 net budget is projected to increase by \$196,300 for a total of \$5,989,200. The change is primarily due to inflationary increases to the cost of delivering services.

Recommended Capital Budget

The 2025 budget is shown below. Funding is included for the next update of the Town's Community Benefit and Development Charge Studies as well as funding to review and enhance the integration of data from the AMANDA system into our financial ERP software.

	Classification	Capital Budget 2025	Operating Impacts 2025
Finance			
33102501 AMANDA-JDE Data Integration	Program Initiatives	50,400	
33102502 Community Benefit Charge and Development Charge Studies	Growth	664,600	
Total		715,000	

Legal Services Program Based Budget 2025 - 2027

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.

Program Services

The Legal program provides activities through the following services:



The background image shows a professional legal setting. In the foreground, a wooden gavel with a gold band rests on a white surface. Behind it, a golden scale of justice is visible, symbolizing fairness and law. To the right, a stack of several books is neatly piled. The lighting is soft, creating a serious and authoritative atmosphere.

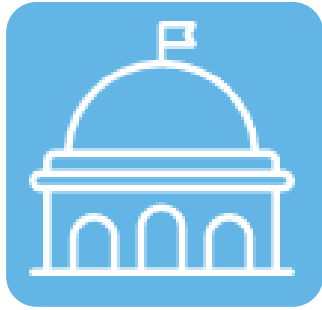
Legal Services	Realty Services	Corporate Hearings & Litigation
<ul style="list-style-type: none">• Legal and strategic advice, research, opinions, and support to staff and Council• Negotiation, preparation, and review of legal documents, agreements, by-laws, and reports• Resolutions and enforcement proceedings of by-law infractions and administrative monetary penalties	<ul style="list-style-type: none">• Administration of land acquisitions, dispositions, and other real estate and leasehold interests and transactions• Services in support of cash-in-lieu of parkland dedication and community benefits charges• Title searches, registrations, and closings	<ul style="list-style-type: none">• Litigation and advocacy before the courts, administrative tribunals, and other adjudicative authorities

2025 Program Key Initiatives



Community Belonging

- Provide dispute resolution support for implementation of Automated Speed Enforcement.



Accountable Government

- Provide continuing legal services and advice to Council and staff regarding ongoing and rapid legislative and regulatory changes, including significant municipal and planning law changes.
- Oversee formulation of a proposed land acquisition and disposition strategy, subject to Council approval, to allow the Town to more efficiently plan, acquire, dispose, and manage realty assets and facilities.

Key Performance Indicators

1. Percentage of gross operating budget

2020	2021	2022	2023	2024
1.0%	1.0%	0.9%	0.9%	0.9%
Purpose: Monitors the cost of the program as a proportion of the total cost for the Town.				
Calculation: 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

2020	2021	2022	2023	2024
0.6%	0.6%	0.6%	0.6%	0.6%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
Calculation: Total program FTEs, including part-time / Total Town FTEs, including part-time.				

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

2020	2021	2022	2023	2024
30	18	16	22	19 (as of September 5, 2024)
Purpose: Monitors the proportion of proceedings resolved to the satisfaction of the Town without incurring additional litigation costs.				
Calculation: 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

2020	2021	2022	2023	2024
\$10,840,680	\$31,977,700	\$7,048,708	\$19,923,950	\$932,000.00 (as of September 4, 2024)
Purpose: Monitors the value of cash in lieu of parkland dedication entitlements identified by Realty Services.				
Calculation: 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

2020	2021	2022	2023	2024
82%	86%	92%	94%	93% as of September 20, 2024
Purpose: Monitors the proportion of offences resulting in by-law compliance and/or conviction for non-compliance.				
Calculation: 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	2024 Approved FTE	Adjustments & Reallocations	2025 Service Level Change	2025 Growth and Capital	2025 Total FTE	Net Change 2025 vs 2024
Services/Activities:						
Legal Services	9.3	-	2.0	-	11.3	2.0
Realty Services	1.0	-	-	-	1.0	-
Corporate Hearings & Litigation	-	-	-	-	-	-
Total Legal Services	10.3	-	2.0	-	12.3	2.0

The 2025 total staff complement is 12.3 FTE's. To assist with the screening of review requests resulting from the issuance of administrative penalties for violation of town by-laws, the Legal department complement has increased by 2.0 FTE for full-time Screening Officer. Although both staff will conduct reviews, one Screening Officer will be dedicated to the new Automated Speed Enforcement (ASE) program which will commence in 2025.

Operating Budget Overview by Service

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level	2025 Requested Budget	\$ Change from 2024	% from 2024
Legal Services										
Legal Services	1,783,800	63,200		1,847,000	63,200	3.5%		1,847,000	63,200	3.5%
Realty Services	261,400	11,200		272,600	11,200	4.3%		272,600	11,200	4.3%
Corporate Hearings & Litigation	500,000			500,000				500,000		
Total Tax Levy	2,545,200	74,400		2,619,600	74,400	2.9%		2,619,600	74,400	2.9%

The 2025 net budget for Legal Services is \$2,619,600 resulting in an increase of \$74,400 or 2.9% from 2024.

Legal Services net budget for 2025 is \$1,847,000 for an increase of \$63,200 from 2024. The change is primarily due to inflationary adjustments to salary and benefits, books and periodicals, insurance and professional dues. Two full-time Screening Officers have been added to the complement to provide support with administrative penalties for violation of town by-laws and the expense is recovered from the Parking department.

Realty Services net budget for 2025 is \$272,600 for an increase of \$11,200 from 2024. The change is primarily due to inflationary increases to salary and benefits, an increase to professional fees and miscellaneous recoveries.

Corporate Hearings & Litigation net budget for 2025 is \$500,000 with no change from 2024.

Legal Services

Operating Budget Overview by Component

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% Change from 2024
Legal Services										
EXPENSES										
Personnel Services & Benefits	1,875,300	67,400		1,942,700	67,400	3.6%	177,400	2,120,100	244,800	13.1%
Materials & Supplies	55,500	3,000		58,500	3,000	5.4%		58,500	3,000	5.4%
Purchased Services	684,000	7,600		691,600	7,600	1.1%	800	692,400	8,400	1.2%
Payments & Grants	6,100			6,100				6,100		
Total EXPENSES	2,620,900	78,000		2,698,900	78,000	3.0%	178,200	2,877,100	256,200	9.8%
REVENUES										
External Revenues	-22,500	-2,000		-24,500	-2,000	-8.9%		-24,500	-2,000	-8.9%
Internal Recovery & Fund Transfers	-53,200	-1,600		-54,800	-1,600	-3.0%	-178,200	-233,000	-179,800	-338.0%
Total REVENUES	-75,700	-3,600		-79,300	-3,600	-4.8%	-178,200	-257,500	-181,800	-240.2%
Total Tax Levy	2,545,200	74,400		2,619,600	74,400	2.9%		2,619,600	74,400	2.9%

The total expenses for Legal Services are \$2,877,100 and total revenues are \$257,500 resulting in a net budget of \$2,619,600 in 2025. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$2,120,100 in 2025 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$244,800 from 2024 primarily due to inflationary increases to salary and benefits and the addition of two full-time Screening Officers. The expense will be recovered from Parking and the new Automated Speed Enforcement (ASE) program scheduled to start in 2025.

Materials & Supplies total budget is \$58,500 in 2025 comprised primarily of postage, office supplies, books and periodicals. The budget increased by \$3,000 from 2024 due to an increase for books and periodicals.

Purchased Services total budget is \$692,400 in 2025 comprised primarily of legal fees, professional fees, insurance and various employee costs including mileage, training and professional dues. The budget increased by \$8,400 from 2024 due to an increase for professional fees, insurance and membership dues.

Payments & Grants total budget remains unchanged at \$6,100 in 2025 comprised primarily of registration and filing fees.

External Revenue total budget is \$24,500 in 2025 comprised primarily of service fees and miscellaneous recoveries. The budget increased by \$2,000 from 2024 for an increase to miscellaneous recoveries.

Internal Recoveries & Fund Transfers total budget is \$233,000 in 2025 comprised primarily of internal labour recovery. The budget increased by \$179,800 from 2024 primarily due to the increase for the labour recovery from Municipal Enforcement and Parking for services provided by the full-time Screening Officers.

Legal Services

Operating Budget Forecast

	2025 Requested Budget	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)	2027 Requested Forecast	2026 - 2027 Change (\$)	2026 - 2027 Change (%)
Legal Services							
Gross Expenditures by Service							
Legal Services	2,082,500	2,455,600	373,100	17.9%	2,582,000	126,400	5.1%
Realty Services	294,600	303,000	8,400	2.9%	311,100	8,100	2.7%
Corporate Hearings & Litigation	500,000	500,000			500,000		
Total Gross Expenditures by Service	2,877,100	3,258,600	381,500	13.3%	3,393,100	134,500	4.1%
Tax Levy by Service							
Legal Services	1,847,000	2,094,200	247,200	13.4%	2,220,500	126,300	6.0%
Realty Services	272,600	281,000	8,400	3.1%	289,100	8,100	2.9%
Corporate Hearings & Litigation	500,000	500,000			500,000		
Total Tax Levy by Service	2,619,600	2,875,200	255,600	9.8%	3,009,600	134,400	4.7%
Gross Expenditures by Type							
Personnel Services & Benefits	2,120,100	2,486,300	366,200	17.3%	2,614,200	127,900	5.1%
Materials & Supplies	58,500	59,900	1,400	2.4%	61,400	1,500	2.5%
Purchased Services	692,400	706,200	13,800	2.0%	711,200	5,000	0.7%
Payments & Grants	6,100	6,200	100	1.6%	6,300	100	1.6%
Total Expenditures	2,877,100	3,258,600	381,500	13.3%	3,393,100	134,500	4.1%
Revenues by Type							
External Revenue	-24,500	-24,600	-100	-0.4%	-24,700	-100	-0.4%
Internal Recoveries & Fund Transfers	-233,000	-358,800	-125,800	-54.0%	-358,800		
Total Revenues	-257,500	-383,400	-125,900	-48.9%	-383,500	-100	-
Total Tax Levy	2,619,600	2,875,200	255,600	9.8%	3,009,600	134,400	4.7%

Budget Forecast Highlights

The 2026 net budget is projected to increase by \$255,600 for a total of \$2,875,200. The change is primarily due to inflationary increases to the cost of delivering services and includes resources to support the strategic priorities and objectives outlined in the Council Strategic Plan and 2023-2026 Action Plan.

The 2027 net budget is projected to increase by \$134,400 for a total of \$3,009,600. The change is primarily due to inflationary increases to the costs of delivering services.

Legal Services

Recommended Capital Budget

The 2025 capital budget for Legal Services has a capital budget for Phase 2 of the land acquisition and disposition strategy. The strategy objective is to seek revenue or cost savings, which may be determined through a variety of strategies such as sale, leasing, or rationalization/consolidation. A Portfolio Strategy along with a targeted and consolidated data base would allow the Town to more efficiently plan and manage realty assets and facilities.

	Classification	Capital Budget 2025	Operating Impacts 2025
Legal			
35102501 Land Acquisition and Disposition Strategy Phase 2	Infrastructure Renewal	176,200	
Total		176,200	

Information Technology Solutions Program Based Budget 2025 - 2027

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

Program Services

Information Technology Solutions provides services through the following programs:



2025 Program Key Initiatives



Growth Management

- Through multiple programs and projects - deliver platforms including, but not limited to the rendering of core digital infrastructure to streamline services. Provide quality, robust management of town on-line services and content through digital platforms and tools.
- Modernize telecommunication to improve reliability, reduce cost, increase speed, enhance throughput and deliver best in class service for the town while minimizing technology sprawl and optimizing use of existing technologies.
- Continue to evolve and develop as a team with a focus on developing the skills required to leverage modern technology solutions.



Community Belonging

- Operational management of core digital infrastructure to provide quality, robust management of town on-line services and content through digital means.
- Ensure reliable and quality technology platforms and strive for an "always on" user experience.



Environmental Sustainability

- Through multiple programs and projects - continued paper reduction through ongoing automation and digitization of core town processes and services
- Information Technology operational efficiencies via enhanced management and architecture of core Data Center Infrastructure resources to contribute to the reduction of town total power consumption
- Green technology initiatives such as power down when not in use and reuse programs for lifecycle replacement hardware.



Accountable Government

- Operational service delivery for discovery and rendering of consolidated digital information via FOI requests.
- Modernize and optimize IT technology assets and services to reduce cost, improve reliability, mitigate security risk and greatly improve user experience.
- Increased focus on cybersecurity best practices to protect our assets, data and community.

Key Performance Indicators

1. Percentage of gross operating budget

2020	2021	2022	2023	2024
4.9%	5.1%	5.1%	5.1%	5.3%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: 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

2020	2021	2022	2023	2024
3.4%	3.4%	3.4%	3.3%	3.5%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
Calculation: Total program FTEs including part-time / Total town FTEs including part-time.				

3. Percentage of calls resolved within 24 hours

2020	2021	2022	2023	2024
52.2%	48.9%	54.6%	68%	58% (through Aug)
Purpose: Lower technology down time means more uptime for staff to complete duties.				
Calculation: Number of calls divided by the number of those calls that were fixed within 24 hours.				

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

2020	2021	2022	2023	2024
2065 login staff 10,651 tickets 5.1 tickets per employee	2065 login staff 11,235 tickets 5.4 tickets per employee	2445 login staff 13,600 tickets 5.6 tickets per employee	2660 login staff 14,500 tickets 5.5 tickets per employee	2829 login staff 14,020 tickets (through Aug) 5.0 tickets per employee
Purpose: Demonstrates systems stability and effective support model working with increase in number of staff supported.				
Calculation: Number of service desk tickets created/ number of staff with login rights to give the average number of tickets per user.				

5. Internal network availability - percentage of network uptime

	2020	2021	2022	2023	2024
Total Time (hrs)	8760	5087	8760	8760	5808 (through Aug)
# Downtime Events	10	2	21	20	13
Total Downtime (Hrs)	106.75	13.25	133	163	110
Percent Uptime	98.78%	99.74%	98.9%	98.1%	98.1%
Purpose: Network availability measures the ITS department's ability to provide robust and reliable networks, physical and virtual servers, and storage for the organization and public.					
Calculation: This KPI is calculated solely on non-scheduled outages impacting users. The goal is to reduce the number of down-time events by 10% and the total down-time by 10% each year.					

Staffing Overview

Program: Information Technology Solutions	2024 Approved FTE	Adjustments & Reallocations	2025 Service Level Change	2025 Growth and Capital	2025 Total FTE	Net Change 2025 vs 2024
Services/Activities:						
Administration	2.0	(1.0)	-	-	1.0	(1.0)
Project & Portfolio Delivery	7.0	-	-	-	7.0	-
Infrastructure Operations	23.2	-	-	-	23.2	-
Application Support & Development	23.0	-	-	-	23.0	-
IT Security	7.0	1.0	-	-	8.0	1.0
Total Information Technology Solutions	62.2	-	-	-	62.2	-

The 2025 total staff complement is 62.2 FTEs, resulting in no net change from 2025. Mid-year, a Data Architect was converted to a Security Analyst, enhancing the organizations capacity to monitor and respond to cyber threats and safeguard town assets.

Operating Budget Overview by Service

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% from 2024
Information Technology Solutions										
Administration	379,500	-182,700		196,800	-182,700	-48.1%		196,800	-182,700	-48.1%
Project & Portfolio Delivery	463,500	22,600		486,100	22,600	4.9%		486,100	22,600	4.9%
Infrastructure Operations	5,248,100	-11,500	593,800	5,830,400	582,300	11.1%		5,830,400	582,300	11.1%
Application Support & Development	6,765,100	484,000	482,100	7,731,200	966,100	14.3%		7,731,200	966,100	14.3%
IT Security	2,151,100	187,900	80,000	2,419,000	267,900	12.5%	50,000	2,469,000	317,900	14.8%
Total Tax Levy	15,007,300	500,300	1,155,900	16,663,500	1,656,200	11.0%	50,000	16,713,500	1,706,200	11.4%

The 2025 net budget for Information Technology Solutions is \$16,713,500 resulting in an increase of \$1,706,200 or 11.4% from 2024. Of the 11.4% increase, 7.7% or \$1,155,900 comes from capital impacts. Without these impacts, the Information Technology Solutions (ITS) 2025 budget increase would be 3.7% year over year. The largest component of the budget increase is contract services at \$1,359,000. These contract services are mainly comprised of software maintenance and software as a service that support town programs and services. The 2025 increase is primarily driven by software as a service net cost increases to existing services accounting for increased capacity, security, and contractual increases with vendors, as well as impacts resulting from capital projects through various town programs.

Information Technology Solutions

Administration net budget for 2025 is \$196,800 for a decrease of \$182,700 from 2024. The change is primarily due to the conversion of the Data Architect position to a Security Analyst, along with a reallocation to the IT Security service area. Contractual and inflationary increases in wages and benefits have also been included.

Project & Portfolio Delivery net budget for 2025 is \$486,100 for an increase of \$22,600 from 2024. The change is primarily due to contractual and inflationary increases in wages and benefits and the corresponding recovery of staff time from capital projects. A modest increase in training and development has also been incorporated.

Infrastructure Operations net budget for 2025 is \$5,830,400 for an increase of \$582,300 from 2024. The change is primarily due to \$593,800 in capital impacts related to increased software as a service costs from the M365 project and phone system conversion. This increase is partially mitigated with savings in licensing, repairs and maintenance costs from the Cellular Enablement project. Additionally, adjustments have been made to toner and contracted services based on historical trends and vendor contracts, largely offset with \$167,500 savings in software maintenance. Finally, inflationary and contractual increases have been included for wages and benefits.

Application Support & Development net budget for 2025 is \$7,731,200 for an increase of \$966,100 from 2024. The change is primarily due to the ongoing transition to cloud subscriptions and software maintenance contracts (Microsoft and Oracle). Also included is \$482,100 in capital impacts predominantly for software services associated with the Tax System, Asset Management decision support software and Transit Real-time Scheduling. Finally, inflationary and contractual increases have been included for wages and benefits.

IT Security net budget for 2025 is \$2,469,000 for an increase of \$317,900 from 2024. The change is primarily due to personnel expenses, which includes the conversion of a position to Security Analyst tasked to administer the town's cybersecurity program. Additionally, contractual and inflationary increases to wages and benefits were included for all existing positions. Capital impacts of \$80,000 in contracted services have been added to focus on cybersecurity initiatives to safeguard the town's sensitive data and systems. Notably, significant savings in software maintenance were achieved through a new vendor which allowed the department to absorb a new expenditure for cyber forensic support and breach coach. Finally, a service level increase of \$50,000 has been included for software as a service aimed at enhancing staff cyber security training.

Operating Budget Overview by Component

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% Change from 2024
Information Technology Solutions										
EXPENSES										
Personnel Services & Benefits	7,952,000	310,100		8,262,100	310,100	3.9%		8,262,100	310,100	3.9%
Materials & Supplies	217,000	38,000		255,000	38,000	17.5%		255,000	38,000	17.5%
Purchased Services	7,489,900	181,500	1,202,100	8,873,500	1,383,600	18.5%	50,000	8,923,500	1,433,600	19.1%
Payments & Grants	45,000	1,200	-46,200		-45,000	-100.0%			-45,000	-100.0%
Internal Expenses & Transfers	26,500	200		26,700	200	0.8%		26,700	200	0.8%
Total EXPENSES	15,730,400	531,000	1,155,900	17,417,300	1,686,900	10.7%	50,000	17,467,300	1,736,900	11.0%
REVENUES										
External Revenues	-45,000			-45,000				-45,000		
Internal Recovery & Fund Transfers	-678,100	-30,700		-708,800	-30,700	-4.5%		-708,800	-30,700	-4.5%
Total REVENUES	-723,100	-30,700		-753,800	-30,700	-4.2%		-753,800	-30,700	-4.2%
Total Tax Levy	15,007,300	500,300	1,155,900	16,663,500	1,656,200	11.0%	50,000	16,713,500	1,706,200	11.4%

The total expenses for Information Technology Solutions are \$17,467,300 and total revenues are \$753,100 resulting in a net budget of \$16,713,500 in 2025. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$8,262,100 in 2025 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$310,100 from 2024 mainly due to inflationary and contractual increases in wages and benefits.

Materials & Supplies total budget is \$255,000 in 2025 comprised primarily of office supplies and toner. The budget increased by \$38,000 from 2024 due to increased toner costs based on historical trends.

Purchased Services total budget is \$8,923,500 in 2025 comprised primarily of telephone & office services as well as contract services such as software maintenance and software as a service. The budget increased by \$1,433,600 from 2024, largely driven by impacts from various program capital projects related to software maintenance and software as a service. A thorough analysis of all contractual agreements was completed resulting in net adjustments for software maintenance, equipment maintenance, and software as a service, which, along with inflation created a net impact of \$106,900. Additionally, \$100,000 was added for inclusion of a cybersecurity insurance policy and a service level change of \$50,000 dedicated to cybersecurity software training.

Payments & Grants total budget has been removed as a result of impacts from the Cellular Enablement project. The project included the removal of radio tower rentals and licenses.

Internal Expenses & Transfers total budget is \$26,700 in 2025 comprised primarily of transfers to capital reserves and interdepartmental charges. The budget increased by \$200 from 2024 primarily due to minor adjustments.

Information Technology Solutions

External Revenue total budget is \$45,000 in 2025 comprised of ITS support to various clubs and organizations. The budget remained the same from 2024.

Internal Recoveries & Fund Transfers total budget is \$708,800 in 2025 comprised primarily of partial recovery of 5 permanent FTE's time spent on capital projects. The budget increased by \$30,700 from 2024 for recoverable increases for wages and benefits from inflationary and contractual agreements.

Operating Budget Forecast

	2025 Requested Budget	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)	2027 Requested Forecast	2026 - 2027 Change (\$)	2026 - 2027 Change (%)
Information Technology Solutions							
Gross Expenditures by Service							
Administration	241,800	250,100	8,300	3.4%	258,200	8,100	3.2%
Project & Portfolio Delivery	1,131,900	1,165,600	33,700	3.0%	1,198,000	32,400	2.8%
Infrastructure Operations	5,830,400	6,248,300	417,900	7.2%	6,649,500	401,200	6.4%
Application Support & Development	7,794,200	8,317,800	523,600	6.7%	8,708,400	390,600	4.7%
IT Security	2,469,000	2,834,400	365,400	14.8%	2,946,200	111,800	3.9%
Total Gross Expenditures by Service	17,467,300	18,816,200	1,348,900	7.7%	19,760,300	944,100	5.0%
Tax Levy by Service							
Administration	196,800	205,100	8,300	4.2%	213,200	8,100	3.9%
Project & Portfolio Delivery	486,100	500,800	14,700	3.0%	533,200	32,400	6.5%
Infrastructure Operations	5,830,400	6,248,300	417,900	7.2%	6,649,500	401,200	6.4%
Application Support & Development	7,731,200	8,254,800	523,600	6.8%	8,645,400	390,600	4.7%
IT Security	2,469,000	2,834,400	365,400	14.8%	2,946,200	111,800	3.9%
Total Tax Levy by Service	16,713,500	18,043,400	1,329,900	8.0%	18,987,500	944,100	5.2%
Gross Expenditures by Type							
Personnel Services & Benefits	8,262,100	8,619,100	357,000	4.3%	8,894,700	275,600	3.2%
Materials & Supplies	255,000	261,400	6,400	2.5%	267,900	6,500	2.5%
Purchased Services	8,923,500	9,909,000	985,500	11.0%	10,571,000	662,000	6.7%
Payments & Grants							
Internal Expenses & Transfers	26,700	26,700			26,700		
Total Expenditures	17,467,300	18,816,200	1,348,900	7.7%	19,760,300	944,100	5.0%
Revenues by Type							
External Revenue	-45,000	-45,000			-45,000		
Internal Recoveries & Fund Transfers	-708,800	-727,800	-19,000	-2.7%	-727,800		
Total Revenues	-753,800	-772,800	-19,000	-2.5%	-772,800		
Total Tax Levy	16,713,500	18,043,400	1,329,900	8.0%	18,987,500	944,100	5.2%

Information Technology Solutions

Budget Forecast Highlights

The 2026 net budget is projected to increase by \$1,329,900 for a total of \$18,043,400. The change is primarily due to inflationary increases to salaries and benefits, materials, purchased services and to address Council's strategic priorities.

The 2027 net budget is projected to increase by \$944,100 for a total of \$18,987,500. The change is primarily due to inflationary increases to salaries and benefits, materials, purchased services and to address Council's strategic priorities.

Recommended Capital Budget

The capital budget for Information Technology Solutions ensures that software and supporting hardware are kept current to ensure the town's information management runs seamlessly and efficiently. The 2025 budget continues to align with the department's strategic vision and bring systems/applications in line with current standards. Projects include application infrastructure enhancements for lifecycle management of town hardware, modernization of network/telecom hardware, and planned maintenance of corporate applications. Implementation and enhancement of program initiatives in cyber security will occur through a vulnerability management program and consulting to implement a disaster recovery strategy. Also included are upgrades to a next generation remote access tool and mapping out current state and gap analysis of data management.

	Classification	Capital Budget 2025	Operating Impacts 2025
Information Technology Solutions			
21112202 Data Management	Program Initiatives	100,700	
36101915 Tax System Replacement	Program Initiatives		244,200
36102217 Microsoft Office 365	Program Initiatives		570,000
36102219 Cellular Enablement	Program Initiatives		-66,200
36102302 Phone System	Program Initiatives		150,000
36102405 File Share and Records Enablement	Program Initiatives	99,700	
36102409 Operational Technology Segmentation	Program Initiatives		30,000
36102410 Privileged Access Management	Program Initiatives		50,000
36102501 Hardware - Servers	Infrastructure Renewal	428,000	
36102502 Software-Large Complex Business Applications	Infrastructure Renewal	302,100	
36102503 Software-Other Business Applications	Infrastructure Renewal	131,900	
36102504 Software - Databases	Infrastructure Renewal	101,700	
36102506 Hardware - Network/Telecom	Infrastructure Renewal	172,200	
36102507 Hardware - Endpoints	Infrastructure Renewal	465,200	
36102509 Hardware-Datacentre Power, HVAC, Racks, Other	Infrastructure Renewal	10,100	
36102510 Software - Security	Infrastructure Renewal	20,100	
36102511 Software - IT Management	Infrastructure Renewal	20,100	
36102512 Software - Endpoints	Infrastructure Renewal	10,100	
36102513 Growth - Hardware	Infrastructure Renewal	50,400	
36102514 Growth - Software	Infrastructure Renewal	21,100	
36102515 Remote Access Solution	Program Initiatives	110,800	
36102516 Enterprise Vulnerability Management Program	Program Initiatives	100,700	
36102517 Disaster Recovery Consulting	Program Initiatives	75,500	
Total		2,220,400	978,000

Information Technology Solutions

Business Support Services Program Based Budget 2025 - 2027

Vision

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

Mission

- Provide services and supports to help achieve service excellence.

Program Services

Business Support Services provides services through the following activities:



Business Support Services (Community Development & Community Infrastructure Commissions)

- Geospatial Information & Data Management
- Data Analytics & Visualization
- Business Solutions Management
- Continuous Improvement Management

Business Support Services (Community & Corporate Services Commissions)

- Business Solutions Management
- Continuous Improvement Management

Business Support Services

2025 Program Key Initiatives



Accountable Government:

Enhance online services for planning, development, and building permits and applications
 Implement process improvements and new online services for ROW permits, film permits and COA applications
 Ongoing development approval process improvements
 Enhance and add data sets to the Data Hub including tracking the development pipeline
 Develop multi-year business improvement plan for Corporate and Community Services
 Establish the new Business Support Services unit for Corporate and Community Services
 Implement electronic plan review tool for planning, development engineering applications and building permits

Key Performance Indicators

1. Percentage of gross operating budget

2020	2021	2022	2023	2024
0.5%	0.5%	0.5%	0.5%	0.5%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: 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

2020	2021	2022	2023	2024
0.6%	0.6%	0.6%	0.6%	0.8%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
Calculation: Total program FTEs including part-time / Total town FTEs including part-time.				

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

2020	2021	2022	2023	2024
90%	85%	90%	90%	(90% as of August 2024)
Purpose: Projects and service requests completed increase the effectiveness and efficiency of the program areas that Business Support Services (BSS) supports.				
Calculation: As per Business Support Services (BSS) Service Request & Project Tracking Systems.				

Business Support Services

Staffing Overview

Program: Business Support Services	2024 Approved FTE	Adjustments & Reallocations	2025 Service Level Change	2025 Growth and Capital	2025 Total FTE	Net Change 2025 vs 2024
Services/Activities:						
Business Support Services (CDC/CIC)	11.0	2.0	-	-	13.0	2.0
Business Support Services (CSC/CSC)	-	3.0	1.0	-	4.0	4.0
Total Business Support Services	11.0	5.0	1.0	-	17.0	6.0

The 2025 total staff complement is 17.0 FTEs resulting in an increase of 6.0 FTEs from 2024. This change follows a reorganization in 2024 that established a second team which will provide support to all commissions across the organization under the Business Support Services program. As part of the restructuring, 2.0 FTE's (Business Solutions Coordinator and Strategic Business Advisor) were reallocated to support the Community Development Commission in addressing service pressures from evolving legislation. Additionally, 3.0 FTE's (Manager, Business Support Services and two Strategic Business Advisors) were reallocated from the Corporate Strategy and Government Relations program to enhance support for both the Corporate Services and Community Services Commissions. The addition of a Business Planning & Initiatives Advisor for the Corporate Services and Community Services Commission will support corporate priorities (e.g., IDEA, digital), develop, implement and track improvement plans and handle complex issues/complaints for commissioners.

Operating Budget Overview by Service

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% from 2024
Business Support Services										
Business Support Services (CDC/CIC)	482,300	144,500		626,800	144,500	30.0%	50,000	676,800	194,500	40.3%
Business Support Services (CSC/CSC)	202,000	252,600		454,600	252,600	125.0%	90,000	544,600	342,600	169.6%
Total Tax Levy	684,300	397,100		1,081,400	397,100	58.0%	140,000	1,221,400	537,100	78.5%

The program is responsible for leading and supporting the implementation of corporate and commission activities. It will provide support to all the commissions across the organization: Community Development Commission (CDC), Community Infrastructure Commission (CIC), Corporate Services (CSC) and Community Services (CSC).

Business Support Services (CDC/CIC) net budget for 2025 is \$676,800 for an increase of \$194,500 or 40.3% from 2024. The increase is primarily due to a conversion of a Building Supervisor to a Business Solutions Coordinator to assist with increased workload from provincial housing legislative changes. A service level change, adding contracted services to assist with online service maintenance for development approval has also been included for 2025. Additionally, 1 FTE, a Strategic Business Advisor has been reallocated from Parking Services and will be fully funded by Parking Services for a net zero impact. Inflationary and contractual increases to wages and benefits which are partially mitigated with recoveries from work performed on behalf of the CDC and CIC for fee-recoverable activities have been included as well.

Business Support Services

Business Support Services (CSC/CSC) net budget for 2025 is \$544,600 for an increase of \$342,600 or 169.6% from 2024. The increase is primarily due to the annualization of 3 FTE's added during the 2024 budget. Also included is a new position, a Business Planning & Initiatives Advisor, to support corporate priorities (e.g., IDEA, digital), develop, implement and track improvement plans and handle complex issues/complaints for commissioners. Finally, inflationary and contractual increases to wages and benefits have been incorporated.

Operating Budget Overview by Component

	2024 Restated Budget	2025 Inflation & Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	\$ Change from 2024	% Change from 2024	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% Change from 2024
Business Support Services										
EXPENSES										
Personnel Services & Benefits	1,713,700	581,900		2,295,600	581,900	34.0%	90,000	2,385,600	671,900	39.2%
Materials & Supplies	1,200	-200		1,000	-200	-16.7%		1,000	-200	-16.7%
Capital out of Operations	1,100	-600		500	-600	-54.5%		500	-600	-54.5%
Purchased Services	19,600	-700		18,900	-700	-3.6%	50,000	68,900	49,300	251.5%
Total EXPENSES	1,735,600	580,400		2,316,000	580,400	33.4%	140,000	2,456,000	720,400	41.5%
REVENUES										
Internal Recovery & Fund Transfers	-1,051,300	-183,300		-1,234,600	-183,300	-17.4%		-1,234,600	-183,300	-17.4%
Total REVENUES	-1,051,300	-183,300		-1,234,600	-183,300	-17.4%		-1,234,600	-183,300	-17.4%
Total Tax Levy	684,300	397,100		1,081,400	397,100	58.0%	140,000	1,221,400	537,100	78.5%

The total expenses for Business Support Services are \$2,456,000 and total revenues are \$1,234,600 resulting in a net budget of \$1,221,400 in 2025. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$2,385,600 in 2025 comprised primarily of full-time wages and benefits. The budget increased by \$671,900 from 2024 primarily due to the addition of two new FTE's, annualization of 3 new FTEs from 2024, as well as inflationary and contractual increases, and a new FTE for a Business Planning and Initiatives Advisor.

Materials & Supplies total budget is \$1,000 in 2025 comprised primarily of office supplies and periodicals. The budget reduced \$200 from 2024 to reflect historical spending on periodicals.

Capital out of Operations total budget is \$500 in 2025 comprised primarily of computer hardware. The budget reduced \$600 from 2024 with the removal of office furniture expenditures.

Purchased Services total budget is \$68,900 in 2025 comprised primarily of training and professional dues. A service level increase of \$50,000 has been included for online service maintenance for development applications.

Business Support Services

Internal Recoveries & Fund Transfers total budget is \$1,234,600 in 2025 comprised primarily of time spent on activities that are fee recoverable. The budget increased by \$183,300 from 2024 due to increased recovery related to adding a Strategic Business Advisor and inflationary increases.

Operating Budget Forecast

	2025 Requested Budget	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)	2027 Requested Forecast	2026 - 2027 Change (\$)	2026 - 2027 Change (%)
Business Support Services							
Gross Expenditures by Service							
Business Support Services (CDC/CIC)	1,911,400	2,019,000	107,600	5.6%	2,092,200	73,200	3.6%
Business Support Services (CSC/CSC)	544,600	590,700	46,100	8.5%	606,200	15,500	2.6%
Total Gross Expenditures by Service	2,456,000	2,609,700	153,700	6.3%	2,698,400	88,700	3.4%
Tax Levy by Service							
Business Support Services (CDC/CIC)	676,800	754,200	77,400	11.4%	796,300	42,100	5.6%
Business Support Services (CSC/CSC)	544,600	590,700	46,100	8.5%	606,200	15,500	2.6%
Total Tax Levy by Service	1,221,400	1,344,900	123,500	10.1%	1,402,500	57,600	4.3%
Gross Expenditures by Type							
Personnel Services & Benefits	2,385,600	2,537,700	152,100	6.4%	2,624,800	87,100	3.4%
Materials & Supplies	1,000	1,000			1,000		
Capital out of Operations	500	500			500		
Purchased Services	68,900	70,500	1,600	2.3%	72,100	1,600	2.3%
Total Expenditures	2,456,000	2,609,700	153,700	6.3%	2,698,400	88,700	3.4%
Revenues by Type							
Internal Recoveries & Fund Transfers	-1,234,600	-1,264,800	-30,200	-2.4%	-1,295,900	-31,100	-2.5%
Total Revenues	-1,234,600	-1,264,800	-30,200	-2.4%	-1,295,900	-31,100	-2.5%
Total Tax Levy	1,221,400	1,344,900	123,500	10.1%	1,402,500	57,600	4.3%

Business Support Services

Budget Forecast Highlights

The 2026 net budget is projected to increase by \$123,500 for a total of \$1,344,900. The change is primarily due to inflationary increases in the cost of delivering services as well as resources to address various service pressures. Lastly, the remaining three-month annualization of the position added in the 2024 budget has been included, as well as resources to support the strategic priorities and objectives outlined in the Council Strategic Plan and 2023-2026 Action Plan.

The 2027 net budget is projected to increase by \$57,600 for a total of \$1,402,500. The change is primarily due to inflationary increases in the cost of delivering services as well as resources to address various service pressures.

Corporate Revenue and Expenses

Program Based Budget

2025 – 2027

Vision

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

Mission

- Corporate Expenses pertains to town operations as a whole or relating to financing costs versus operating costs. They are not directly identified within specific programs, but are recorded and reported as town expenditures.
- Corporate Revenue 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

Corporate Revenue and Expenses consists of the following service areas:



Corporate Revenue and Expenses

Operating Budget Overview by Component

	2024 Restated Budget	2025 Inflation and Adjustments	2025 Capital and Growth Impacts	2025 Base Budget	2025 Service Level Change	2025 Requested Budget	\$ Change from 2024	% Change from 2024	2026 Forecast	2025-2026 Change (%)	2027 Forecast	2026-2027 Change (%)
Corporate Expenses												
Personnel Services & Benefits	656,100	-208,300		447,800		447,800	-208,300	-31.7%	1,284,400	186.8%	2,394,600	86.4%
Materials & Supplies	5,000			5,000		5,000			5,200	4.0%	5,400	3.8%
Purchased Services	2,784,100	1,172,600		3,956,700		3,956,700	1,172,600	42.1%	4,030,700	1.9%	4,106,500	1.9%
Payments & Grants	9,277,200	4,854,800		14,132,000		14,132,000	4,854,800	52.3%	15,426,100	9.2%	15,396,400	-0.2%
Internal Expenses & Transfers	95,378,700	2,534,800		97,913,500		97,913,500	2,534,800	2.7%	95,135,200	-2.8%	97,859,600	2.9%
Total Corporate Expenses	108,101,100	8,353,900		116,455,000		116,455,000	8,353,900	7.7%	115,881,600	-0.5%	119,762,500	3.3%
Corporate Revenue												
Supplementary Taxes	2,450,000	1,724,900		4,174,900		4,174,900	1,724,900	70.4%	4,174,900	0.0%	4,174,900	0.0%
Payments-in-lieu of Tax	4,474,700			4,474,700		4,474,700		0.0%	4,474,700	0.0%	4,474,700	0.0%
POA Halton Court Fines	369,400			369,400		369,400		0.0%	378,600	2.5%	388,100	2.5%
Penalties & Interest on Tax	4,000,000	409,200		4,409,200		4,409,200	409,200	10.2%	4,409,200	0.0%	4,409,200	0.0%
Interest Income	38,847,900	-7,503,900		31,344,000		31,344,000	-7,503,900	-19.3%	31,315,600	-0.1%	31,315,600	0.0%
Hydro Dividend	6,100,000	5,900,000		12,000,000		12,000,000	5,900,000	96.7%	12,000,000	0.0%	12,000,000	0.0%
Fund Transfers	10,994,100	3,555,600		14,549,700		14,549,700	3,555,600	32.3%	14,584,900	0.2%	13,986,400	-4.1%
Internal Recoveries and Other	8,089,500	1,338,300		9,427,800		9,427,800	1,338,300	16.5%	9,639,300	2.2%	9,857,100	2.3%
Total Corporate Revenue	75,325,600	5,424,100		80,749,700		80,749,700	5,424,100	7.2%	80,977,200	0.3%	80,606,000	-0.5%
Total Tax Levy	32,775,500	2,929,800		35,705,300		35,705,300	2,929,800	8.9%	34,904,400	-2.2%	39,156,500	12.2%
TAXATION	259,259,500	21,844,000		281,103,500		281,103,500	21,844,000	8.4%	298,923,700	6.3%	317,592,500	6.2%

Corporate Expenses consist primarily of benefits for retirees and budgeted corporate gapping in Personnel Services & Benefits; postage and other supplies in Materials & Supplies; WSIB costs, insurance and audit fees in Purchased Services; debt charges and property tax assessment write-offs in Payments & Grants; and the capital levy and transfer to the capital reserve in Internal Expenses & Transfers. Corporate Expenses have increased by \$8,353,900 or 7.7% from 2024 to 2025. This is primarily due to debt charges for the Transit facility expansion, debt charges for the Sixteen Mile Sports Complex offset by transfers from the DC reserve funds reflected in the Corporate Revenue section to pay for debt payments, the 1% capital levy increase, a transfer of \$2.23 million to the Tax Stabilization reserve for higher MPAC assessment growth, adjustments to benefits for retirees, and higher WSIB costs charged out to the individual town programs and recovered in the Corporate Revenue section. These budget increases are partially offset by an increase in the budgeted corporate gapping.

Corporate Revenue consists primarily of Supplementary Taxes for new assessment coming online or improvements to a property; Payments-in-lieu of Tax for funds collected in lieu of typical property taxes for government-related entities; POA Halton Court Fines for the town's share of penalties/fines collected from the Halton Provincial Offences Act (POA) court; Penalties & Interest on Tax for outstanding tax balances; Interest Income including income expected to be earned by reserves and reserve funds; Hydro Dividend for the dividend from Oakville Hydro; Fund Transfers including Tax Stabilization funding and transfers from DC reserve funds to pay for DC debt payments; and Internal Recoveries and Other for internal accounting of various corporate support recoveries from programs within the organization. Corporate Revenue, excluding Taxation, has increased by \$5,424,100 or 7.2% from 2024 to 2025 due to various drivers. The budgeted dividend from Oakville Hydro has been increased with an offsetting transfer to the Hydro Operations reserve reflected in the Corporate Expenses section. Other significant budget drivers include adjustments to Supplementary Taxes, Penalties & Interest on Tax, Fund Transfers to reflect the transfer from the DC reserve funds for the Sixteen Mile Sports Complex debt charges as well as a \$600,000 transfer from the Tax Stabilization reserve for efficiencies to be found over the next two years, and Internal Recoveries and Other for the higher WSIB costs recovered from individual town programs. As well, Interest Income has been reduced primarily due to lower interest rates and offset with lower transfers to the reserves and reserves funds reflected in the Corporate Expenses section.

Corporate Revenue and Expenses

Appendix I

Schedule of Full-time Equivalent Complement

Summary of Total 2025 FTE by Program (rounded to 0.1 FTE)

Program	Full-time Approved	Part-time Approved	Adjustments & Reallocations	Service Level Change	Capital Impact and Growth	2025 Proposed FTE
Political Governance	11.0	0.3	-	1.0	-	12.3
Administrative Executive Leadership	14.0	-	(3.0)	-	-	11.0
Economic Development	4.0	0.3	-	1.7	-	6.0
Strategy, Policy and Communications	33.0	4.3	(37.3)	-	-	-
Communications and Customer Experience	-	-	24.7	-	-	24.7
Corporate Strategy and Government Relations	-	-	12.6	-	-	12.6
Corporate Asset Management	13.0	-	-	-	-	13.0
Financial Services	52.0	1.6	-	-	-	53.6
Human Resources	19.0	0.1	-	1.0	-	20.1
Regulatory Services	7.0	0.3	-	-	-	7.3
Information Technology Solutions	56.0	6.2	-	-	-	62.2
Facility Services	96.0	7.5	0.8	2.0	6.2	112.5
Legal Services	8.6	1.7	-	2.0	-	12.3
Emergency Services	250.0	0.4	-	8.0	-	258.4
Recreation and Culture	74.0	215.2	2.4	-	11.4	303.0
Parks & Open Space	86.2	89.2	5.0	1.0	6.4	187.7
Cemeteries	3.7	1.7	-	-	-	5.4
Harbours	10.0	9.4	-	-	-	19.4
Infrastructure Maintenance	108.2	37.5	0.1	(0.5)	-	145.2
Infrastructure Planning & Improvements	32.0	3.4	5.5	1.5	-	42.4
Municipal Enforcement	11.5	0.3	-	1.0	-	12.8
Parking	23.9	1.6	(1.0)	-	-	24.5
Oakville Transit	186.0	58.9	0.1	1.4	-	246.4
Business Support Services	11.0	-	5.0	1.0	-	17.0
Building Services	46.0	1.5	3.0	-	-	50.5
Planning & Development	32.0	0.6	19.0	2.0	-	53.7
Development Services	26.0	1.5	(27.5)	-	-	-
Other	6.0	-	-	-	-	6.0
Total - Town	1,220.0	443.6	9.4	23.1	24.0	1,720.0
Oakville Public Library	59.0	51.4	0.8	-	7.4	118.6
Forestry Temporary Arborists	2.0	-	(2.0)	-	-	-
Building Temporary Positions	4.0	-	(4.0)	-	-	-
Consolidated Total	1,285.0	495.0	4.2	23.1	31.4	1,838.6

Appendix I - Staff Complement

Schedule of Continuous Full-time Positions (rounded to 0.1 FTE)

Program	2023 Restated	2024 Approved	Adjustments & Reallocations	Service Level Change	Capital Impact and Growth	2025 Proposed FTE
Political Governance	11.0	11.0	-	1.0	-	12.0
Administrative Executive Leadership	11.0	14.0	(3.0)	-	-	11.0
Economic Development	4.0	4.0	-	2.0	-	6.0
Strategy, Policy and Communications	28.0	33.0	(33.0)	-	-	-
Communications and Customer Experience	-	-	21.0	-	-	21.0
Corporate Strategy and Government Relations	-	-	12.0	-	-	12.0
Corporate Asset Management	13.0	13.0	-	-	-	13.0
Financial Services	52.0	52.0	-	-	-	52.0
Human Resources	17.0	19.0	-	1.0	-	20.0
Regulatory Services	6.0	7.0	-	-	-	7.0
Information Technology Solutions	54.0	56.0	-	-	-	56.0
Facility Services	21.0	96.0	-	2.0	6.0	104.0
Legal Services	8.6	8.6	-	2.0	-	10.6
Emergency Services	250.0	250.0	-	8.0	-	258.0
Recreation and Culture	149.0	74.0	-	-	5.0	79.0
Parks & Open Space	82.1	86.2	5.0	1.0	2.0	94.2
Cemeteries	3.7	3.7	-	-	-	3.7
Harbours	10.0	10.0	(0.1)	-	-	9.9
Infrastructure Maintenance	104.3	108.2	0.1	1.0	-	109.3
Infrastructure Planning & Improvements	29.0	32.0	4.0	1.0	-	37.0
Municipal Enforcement	11.5	11.5	-	1.0	-	12.5
Parking	19.9	23.9	(1.0)	-	-	22.9
Oakville Transit	185.0	186.0	-	-	-	186.0
Business Support Services	10.0	11.0	5.0	1.0	-	17.0
Building Services	44.0	46.0	3.0	-	-	49.0
Planning & Development	32.0	32.0	19.0	2.0	-	53.0
Development Services	22.0	26.0	(26.0)	-	-	-
Other	5.0	6.0	-	-	-	6.0
Total - Town	1,183.0	1,220.0	6.0	23.0	13.0	1,262.0
Oakville Public Library	56.0	59.0	-	-	5.0	64.0
Forestry Temporary Arborists	2.0	2.0	(2.0)	-	-	-
Building Temporary Positions	4.0	4.0	(4.0)	-	-	-
Consolidated Total	1,245.0	1,285.0	-	23.0	18.0	1,326.0

Appendix I - Staff Complement

Schedule of Seasonal and Part-time Staff Stated as Full-time Equivalents (rounded to 0.1 FTE)

Program	2023 Restated	2024 Approved	Adjustments & Reallocations	Service Level Change	Capital Impact and Growth	2025 Proposed FTE
Political Governance	0.3	0.3	-	-	-	0.3
Administrative Executive Leadership	-	-	-	-	-	-
Economic Development	-	0.3	-	(0.3)	-	-
Strategy, Policy and Communications	4.3	4.3	(4.3)	-	-	-
Communications and Customer Experience	-	-	3.7	-	-	3.7
Corporate Strategy and Government Relations	-	-	0.6	-	-	0.6
Corporate Asset Management	-	-	-	-	-	-
Financial Services	1.6	1.6	-	-	-	1.6
Human Resources	0.1	0.1	-	-	-	0.1
Regulatory Services	0.3	0.3	-	-	-	0.3
Information Technology Solutions	4.1	6.2	-	-	-	6.2
Facility Services	1.0	7.5	0.8	-	0.2	8.5
Legal Services	1.7	1.7	-	-	-	1.7
Emergency Services	0.4	0.4	-	-	-	0.4
Recreation and Culture	221.7	215.2	2.4	-	6.4	224.0
Parks & Open Space	87.7	89.2	(0.0)	-	4.4	93.6
Cemeteries	1.7	1.7	-	-	-	1.7
Harbours	9.5	9.4	0.1	-	-	9.5
Infrastructure Maintenance	39.0	37.5	(0.0)	(1.5)	-	36.0
Infrastructure Planning & Improvements	3.4	3.4	1.5	0.5	-	5.4
Municipal Enforcement	0.3	0.3	-	-	-	0.3
Parking	1.6	1.6	-	-	-	1.6
Oakville Transit	56.2	58.9	0.1	1.4	-	60.4
Business Support Services	-	-	-	-	-	-
Building Services	1.5	1.5	-	-	-	1.5
Planning & Development	0.6	0.6	0.0	-	-	0.7
Development Services	1.5	1.5	(1.5)	-	-	-
Other	-	-	-	-	-	-
Total - Town	438.4	443.6	3.4	0.1	11.0	458.0
Oakville Public Library	54.0	51.4	0.8	-	2.4	54.6
Consolidated Total	492.5	495.0	4.2	0.1	13.4	512.6

Appendix II

Schedule of Reserves, Reserve Funds and Debt

2025 Projected Reserves, Reserve Funds Balance (\$ Millions)

Reserve/Reserve Fund	2024 Projected Ending Balance	2025 Projected Activity					Interest	2025 Projected Ending Balance
		Transfers to/(from) Reserve from Operating	Capital Commitments ¹	Development Charges/ Revenues	Debt Financing	Total		
Obligatory Reserve Funds:								
Development Charges	270.3	(6.2)	(164.6)	70.9	-	170.5	6.1	176.5
Parkland	92.1	-	(59.9)	4.0	-	36.2	1.6	37.8
Community Benefits Charge	9.3	-	(0.6)	1.4	-	10.2	0.2	10.4
CCBF ² /Ontario Gas Tax	31.8	(1.9)	(39.7)	9.9	-	0.0	0.4	0.4
Building Enterprise ³	51.0	-	(6.1)			44.9	-	44.9
sub-total	454.6	(8.2)	(270.9)	86.3	-	261.7	8.3	270.0
Discretionary Reserve Funds:								
Town Building Replacement	13.9	5.6	(10.8)	-	-	8.7	0.3	9.0
Parking ³	1.9	0.3	(0.9)	-	-	1.2	0.0	1.2
Harbours ³	(6.4)	0.4	(1.2)	-	-	(7.2)	-	(7.2)
Employment Liability	28.1	0.4	-	-	-	28.5	0.7	29.2
Other	0.3	0.0	-	-	-	0.3	0.0	0.3
sub-total	37.8	6.6	(13.0)	-	-	31.4	1.0	32.5
Total Reserve Funds	492.3	(1.6)	(283.9)	86.3	-	293.1	9.3	302.5
Town Reserves:								
Operational Reserves	14.0	0.2	-	0.7	-	14.9	-	14.9
Equipment Reserves	7.0	17.0	(25.7)	-	-	(1.7)	0.1	(1.5)
Capital Reserves	116.2	62.3	(67.2)	(0.0)	-	111.2	2.8	114.0
Stabilization Reserves	87.8	9.4	(0.0)	-	-	97.2	-	97.2
Total Reserves	225.0	89.0	(93.0)	0.7	-	221.7	3.0	224.6
Total Reserves, Reserve Funds	717.3	87.4	(376.9)	86.9	-	514.8	12.3	527.1

* Note: Schedule may not add due to rounding

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

2) Canada Community-Building Fund (CCBF), formerly known as Federal Gas Tax.

3) Reserves and reserve fund balances include policy transactions mentioned in the Q2 2024 Financial Progress Report.

Schedule of Reserves, Reserve Funds and Debt

2025 Projected Outstanding Debt Principal (\$ '000s)

	2024 Outstanding Debt	Prior Year Debt Approved Not Issued Yet	2025 Proposed Debt	2025 Debt Principal Payment	2025 Projected Outstanding Debt
Tax Levy Supported Debt:					
Roads	3,199	-	-	514	2,685
LED Streetlight Conversion	4,192	-	-	1,137	3,055
Transit	5,200	17,800	-	428	22,572
sub-total	\$ 12,591	\$ 17,800	\$ -	\$ 2,079	\$ 28,312
Self Supported Debt:					
Development (16 Mile)	49,237	-	-	4,295	44,942
Harbours	3,177	837	458	448	4,024
Parking	2,000	2,093	-	165	3,928
Pine Glen Soccer Club	3,579	-	-	583	2,996
sub-total	\$ 57,993	\$ 2,930	\$ 458	\$ 5,491	\$ 55,890
Hospital Debt:					
Oakville Trafalgar Memorial Hospital ¹	72,728	-	-	1,816	70,912
sub-total	\$ 72,728	\$ -	\$ -	\$ 1,816	\$ 70,912
TOTAL	\$ 143,312	\$ 20,730	\$ 458	\$ 9,386	\$ 155,114

1) Debt Principal Payment for Oakville Trafalgar Memorial Hospital reflects the contribution to the sinking fund.