



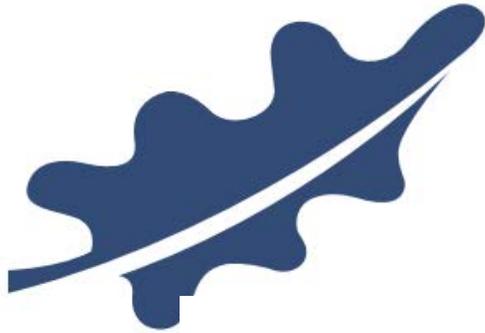
OAKVILLE

Adopted 2024 Budget and Business Plans

2024 Operating and Capital Budgets

2025 - 2026 Operating Forecast

2025 - 2033 Capital Forecast

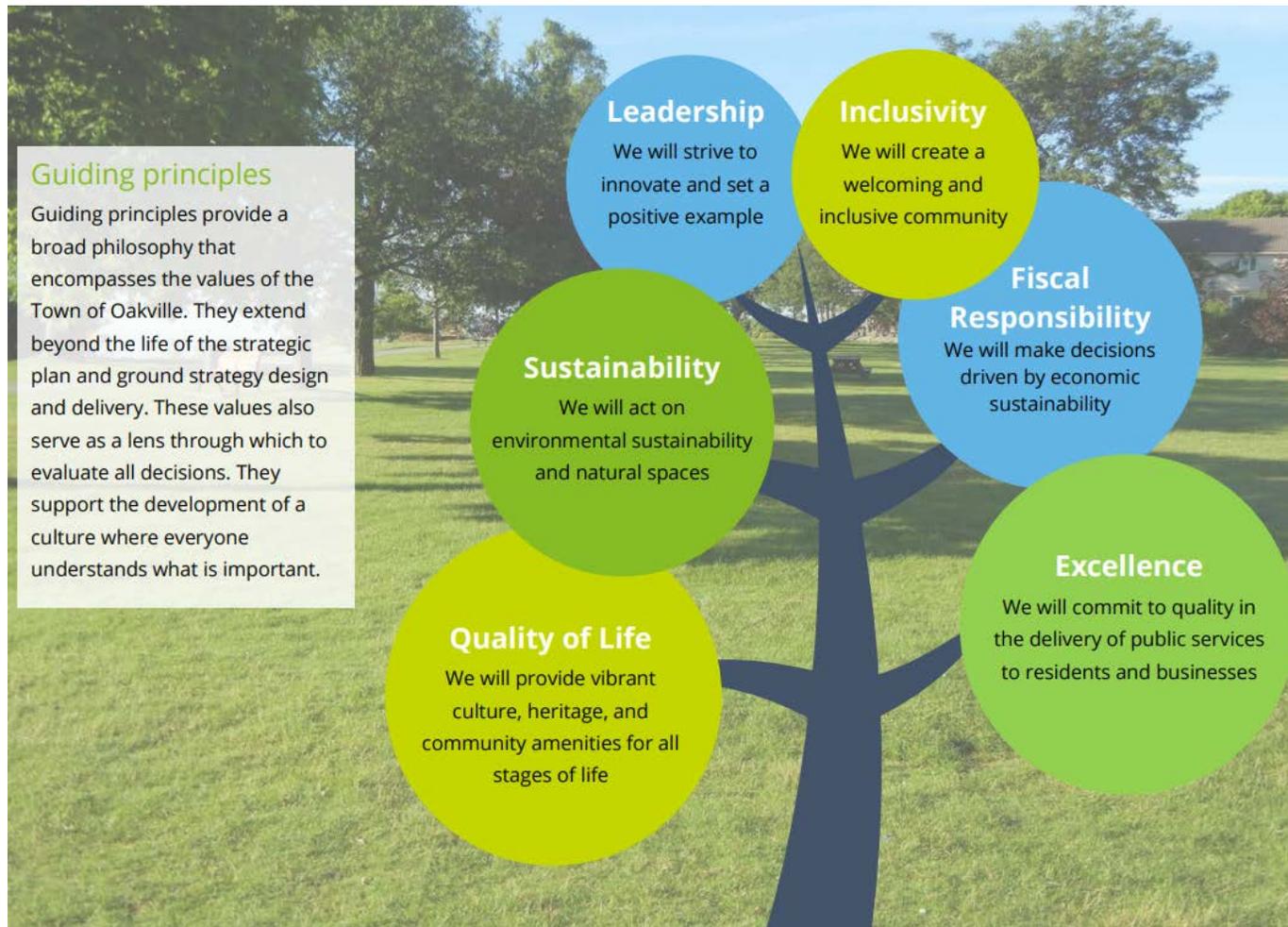


Town of Oakville



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.

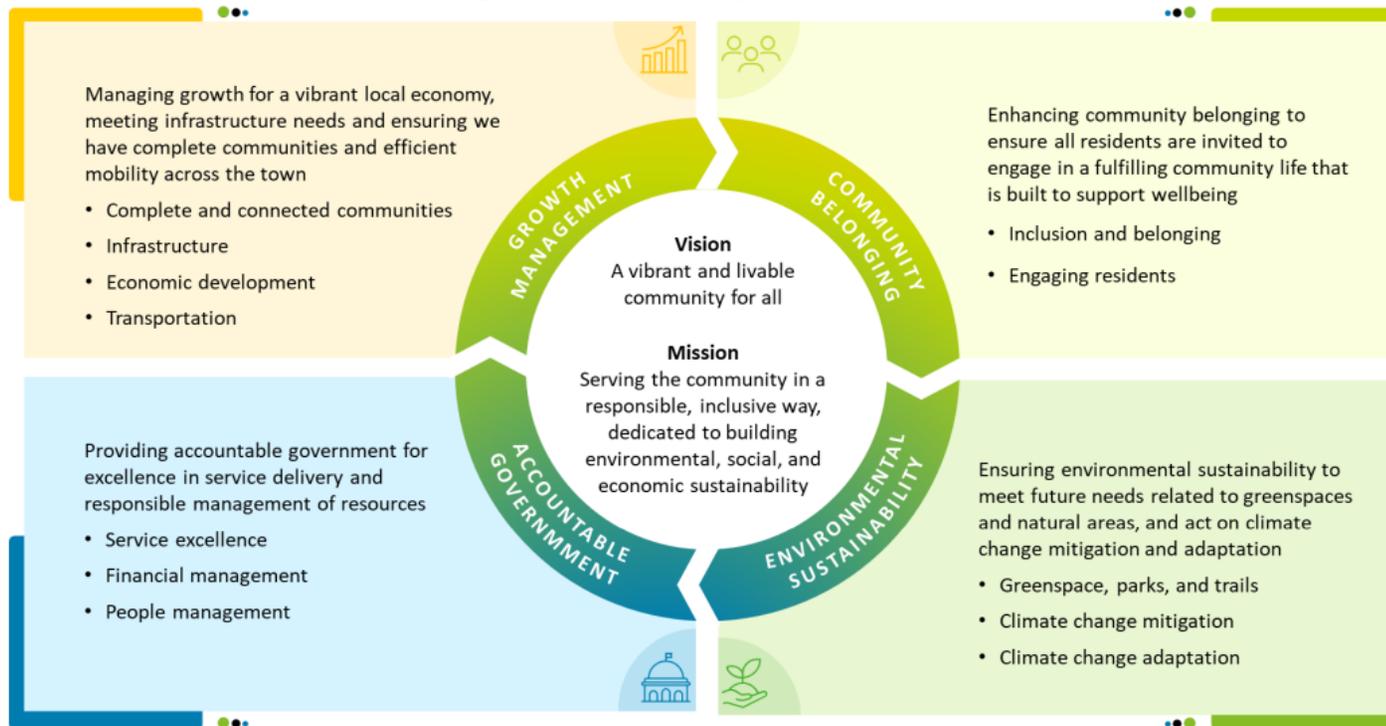


Council's Strategic Plan

The Town of Oakville Council Strategic Plan and 2023-2026 Action Plan will help guide Council's decision making over the next four years. With a new 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.

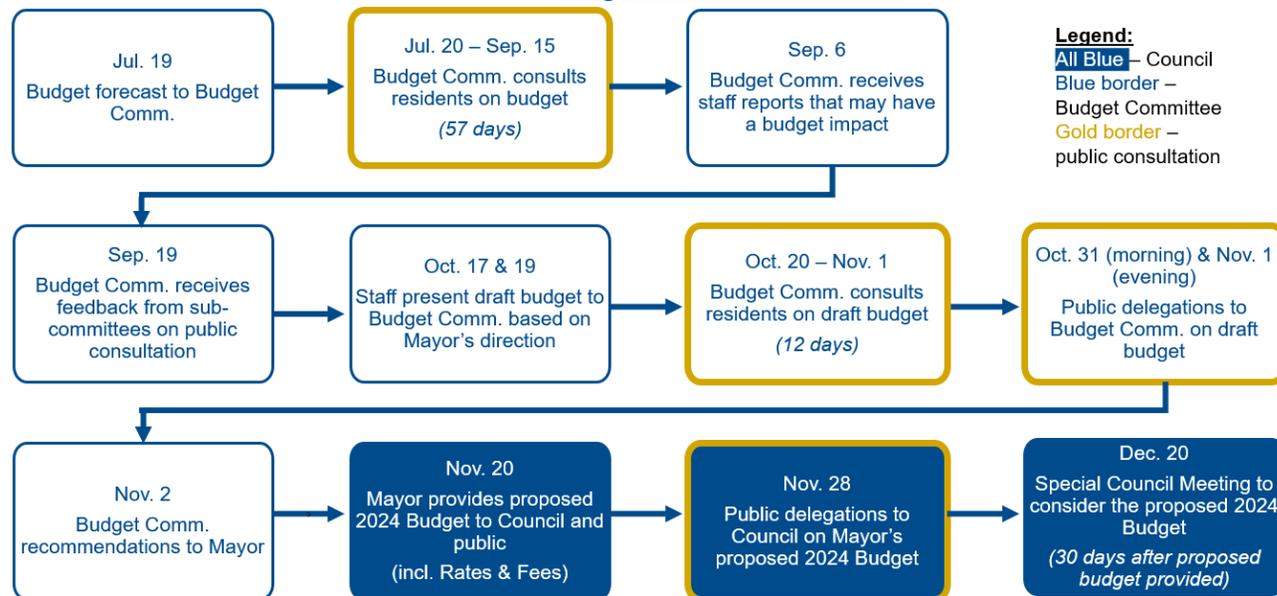


Annual Business Planning Process

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 then holds 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

2024 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.

\$592.3M Gross Investment in Services

\$404.1M

2024 Operating Budget*

\$188.2M

2024 Capital Budget

*Capital levy of \$44.7 million is excluded as it is used to fund the capital budget.

Net Property Tax Levy \$259.3M

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 Services
 - ✓ Building Services
 - ✓ Development 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
 - ✓ Strategy, Policy & Communications
 - ✓ Corporate Asset Management
 - ✓ Regulatory Services
 - ✓ Corporate Support (HR, Finance, Legal, ITS)
 - ✓ Strategic Business Services

The 2024 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**	\$141.5	\$121.9	\$35.5	\$41.8
Capital Investment	\$59.8	\$29.5	\$83.3	\$15.6
Total Gross Investment**	\$201.3	\$151.3	\$118.8	\$57.4
Net Tax Levy**	\$79.9	\$88.0	\$23.8	\$36.5

*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.

2024 Strategic Investments and Initiatives

Both ongoing work and new initiatives advance the town toward its vision. The section that follows identifies some key initiatives budgeted in 2024 that support the strategic priority areas. Full details are available in the program business plans.



GROWTH MANAGEMENT

- \$14.1 million for construction of the permanent Fire Station 9 in North Oakville.
- \$9.0 million for the road resurfacing and preservation program.
- \$5.1 million for land for the design and construction of a snow storage facility.
- \$3.6 million for traffic management and traffic signal program.
- \$2.4 million for new emergency vehicles and equipment.
- \$1.6 million for Planning reviews and studies.
- \$1.4 million to modernize the delivery of building permit and inspection services.



COMMUNITY BELONGING

- \$8.6 million for various parking lot, driveway, and facility-related maintenance and improvements.
- \$5.0 million for land purchase for a future Trafalgar corridor north library.
- \$4.3 million for replacement emergency vehicles and equipment.
- \$4.1 million for replacement of the blue rink at the Glen Abbey Community Centre.
- \$3.5 million for capital replacements at various community centres.
- \$2.6 million in traffic calming and road safety program to promote safe travel and pedestrian safety on town roads.



ENVIRONMENTAL SUSTAINABILITY

- \$21.5 million for parkland acquisition for future park development.
- \$18.9 million for Transit electric vehicles and charging infrastructure.
- \$13.7 million to develop new neighbourhood parks, parkettes, and trails.
- \$9.1 million for parks, trails, and parks facilities renewal and rehabilitation.
- \$4.8 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.
- \$4.7 million for stormwater and erosion control infrastructure improvements.

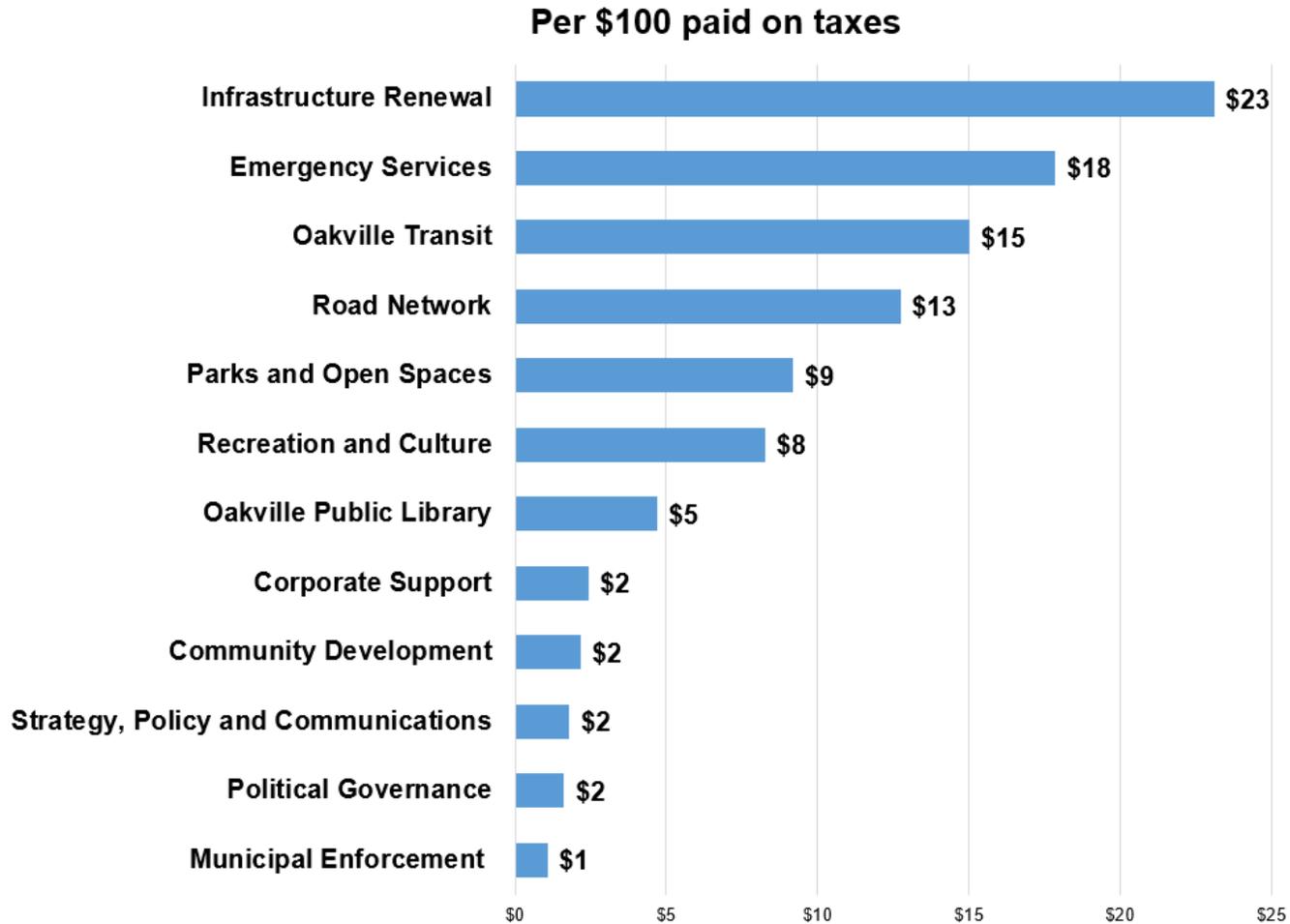


ACCOUNTABLE GOVERNMENT

- \$5.4 million for Downtown Cultural Hub.
- \$3.5 million for new and replacement hardware and software.
- \$1.6 million for the multi-year initiative to replace the card access security system.
- \$1.0 million for the multi-year initiative to establish an enterprise payment program.
- Continue development of the multi-year security review of town facilities.
- Continue to develop a strategy for land acquisition and disposition.
- Development of a stormwater funding feasibility study.

2024 Tax Levy

The total tax levy requirement to support town programs is \$259,259,200. The largest share of the tax dollar is spent on Infrastructure Renewal followed by Emergency Services, Oakville Transit, and the Road Network. The table below shows how \$100 dollars paid in taxes supports the various programs and services provided by the town.

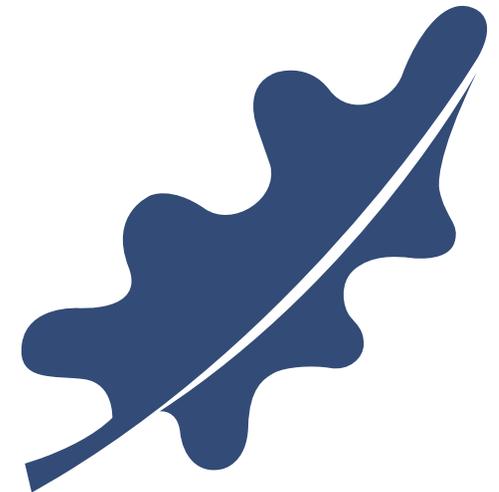




OAKVILLE

2024 BUDGET OVERVIEW

OPERATING AND CAPITAL



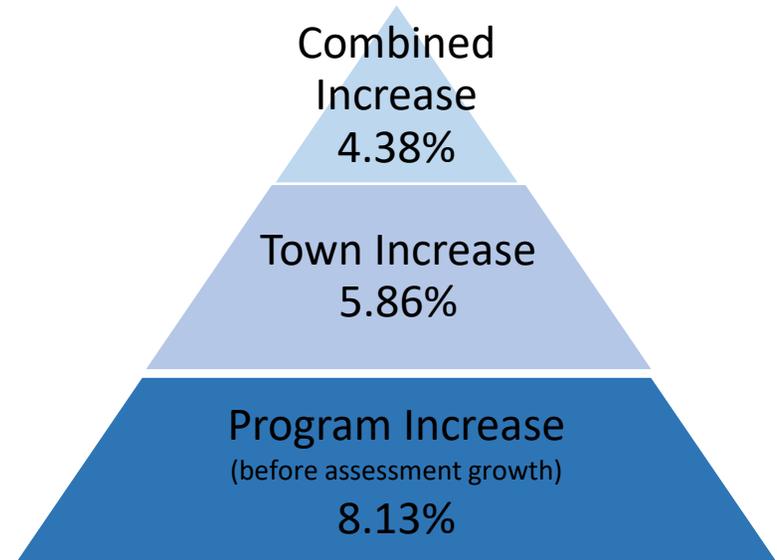
2024 Tax Levy Increase

The budget overview presents the adopted 2024 operating budget, 2024 capital budget, 2025 and 2026 operating forecast, and the 2025-2033 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 2024 program increase is 8.13% for a total proposed tax increase to the town's budget of 5.86% after assessment growth. When combined with the increase for the Region and no increase for Education, the overall tax bill increase is 4.38%.

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. Given the growth that the town has experienced over the years, additional staffing resources are needed in various programs to maintain the same level of service which has resulted in new positions being added in Human Resources, Oakville Public Library, Infrastructure Maintenance, Infrastructure Planning, Parks and Open Space, and Transit. Positions have also been added in Building Services, Facility Services, Information Technology Solutions, Municipal Enforcement, Political Governance, Administrative Executive Leadership, and Strategy, Policy and Communications to support various corporate objectives. Additional details are provided in the respective program business plans. The provincial legislative changes that have been passed have resulted in the need to add six new positions in Building Services, Development Services and Strategic Business Services.

To help mitigate the impact of these 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 following table outlines the budget drivers of the overall tax bill increase. The total property tax increase is 4.38% or \$33.34 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	2024 Increase on Tax Levy (million)	2024 Increase on Tax Levy	2024 Impact on Total Tax Bill	Increase per \$100,000 of Assessment*
Inflationary Impacts/Revenue Adjustments		\$ 8.40	3.50%	1.49%	\$ 11.35
Capital and Growth Impacts		\$ 6.02	2.51%	1.07%	\$ 8.14
Service Enhancements		\$ 1.09	0.45%	0.19%	\$ 1.47
Annualization of 2023 approved items		\$ 1.59	0.66%	0.28%	\$ 2.15
Capital Levy		\$ 2.40	1.00%	0.43%	\$ 3.24
Total Base Operating Budget		\$ 19.50	8.13%	3.46%	\$ 26.34
Transit post-COVID Impact		\$ (2.01)	-0.84%	-0.36%	\$ (2.71)
Tax Stabilization funding for Transit post-COVID Impact		\$ 2.01	0.84%	0.36%	\$ 2.71
Total Operating Budget including Transit impact		\$ 19.50	8.13%	3.46%	\$ 26.34
Assessment Growth		\$ (5.44)	-2.27%	-0.97%	\$ (7.35)
Total Town of Oakville*	42.6%	\$ 14.06	5.86%	2.50%	\$ 18.99
Region of Halton**	37.3%		5.06%	1.89%	\$ 14.35
Education	20.1%		0.00%	0.00%	\$ -
Total*				4.38%	\$ 33.34

*Exclusive of reassessment impacts

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Inflationary Impacts/Revenue Adjustments (\$8.40 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.

Capital and Growth Impacts (\$6.02 million) include costs for the maintenance and support of Transit electric charging infrastructure, maintenance for Sixteen Mile Sports Complex sport-fields, contributions to building maintenance reserve for Oakville Trafalgar CC, operating impacts for new vehicles and equipment, and costs to maintain new infrastructure assumed through new subdivisions such as roads, sidewalks, street trees, neighborhood parks, parkettes, and trails.

Service Enhancements (\$1.09 million) include a number of changes for 2024. Positions have been added in Building Services, Facility Services, Information Technology Solutions, Municipal Enforcement, Political Governance, Administrative Executive Leadership, and Strategy, Policy and Communications to support various corporate objectives. The provincial legislative changes that have been passed have resulted in the need to add six new positions in Building Services, Development Services and Strategic Business Services. Additional details are provided in the respective program business plans.

Annualization of 2023 approved items (\$1.59 million) is the annualized impact of various items approved by Council in the 2023 budget such as the revenue loss for the Transit free ride program and additional staffing resources to maintain the same level of service.

Capital Levy (\$2.40 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 (\$2.01 million reduction) is the increased revenue for higher ridership budgeted in 2024.

Tax Stabilization funding for Transit post-COVID Impact (\$2.01 million) is the reduction in funding given the additional Transit revenue budgeted in 2024. The 2023 budget included \$3.20 million in Tax Stabilization funding as an interim measure to offset the anticipated post-COVID Transit revenue impact. The 2024 budget includes \$1.20 million in Tax Stabilization funding as an interim measure to offset the anticipated post-COVID Transit revenue impact.

Assessment Growth (\$5.44 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.

2024 Operating Budget by Cost Component (\$448.8 million)

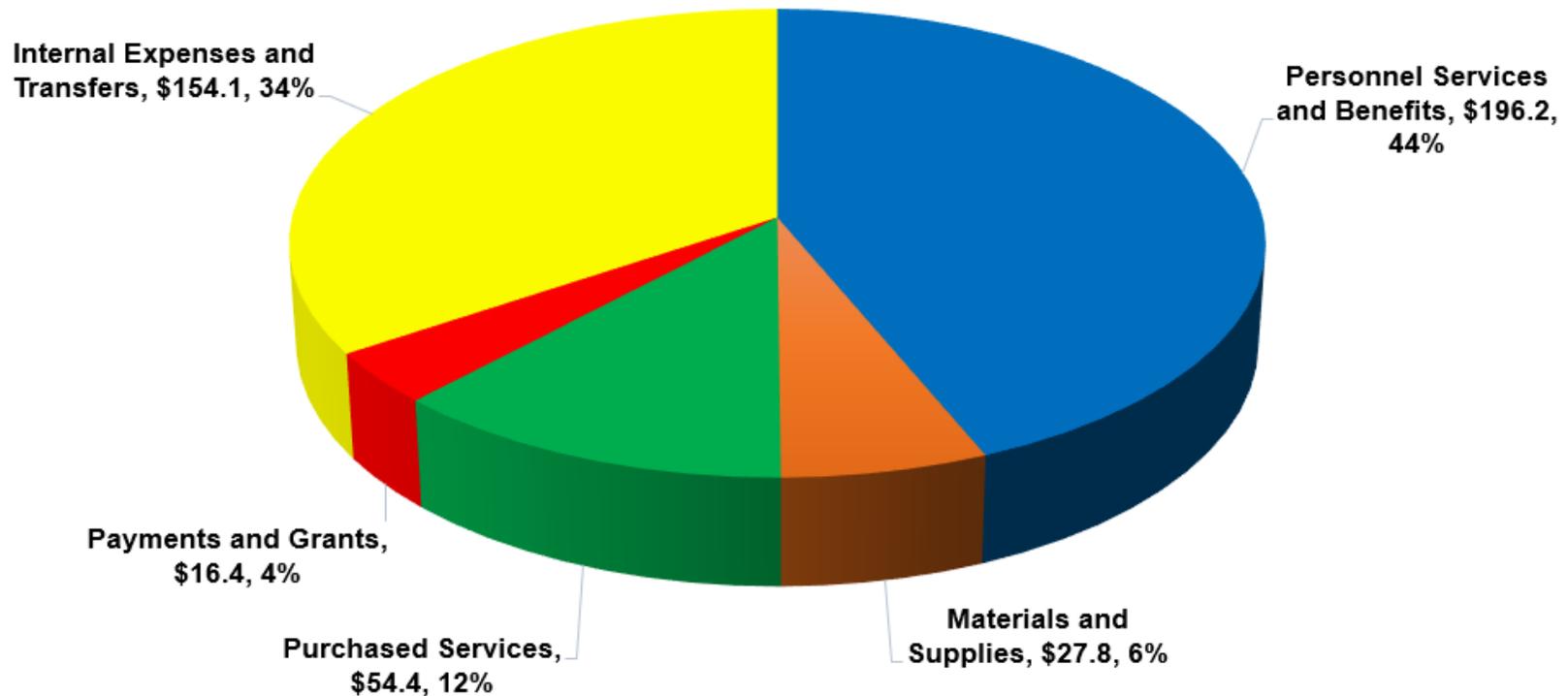
As shown below, Personnel Services and Benefits account for \$196.2 million or 44% of the operating budget. This includes costs for salaries and benefits, including increases for negotiated and anticipated labour contracts and movement through salary grids. New positions from legislative changes, growth, and service enhancements are also included.

Materials and Supplies account for \$27.8 million or 6% and include expenditures for fuel, utilities, vehicle parts, construction materials, and other supplies.

Purchased Services account for \$54.4 million or 12% and includes costs for items such as contracted services, communication, software maintenance, professional fees, training and development, and insurance.

Payments and Grants account for \$16.4 million or 4% and include community grants, rebates, financial expenses, and debt charges.

Internal Expenses and Transfers account for \$154.1 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.



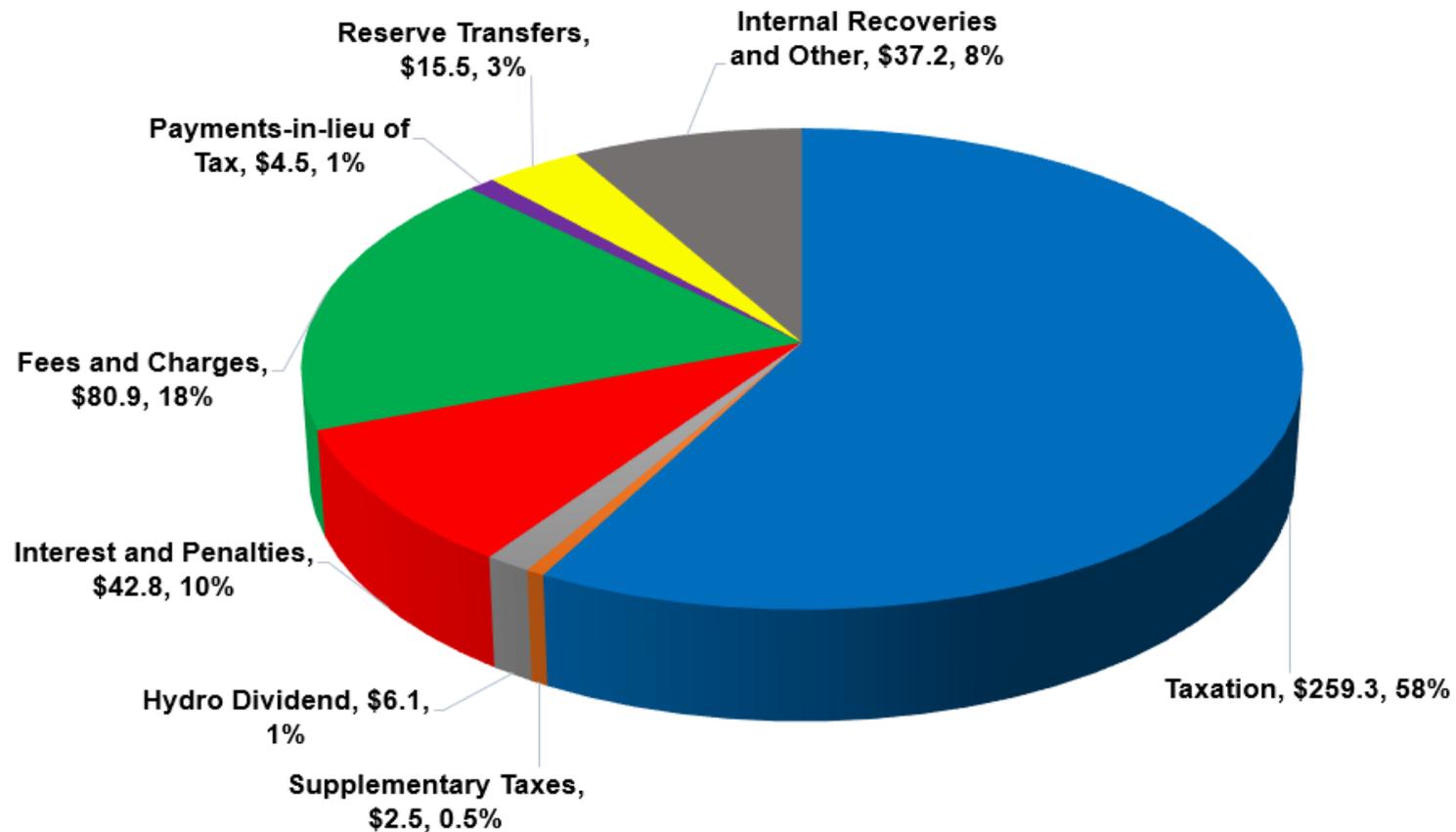
2024 Operating Budget by Funding Source (\$448.8 million)

Taxation revenue is the largest source of funding for the operating budget at \$259.3 million or 58% of total revenue.

Fees and Charges are the next largest source of funding at \$80.9 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.

Interest and Penalties at \$42.8 million or 10% and Internal Recoveries and Other at \$37.2 million or 8% are the next largest sources.

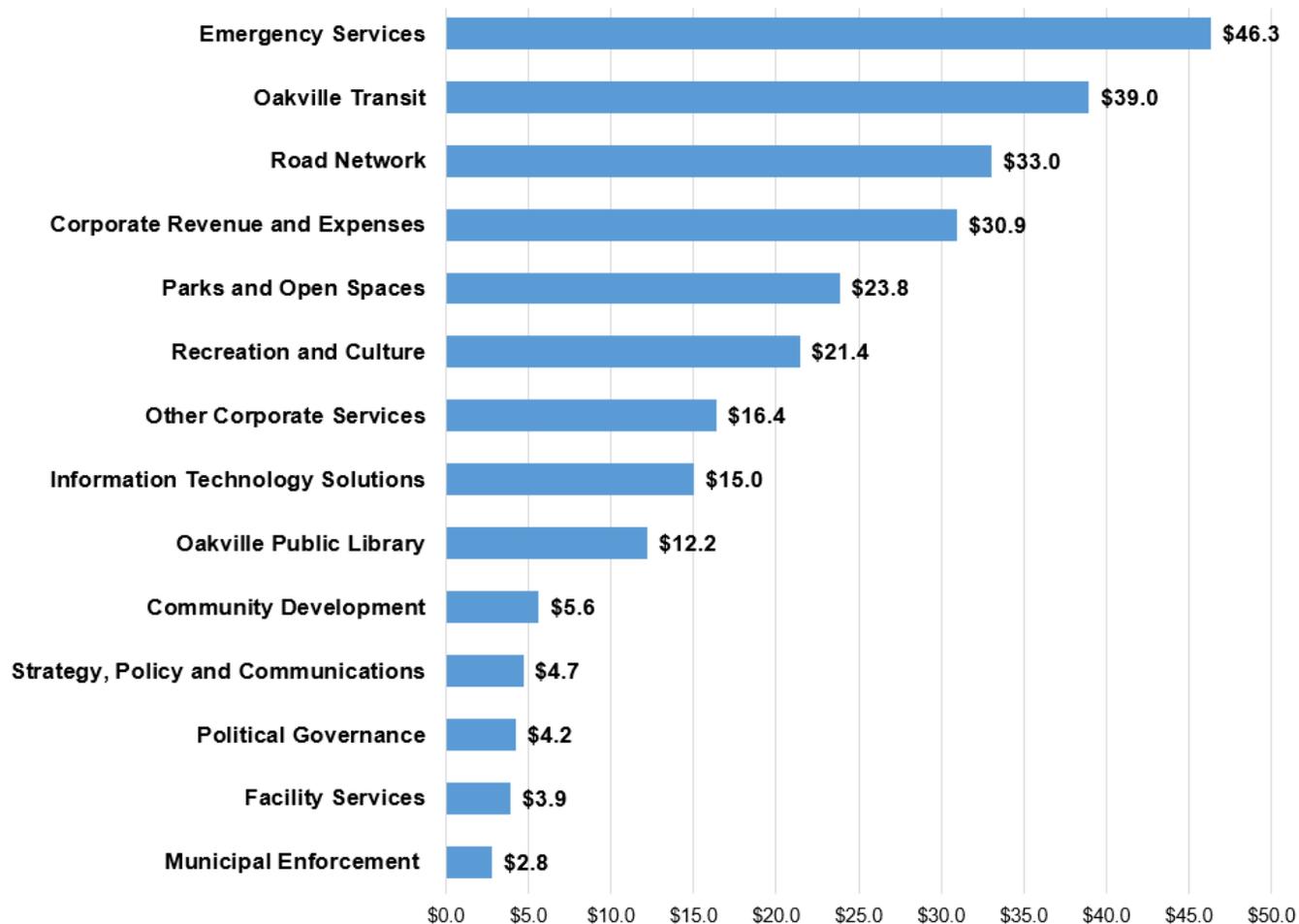
Reserve transfers of \$15.5 million or 3% include \$1.2 million in Tax Stabilization funding budgeted as an interim measure to offset the anticipated post-COVID Transit revenue impact.



2024 Total Tax Levy by Program (\$259.3 million)

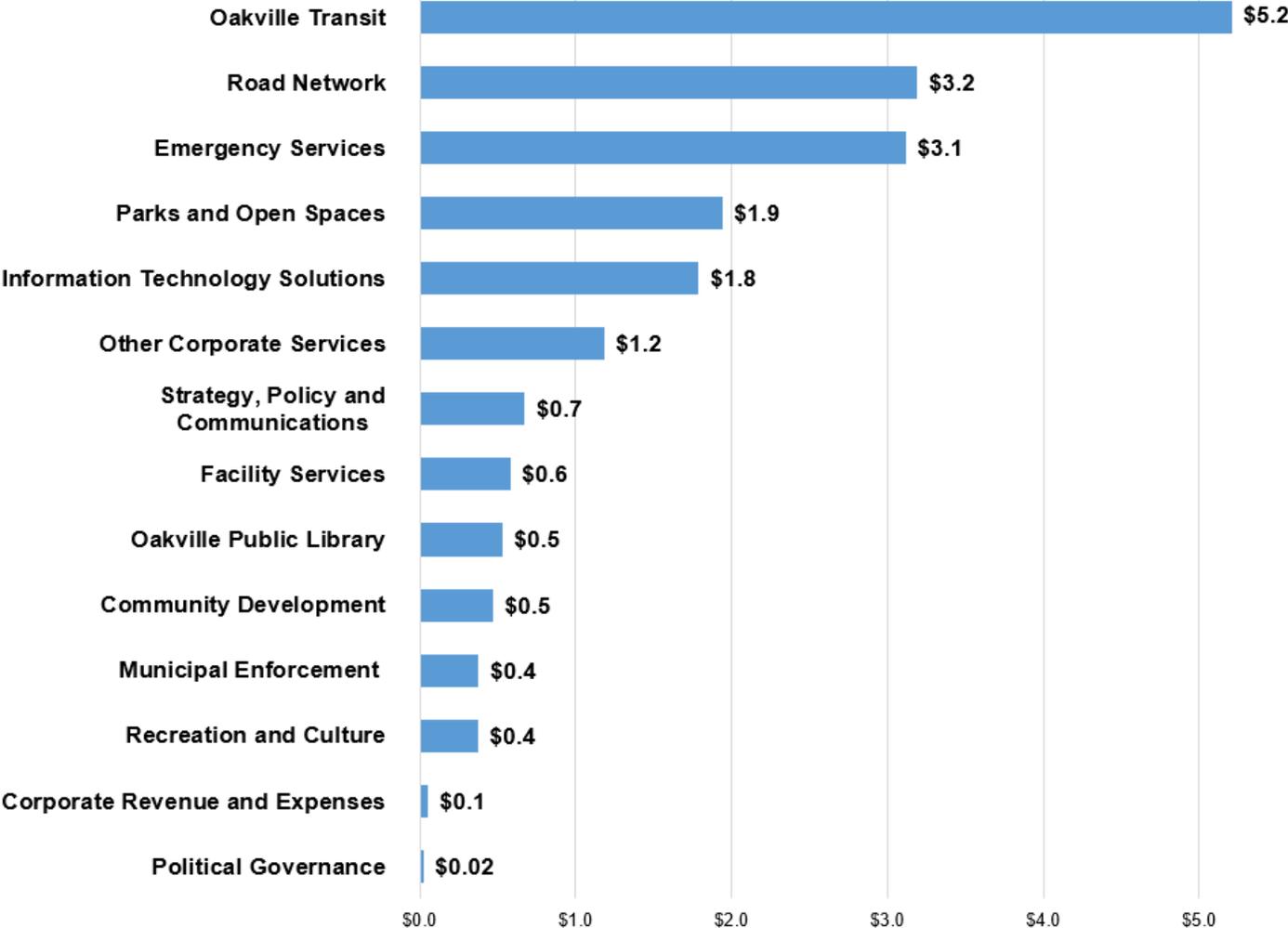
The breakdown of the total tax levy requirement by program is shown below (in millions). The largest programs are Emergency Services and Oakville Transit followed by the Road Network. Corporate Revenue and Expenses consists of financial expenses and revenues not related to specific town programs.

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.



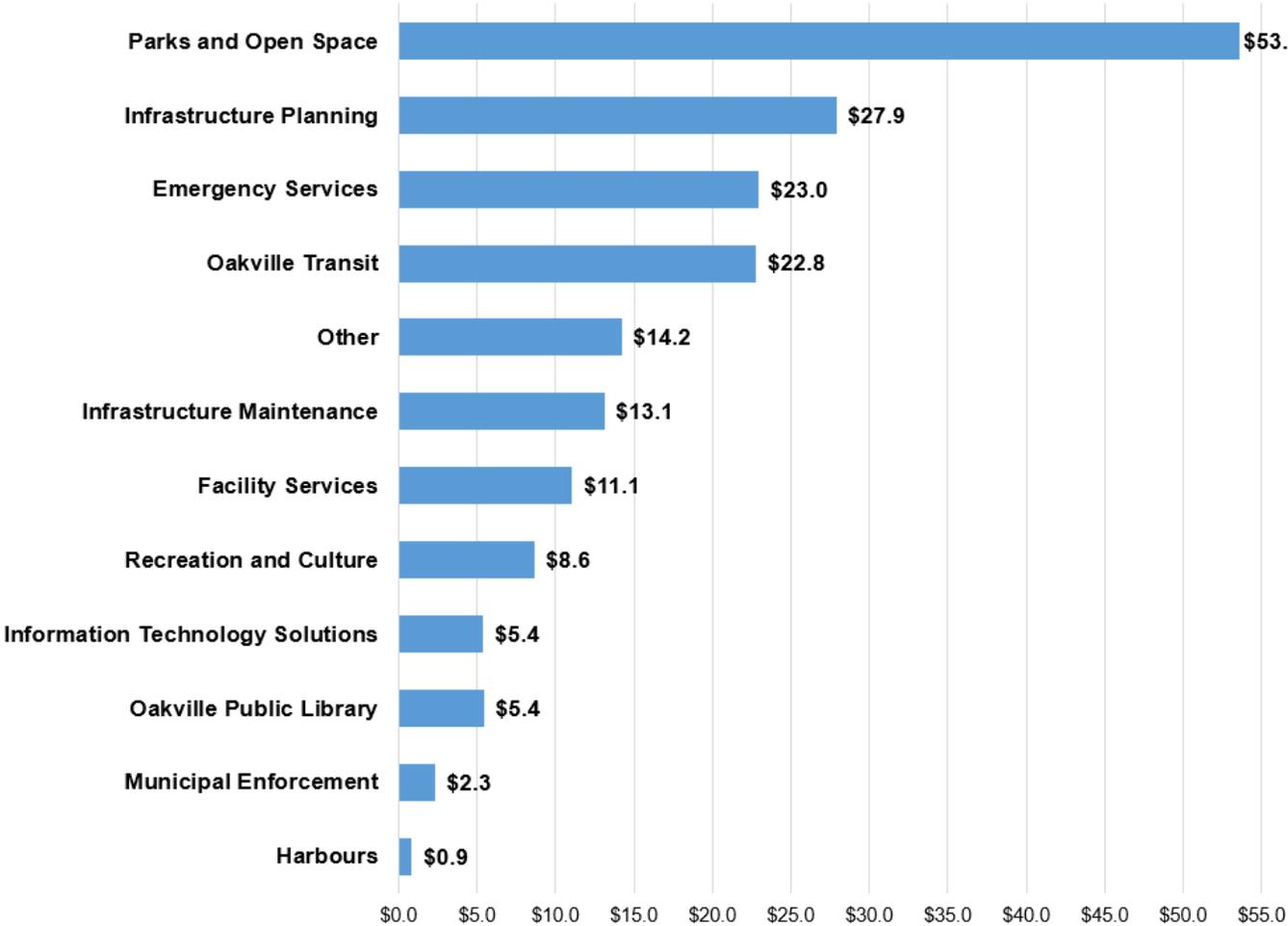
2024 Tax Levy Increase by Program (\$19.5 million)

The breakdown of the tax levy increase by program before assessment growth is shown below (in millions). The largest increase is Oakville Transit primarily due to costs for the electric charging infrastructure and increased transfers to the equipment reserve for the higher cost of an electric bus. The second largest increase is the Road Network primarily for the rising costs of contracted services and increased transfers to the equipment reserve to address the higher cost of vehicles and equipment. The business plans provide more details on the tax levy increase for all the town programs by cost and revenue type as well as by program service areas.



2024 Capital Budget by Program (\$188.2 million)

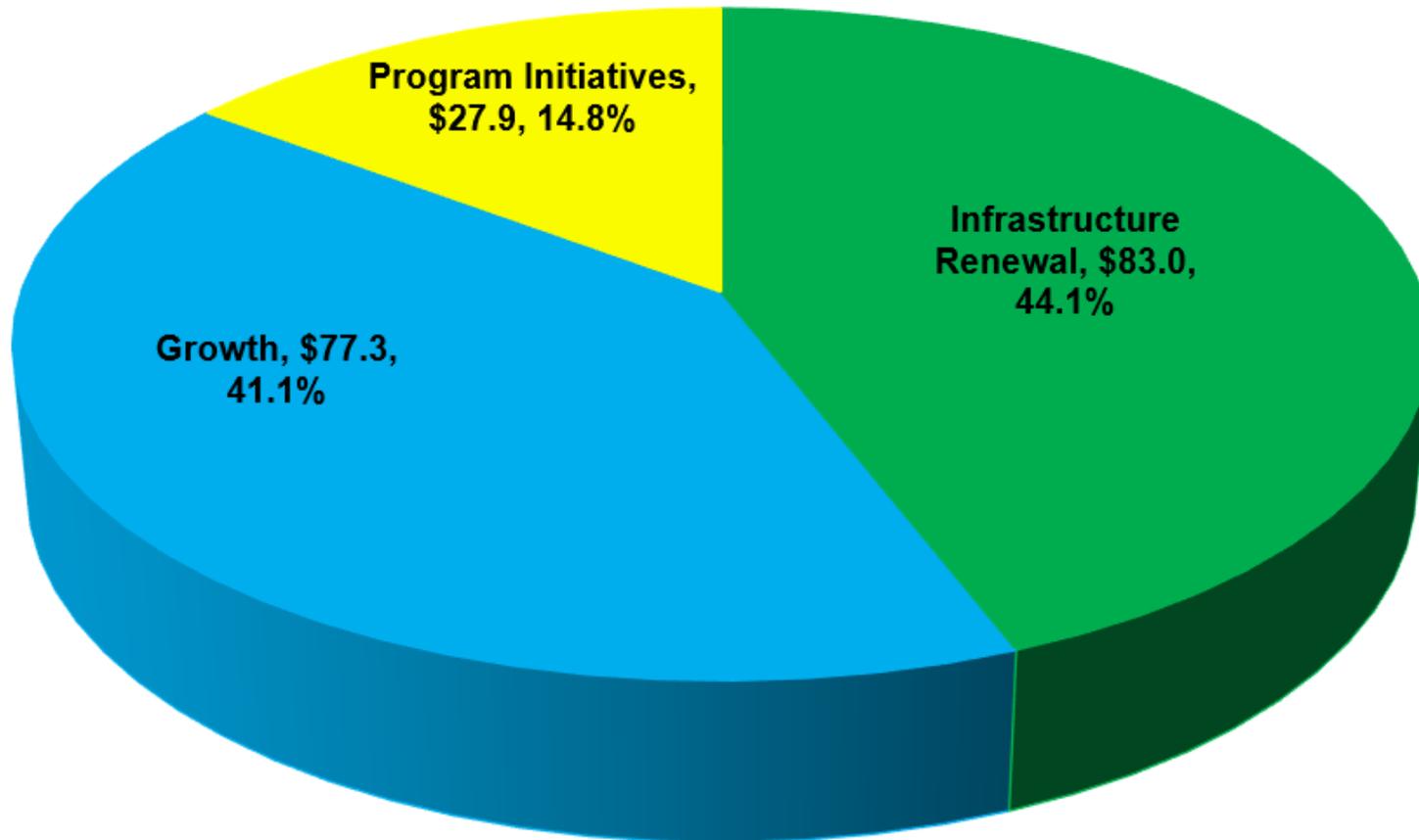
The chart below illustrates the breakdown of the capital budget for each program (in millions). The largest investment is Parks and Open Space at \$53.6 million which includes parkland acquisition for future park development, new parks and trails, as well as renewal of existing parks, trails, and parks facilities. The second largest investment is in Infrastructure Planning with \$27.9 million which represents the town’s roads, bridges, sidewalks, cycle lanes, and storm water infrastructure. Emergency Services with \$23.0 million includes construction of the permanent Fire Station 9 in North Oakville as well as new and replacement emergency vehicles and equipment. Oakville Transit with \$22.8 million includes the capital cost for the electric vehicle charging infrastructure and purchase of electric vehicles.



2024 Capital Budget by Category (\$188.2 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.



2024 Capital Budget by Funding Source (\$188.2 million)

Financing of the 2024 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 \$76.9 million. These are the primary funding sources for infrastructure renewal, program initiatives, and the town share of growth-related capital projects.

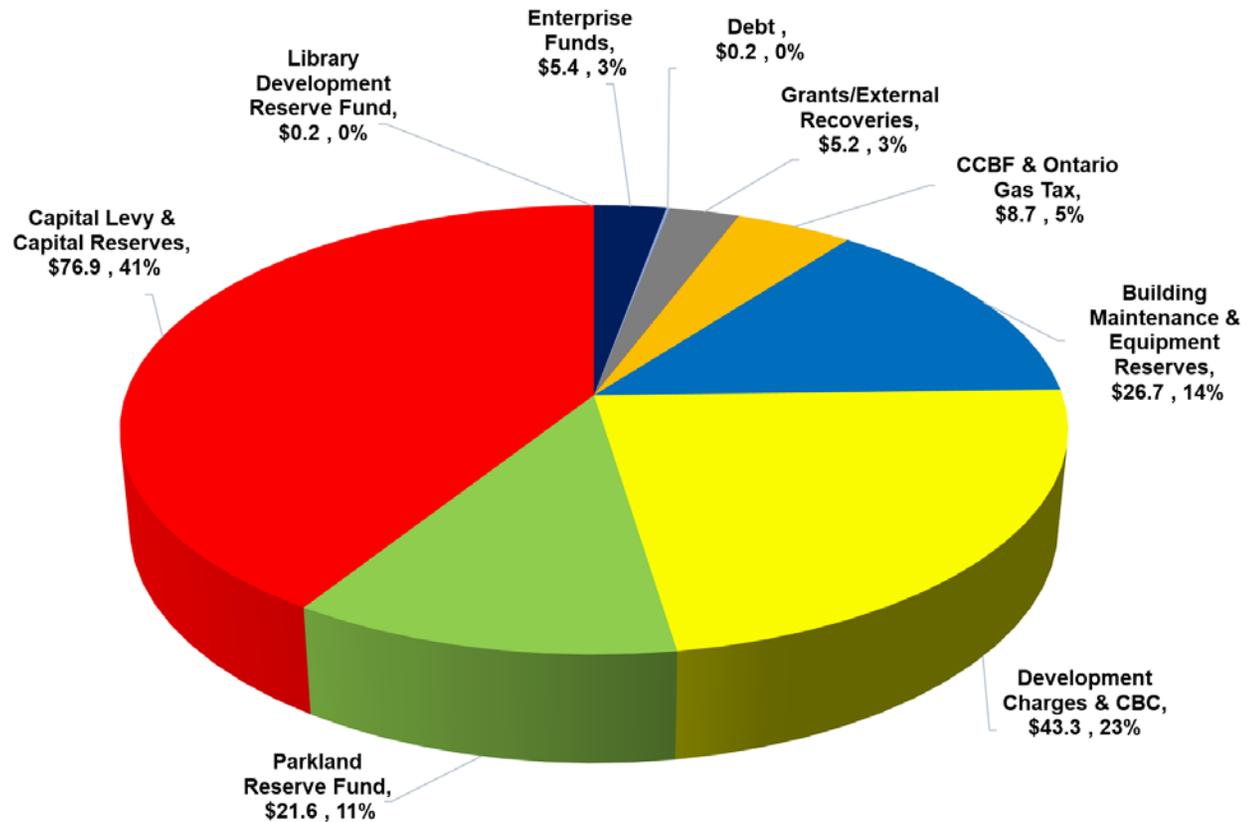
Development Charges (DCs) and the new Community Benefits Charge (CBC) represent the second largest source of capital funding at \$43.3 million, of which DCs fund growth driven projects and CBC provides funding for the high density share of growth-related projects ineligible for DCs.

Equipment Reserves (\$18.6 million) and the Building Maintenance Reserve Fund (\$8.1 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.

Parkland Reserve Fund (\$21.6 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.

The Canada Community-Building Fund (CCBF), formerly known as Federal Gas Tax, is another source of funding for the capital budget at \$8.0 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 (\$4.9 million) are from the Investing in Canada Infrastructure Program (ICIP) – Public Transit stream and support the acquisition of electric buses.



2025 and 2026 Operating Forecast

The forecast for the operating budget incorporates inflation to personnel and other expenditures as well as additional operating costs resulting from capital projects forecasted to be undertaken. In addition, the 2025 and 2026 operating forecast includes reductions in Tax Stabilization funding budgeted as an interim measure to offset the Transit post-COVID revenue impact.

The net overall increase, including the Region and Education, is forecasted to be 2.87% in 2025 and 2.54% in 2026. Bank of Canada forecasted CPI figures have also been included for reference.

Budget Drivers	Overall Share of Tax Bill	2025 Increase on Tax Levy	2025 Impact on Total Tax Bill	2026 Increase on Tax Levy	2026 Impact on Total Tax Bill
Inflationary Impacts/Revenue Adjustments		1.11%	0.47%	1.07%	0.45%
Capital and Growth Impacts		3.18%	1.36%	1.65%	0.70%
Service Enhancements		0.03%	0.01%	0.00%	0.00%
Prior Years' Assessment Growth		-0.73%	-0.31%	0.00%	0.00%
Capital Levy		1.00%	0.43%	1.00%	0.43%
Total Base Operating Budget		4.59%	1.96%	3.72%	1.58%
Transit post-COVID Impact		-0.08%	-0.03%	-0.09%	-0.04%
Tax Stabilization funding for Transit post-COVID Impact		0.08%	0.03%	0.09%	0.04%
Total Operating Budget including Transit impact		4.59%	1.96%	3.72%	1.58%
Assessment Growth		-1.00%	-0.43%	-1.00%	-0.43%
Total Town of Oakville*	42.6%	3.59%	1.53%	2.72%	1.16%
Region of Halton**	37.3%	3.60%	1.34%	3.70%	1.38%
Education	20.1%	0.00%	0.00%	0.00%	0.00%
Total*			2.87%		2.54%

*Exclusive of reassessment impacts

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Forecasted CPI	2.20%		2.00%
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Asset Management Planning

The Town of Oakville infrastructure systems 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 states how the \$4.2 billion worth of infrastructure assets under the direct ownership and control of the town are to be managed over a period of time. The plan describes the characteristics and condition of infrastructure assets, the customer level of service expected from them, planned lifecycle activities and technical measures to ensure the assets are providing the expected customer level of service, and financing strategies to implement these actions.

Since 2013, the town has been working to align with the standards in ISO 55000 and set specific goals to further enhance the town's Asset Management plan. 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. Since that time, 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 and builds on the ISO 55000 standards and 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.



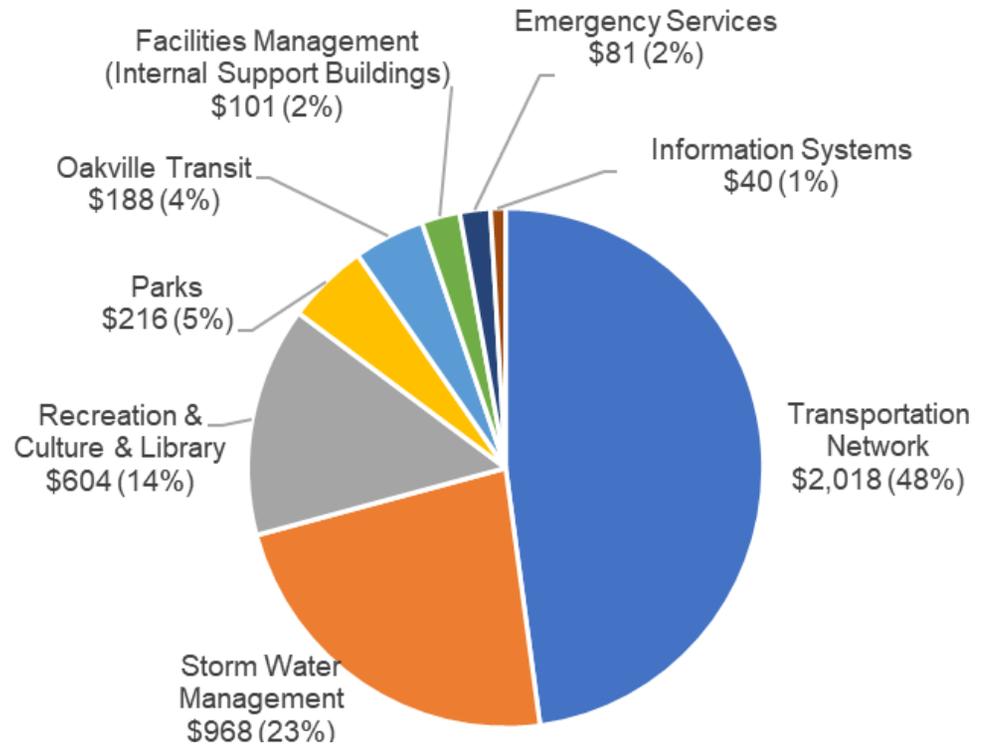
Over the past several years, the town has been developing and implementing an asset management improvement program which is aligned with the requirements of ISO 55000 and O. Reg. 588/17 which includes additional aspects to be included in asset management plans such as levels of service, risk assessment, climate change considerations and performance measures.

In June 2022, the 2022 Corporate Asset Management Plan (CAMP) – Part A was endorsed by Council, which includes plans for the Transportation Network Services and the Stormwater Network Services and includes \$2.9 billion in assets, based on replacement value, representing 71% of the town’s total asset portfolio. Part B of the plan which includes information on non-core infrastructure such as Parks, Facilities, Vehicles and Equipment is planned to be completed by June 2024.

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, capacity expansion, and disposal of the town’s assets while minimizing risk and costs and maximizing service delivery.

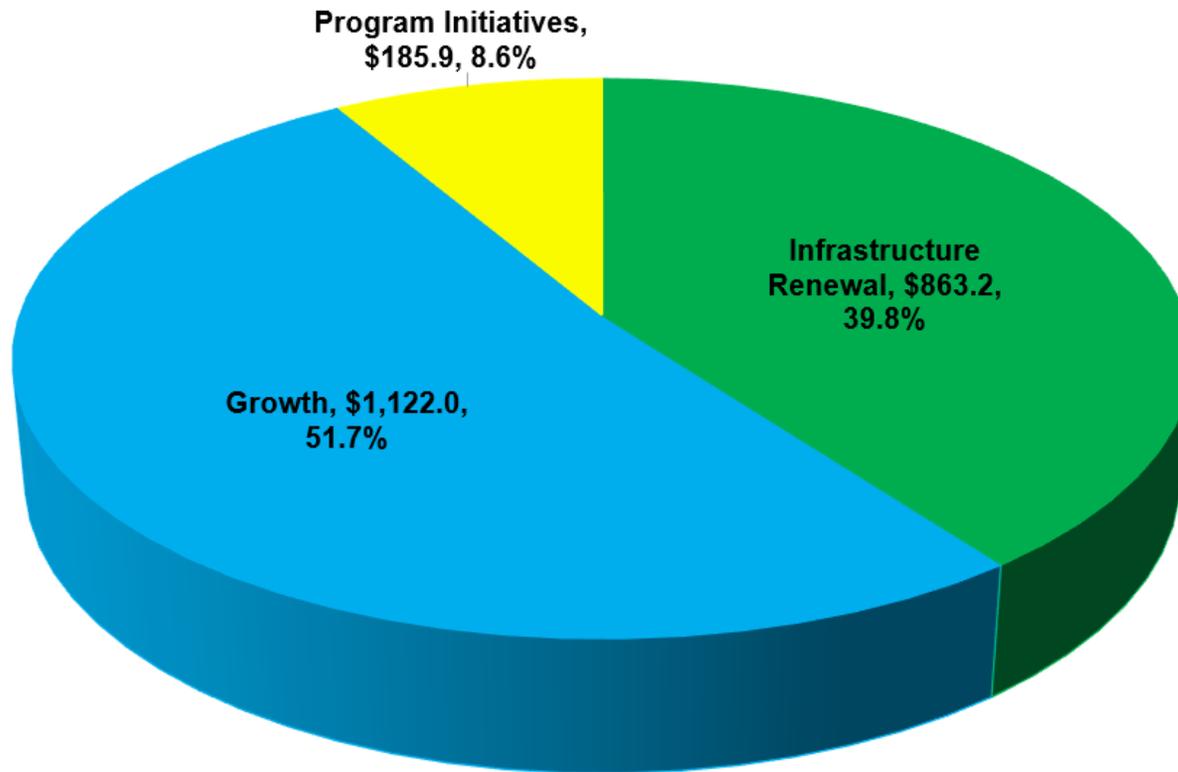
Another key document is the State of Infrastructure Report (SOIR) which provides a summary snapshot of the key physical attributes and current physical state of the Town’s asset portfolio. An updated 2024 State of Local Infrastructure Report (SOIR) will be presented along with the 2024-2033 capital forecast. A summary of the infrastructure by asset category is summarized in the chart.

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.



2024-2033 Capital Forecast by Category (\$2.2 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 Corporate Asset Management Plan. 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 respective budgets can be found in the Capital Detail Sheets document along with a Capital Forecast Map on the budget website that identifies key engineering, parks, and facilities projects.



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.

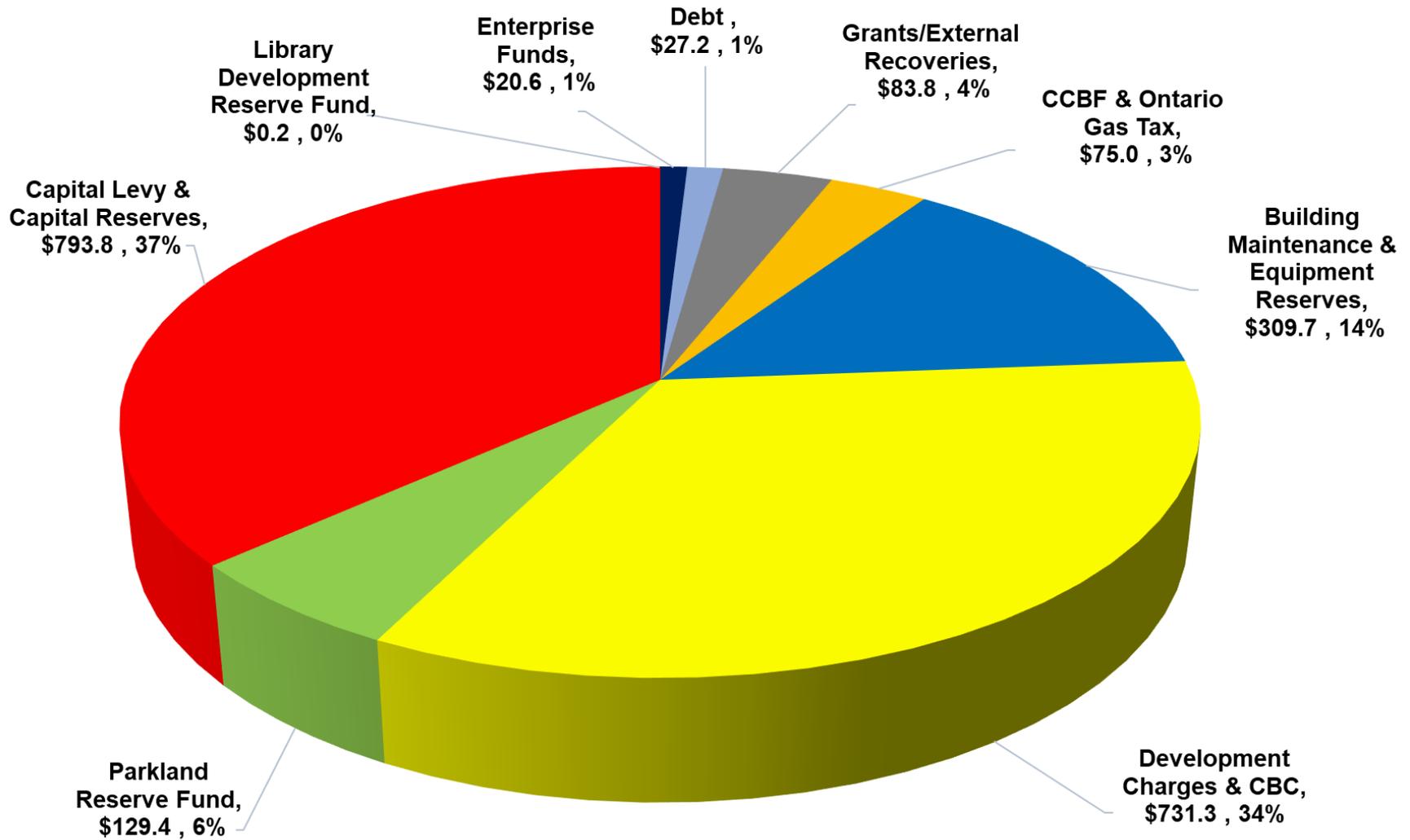
It is through the long-term financial plan that future reserve and reserve fund requirements are determined, debt repayment levels are managed and future operating budget expenditures are planned for. The Financial Control policy and related Reserve/Reserve Fund procedure, Corporate Debt policy, and 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 projected to be maintained 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

2024-2033 Capital Financing (\$2.2 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

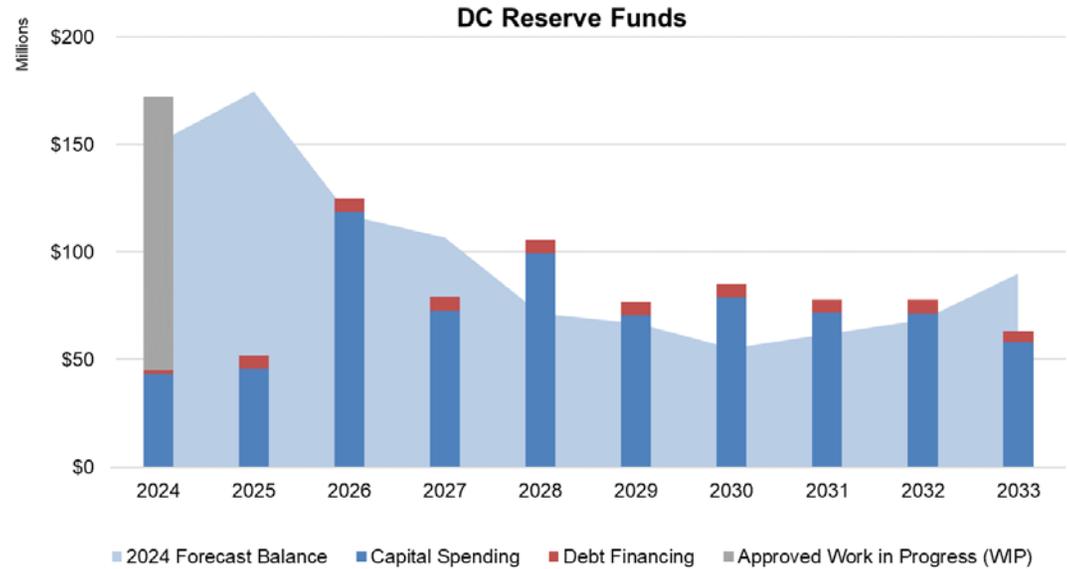
Development charges (DC) fund \$730.7 million, or approximately 34% of the capital plan. DCs are collected from residential and non-residential development and redevelopment to provide funding for the land and infrastructure of eligible services to maintain the town's service levels as growth occurs.

The town completed a DC Background Study and new by-law in 2022, updating the growth forecast, project costs, and timing, to ensure that DC rates were updated to support the growth capital program. The capital forecast reflects the anticipated residential and non-residential growth in the town and the projects required to support that growth.

DC reserve funds are projected to open 2024 with a balance of \$249.1 million, declining to \$89.9 million in 2033. There is a significant amount of uncertainty and risk to DC revenues over the coming years as a result of Bill 23 and pending regulations. The revenue forecast has taken into account known changes such as the new by-law phase in and the Bill 108 rate freeze; however, pending regulations regarding the definition of affordable and attainable housing may have a major impact on how the town funds growth infrastructure. It remains uncertain how the province will keep municipalities whole from these changes, and the growth capital forecast has been prepared in a conservative manner as a result of these unknown factors. The timing of a number of projects has been adjusted based on existing pressures, reduced revenue, and the uncertainty of future regulations.

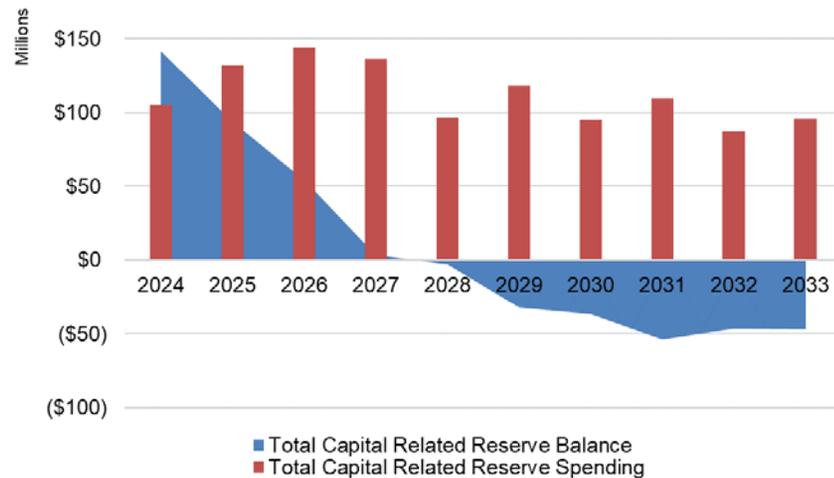
Capital Levy and Capital Reserves

The capital levy and capital reserves provide \$793.8 million in financing, or 37% 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, 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 \$309.7 million of the capital plan. They are the primary source of funding for all town vehicle and equipment replacements (\$228.7 million) and building repairs and maintenance (\$81.0 million). These funding sources are supported by annual contributions from the operating budget to ensure that funding is in place in order 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 2024 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 various choices will need to be considered. One option, in accordance with Council direction, involves staff developing a new stormwater fee for consideration. The intent of this funding tool is to develop an equitable method of collecting for the cost of stormwater infrastructure needs and to provide a sustainable funding source over the long term. The 2024 Capital Forecast includes approximately \$91 million in expenditures in the Rainwater Management Strategy for which a stormwater revenue source will be required. In addition, 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 significantly 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

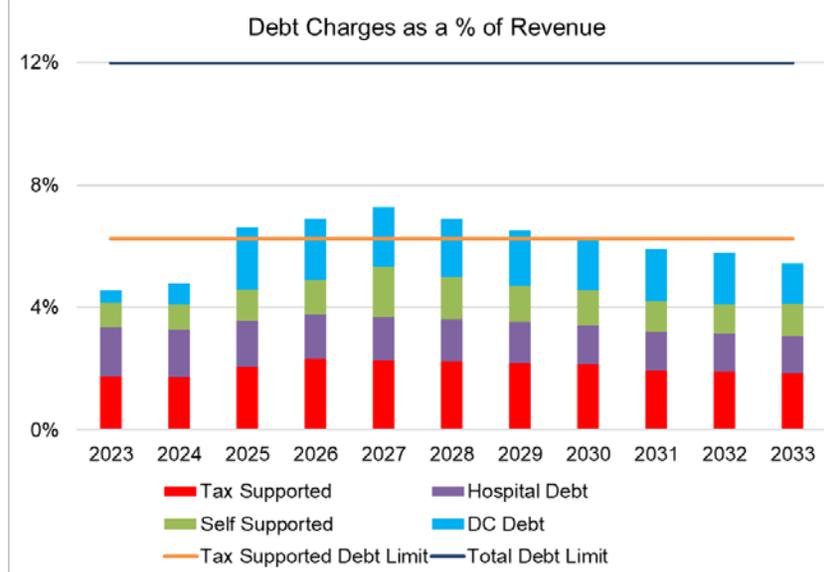
per capita basis for projects that meet set criteria. Over the forecast, \$66.0 million in CCBF funding has been allocated to both infrastructure renewal and growth-related capital projects.

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 well within approved guidelines. In 2024, total debt charges (including capital lease payments) of \$14.3 million will be incurred, which is 4.8% of own source revenues. Existing tax supported debt is primarily related to the Downtown Lakeshore reconstruction, which will end in 2030. 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. Sinking fund payments for the Hospital account for \$4.6 million of the total debt charges and will be complete in 2045.



A total of \$51 million in DC supported debt has been approved for the Sixteen Mile Sports Complex and Library, of which \$10 million was issued in 2022 and \$41 million will be issued over the life of the project. Anticipated debt charges would amount to 10% of the five-year average projected DC revenue, which is well within the town’s policy of 25%. Debt charges will be funded by recreation and library DC revenue.

Other previously approved debt that is unissued includes tax supported debt of \$18 million to fund the Transit Facility Expansion to support the charging infrastructure, \$6.7 million in self-supported debt for the replacement of Harbours dockage and dredging (\$2.6 million) and Parkade rehabilitation (\$4.1 million). The 2024 Budget and Forecast include additional self-supported debt for harbours dockage and dredging, as well as new parking facilities.

With all approved and forecast debt financing, debt charges would reach a total of 7.3% of own source revenues in 2027. Debt levels are closely monitored in order 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 0.37:1 in 2024, which will increase and average 0.90:1 over the forecast period.

Operating Impacts from Capital Projects

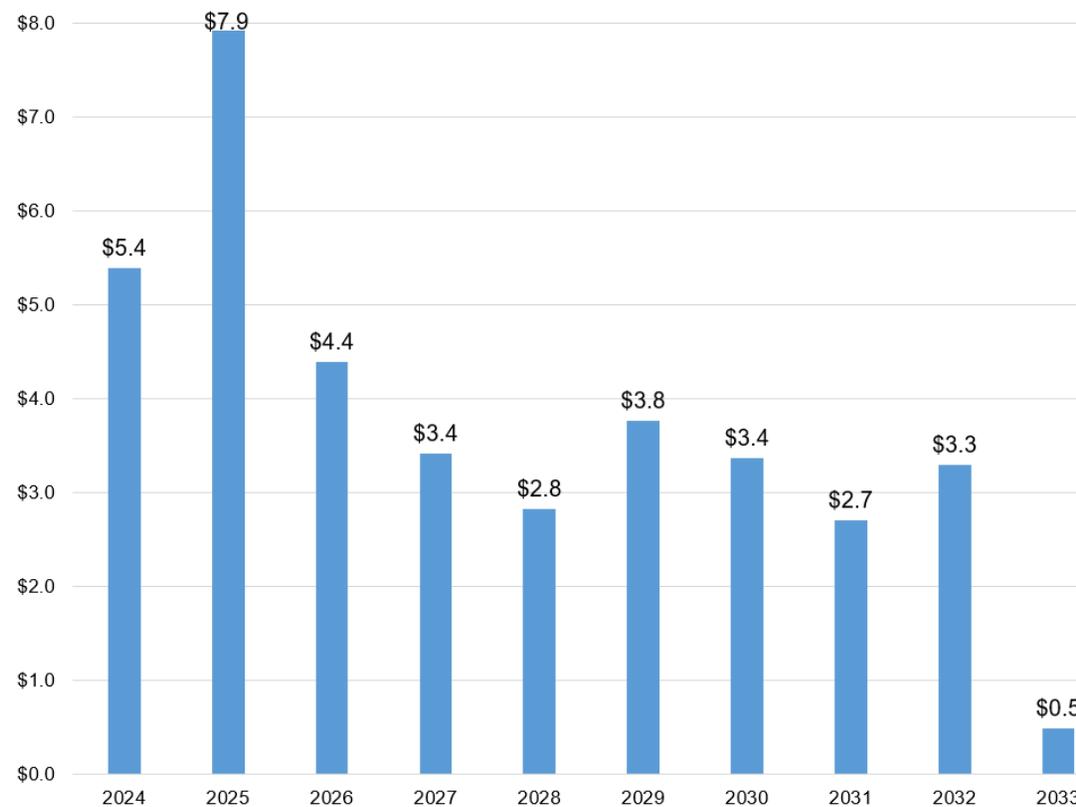
The chart below shows the ten-year operating requirements (in millions) and a summary of the main drivers by year.

2024: costs for the maintenance and support of Transit electric charging infrastructure, maintenance for Sixteen Mile Sports Complex sport-fields, and contributions to building maintenance reserve for Oakville Trafalgar Community Centre.

2025: costs to operate the community centre and library at the Sixteen Mile Sports Complex, software maintenance for MS Office 365 and tax system replacement, and increased transfers to the Transit equipment reserve for electric buses.

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

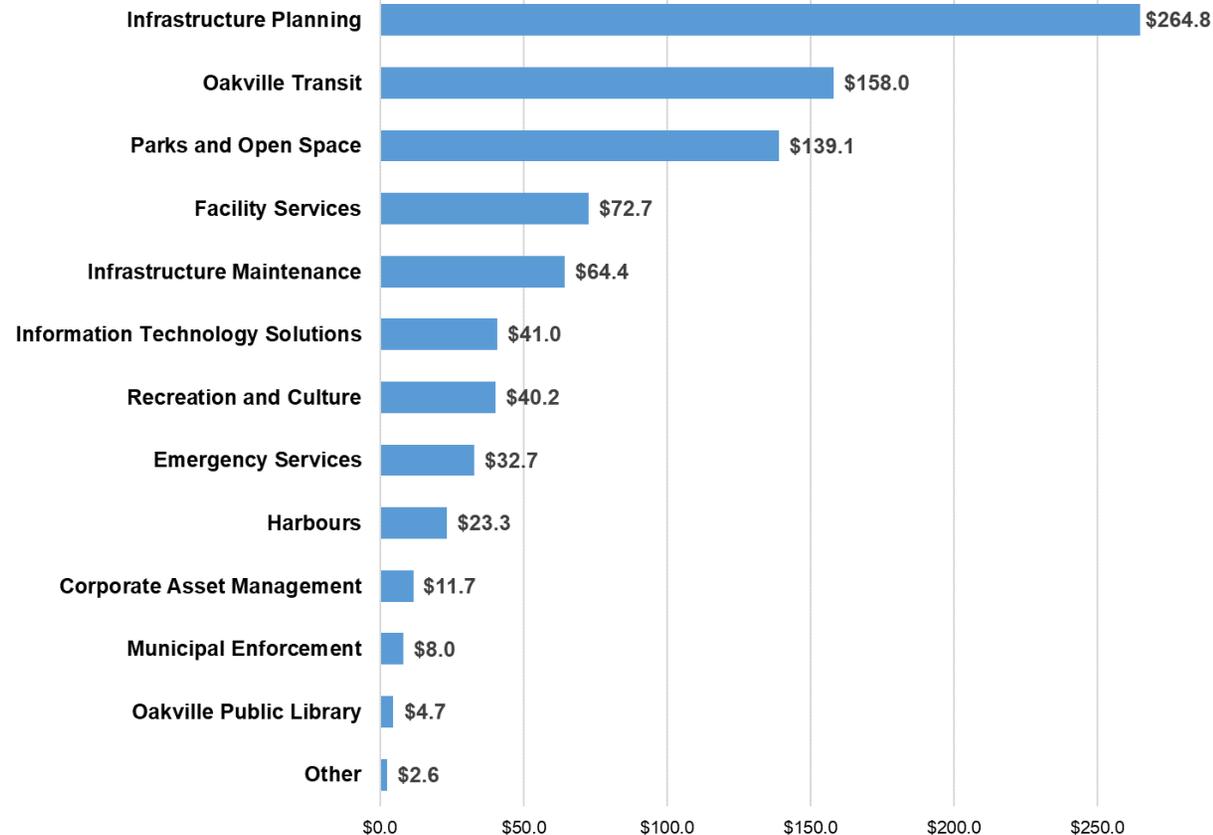
2027-2033: costs to operate bus expansion and transfers to building maintenance for Sixteen Mile Sports Complex.



2024-2033 Infrastructure Renewal Forecast (\$863.2 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:

- \$147.9 million for Transit bus and vehicle replacements and refurbishments
- \$102.4 million for road resurfacing and preservation
- \$85.2 million for pond cleanouts, storm water and erosion control infrastructure improvements
- \$83.3 million for parks, trails and parks facilities renewal and rehabilitation
- \$72.7 million for various facilities, parking lots and driveways maintenance and improvements
- \$68.0 million for road, bridge, and sidewalk rehabilitation



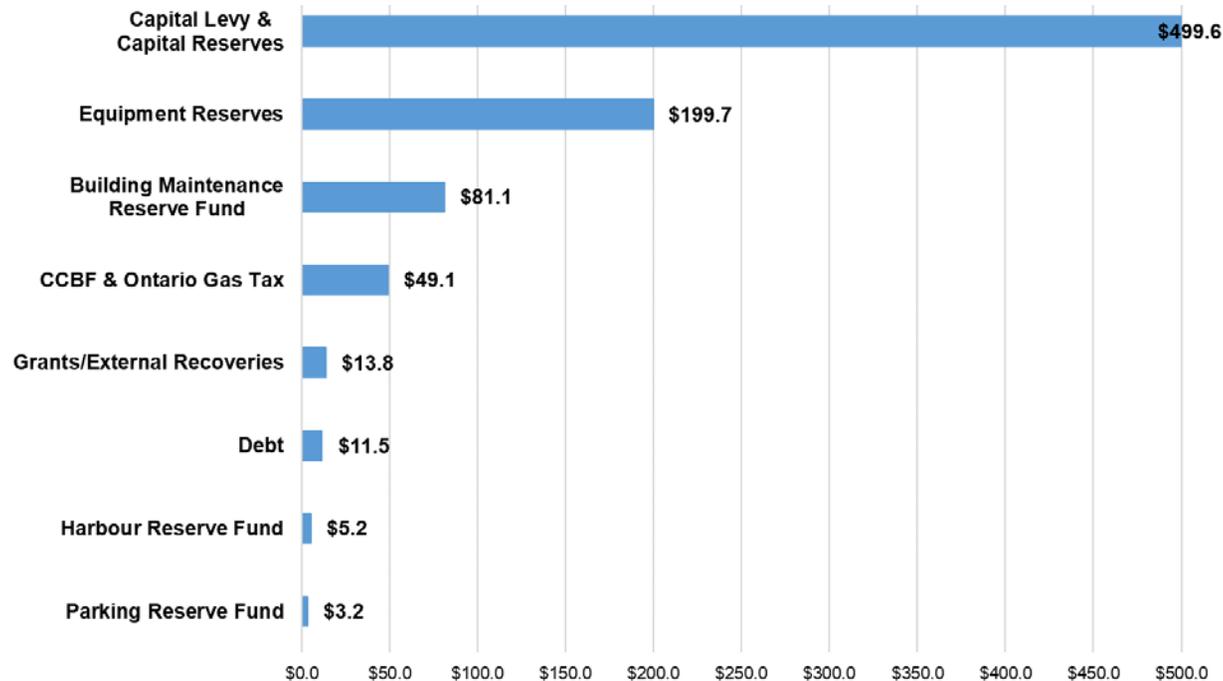
2024-2033 Infrastructure Renewal Financing (\$863.2 million)

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 \$499.6 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 \$47.0 million over the forecast period, supports a variety of capital projects, and is used to finance road and bridge rehabilitations, traffic signal and crossover construction, expansion transit fleet and the Fire Station 4 expansion.

The Investing in Canada Infrastructure Program (ICIP) – Public Transit stream, which is a joint federal and provincial program, will provide \$13.7 million in funding over the next five years towards the replacement of transit buses at the end of their useful life with electric buses.

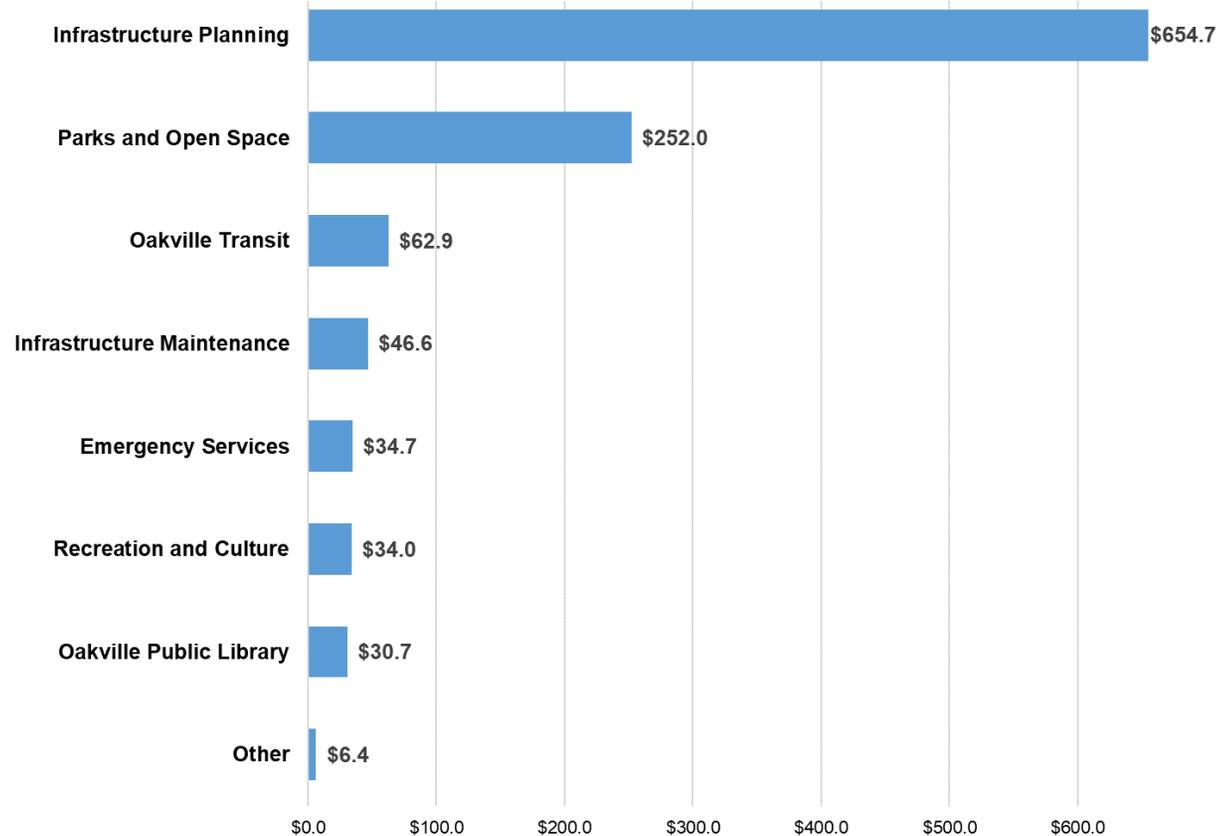
Debt financing of \$11.5 million includes the replacement of Harbours dockage and dredging.



2024-2033 Growth Forecast (\$1,122.0 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:

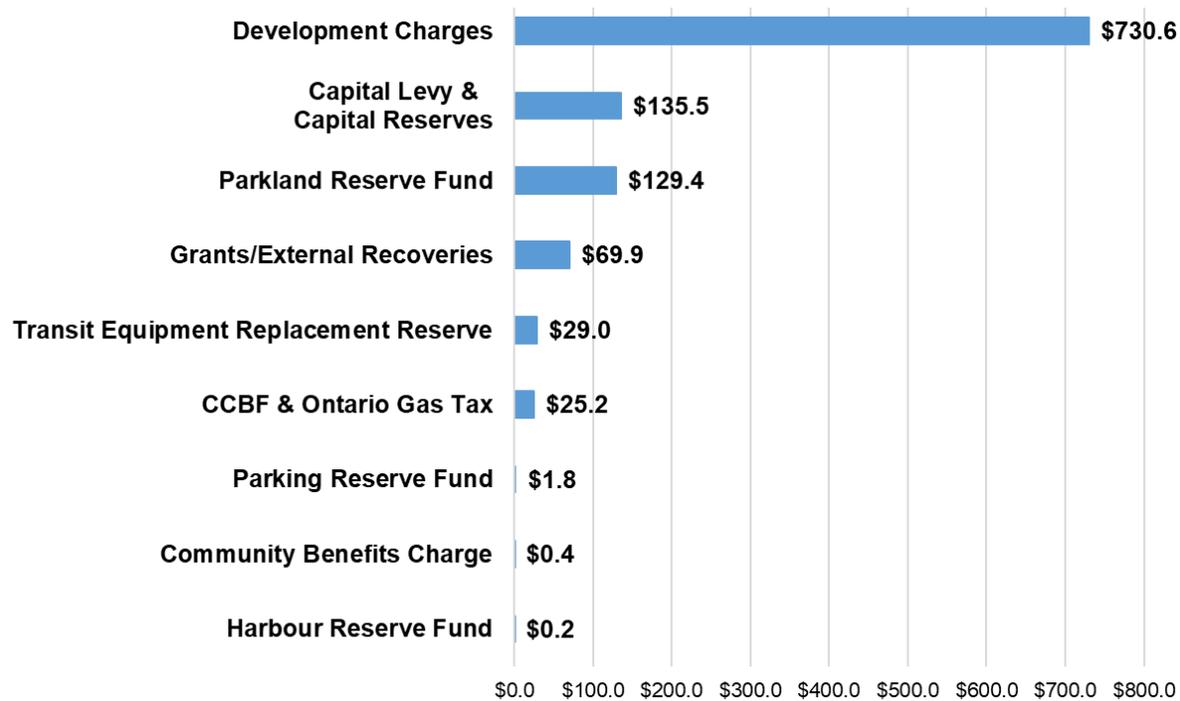
- \$129.4 million for acquisition of land for future park development
- \$95.2 million for new neighbourhood parks, parkettes and trails
- \$66.0 million in new stand-alone active transportation initiatives including cycle lanes, pathways, and sidewalks
- \$60.5 million for Kerr Street widening and grade separation
- \$58.9 million for QEW Royal Windsor Drive Interchange and active transportation
- \$55.9 million in additional conventional and specialized Transit buses



2024-2033 Growth Financing (\$1,122.0 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.

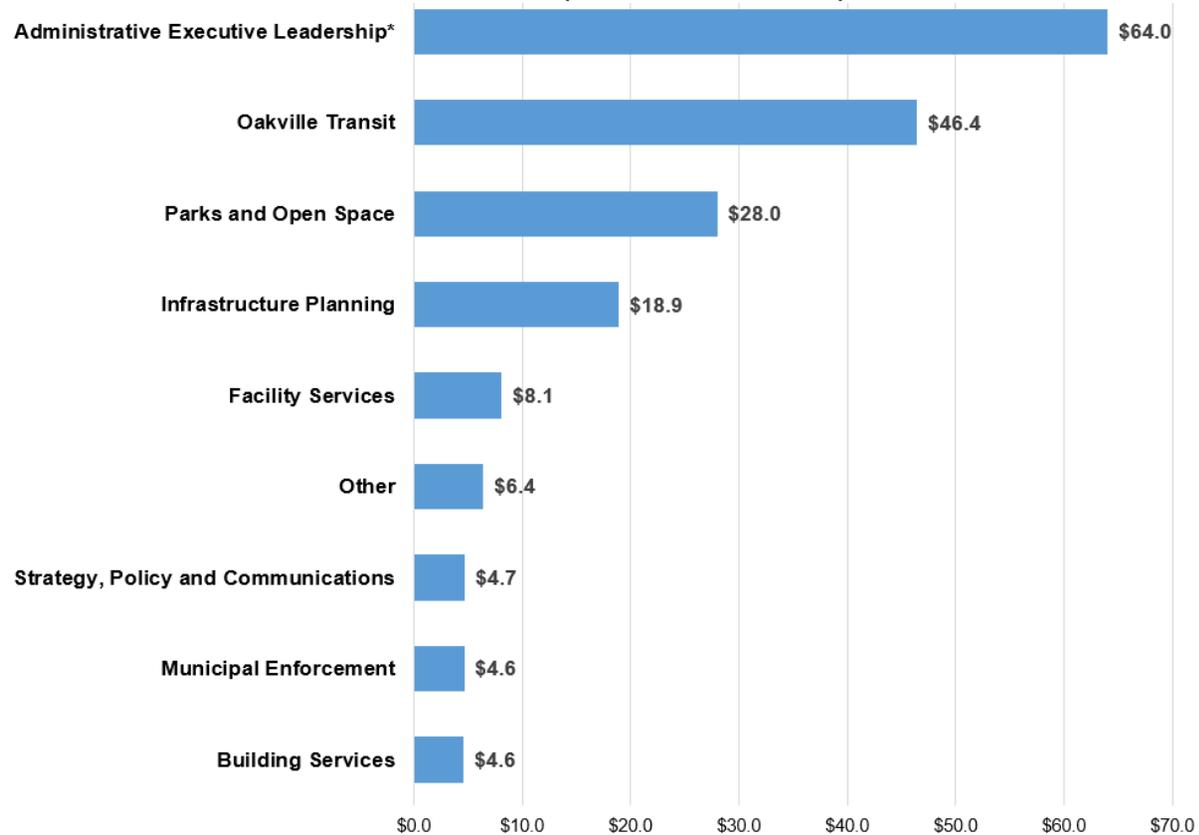
Grants and external recoveries represent funding for growth related electric buses through the ICIP-Transit stream grant program, as well as cost sharing for major road related projects with other entities. Transit Equipment Replacement Reserve provides funding for the town share of purchasing new electric buses to satisfy town's expanded transit system.



2024-2033 Program Initiatives Forecast (\$185.9 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:

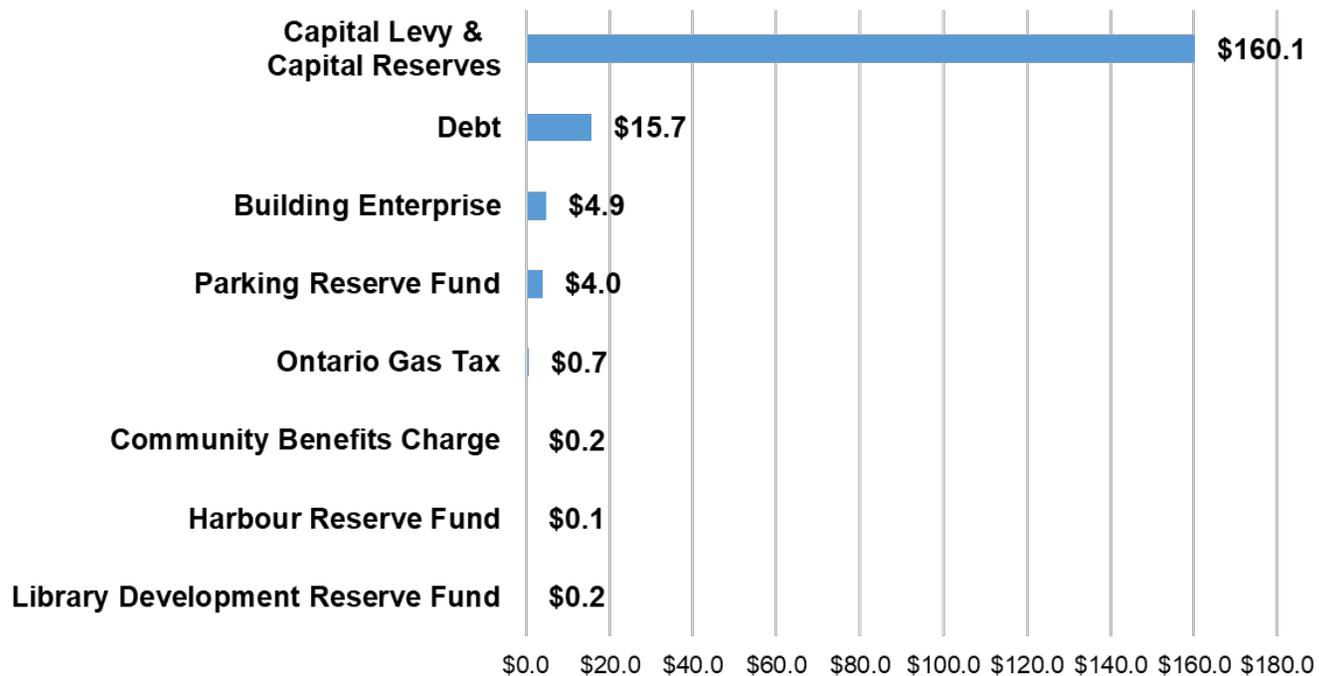
- \$64.0 million for the Downtown Cultural Hub included in the Administrative Executive Leadership program
- \$45.7 million for the Transit capital lease for charging infrastructure
- \$15.1 million for EAB and invasive species management and woodland regeneration program
- \$12.9 million for traffic calming initiatives
- \$6.0 million for Khalsa Gate urbanization and streetscape with active transportation



*Note: Administrative Executive Leadership includes \$64.0 million for the Downtown Cultural Hub project.

2024-2033 Program Initiatives Financing (\$185.9 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. Debt financing of \$15.7 million is for supporting the increased parking needs for the Downtown Cultural Hub initiative. The CBC reserve fund has been used to fund the growth portion of capital projects, such as Downtown Parking Supply Strategy and Towne Square Rehabilitation.



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 incur any landfill costs and therefore only excludes amortization and post-employment liabilities. The impact of these expenses can be tied to the accumulated surplus to meet this Regulation.

The 2024 proposed budget excludes amortization expenses which are currently estimated at \$47.0 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 2024 proposed budget includes \$72.1 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 2024 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 2024 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 \$72.1 million noted above is \$2.7 million in increased transfers to reserves and reserve funds as a result of new capital assets.

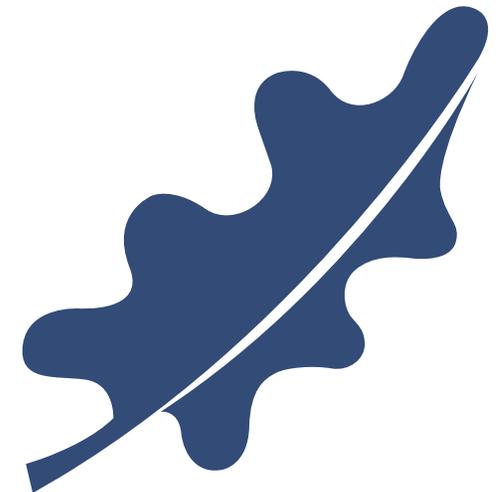
The town has been required under PSAB to report post-employment liabilities within the financial statements for many years. Post-employment liabilities include both Workers Safety & Insurance Board (WSIB) and post-employment employee benefit liabilities. Actuarial reviews were conducted during 2022 which provided an updated estimate of the liability for financial reporting. The town's current estimated liability reported in its financial statements is \$39.2 million (\$33.5 million for post-employment benefits and \$5.7 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 \$27.7 million at the end of 2023. Thus, the town has an estimated unfunded post-employment liability of \$11.5 million. There is no requirement to have full funding in place for the post-employment benefits, but full funding is required for the WSIB, which the town has. The current year annual cost of employee benefit post-employment benefits is expensed as paid throughout the year and is budgeted at \$791,000.



OAKVILLE

2024 BUDGET DETAILS

OPERATING AND CAPITAL



2024 Gross Operating Budget by Program

	2023 Restated Budget	2024 Inflation and Adjustments	2024 Capital and Growth Impacts	2024 Base Budget	2024 Service Level Change	2024 Requested Budget	\$ Change from 2023	% Change from 2023
Gross Expenditures by Program								
Political Governance	4,200,000	192,900	0	4,392,900	-101,000	4,291,900	91,900	2.2%
Administrative Executive Leadership	2,493,000	61,500	0	2,554,500	135,000	2,689,500	196,500	7.9%
Economic Development	1,923,700	359,700	36,000	2,319,400	0	2,319,400	395,700	20.6%
Strategy, Policy and Communications	4,228,400	263,000	0	4,491,400	462,500	4,953,900	725,500	17.2%
Corporate Asset Management	1,937,900	55,300	0	1,993,200	0	1,993,200	55,300	2.9%
Financial Services	6,959,500	338,200	0	7,297,700	0	7,297,700	338,200	4.9%
Human Resources	3,812,300	-326,000	555,600	4,041,900	0	4,041,900	229,600	6.0%
Regulatory Services	833,000	32,900	0	865,900	101,500	967,400	134,400	16.1%
Information Technology Solutions	13,916,700	1,086,800	510,400	15,513,900	216,500	15,730,400	1,813,700	13.0%
Facility Services	5,082,600	8,861,100	0	13,943,700	112,500	14,056,200	8,973,600	176.6%
Legal Services	2,553,400	67,500	0	2,620,900	0	2,620,900	67,500	2.6%
Emergency Services	43,784,900	3,068,900	68,200	46,922,000	0	46,922,000	3,137,100	7.2%
Recreation and Culture	43,007,800	384,700	205,500	43,598,000	30,000	43,628,000	620,200	1.4%
Oakville Public Library	12,425,600	434,600	98,700	12,958,900	0	12,958,900	533,300	4.3%
Parks & Open Space	27,234,600	2,164,600	757,200	30,156,400	0	30,156,400	2,921,800	10.7%
Cemeteries	1,127,500	74,000	0	1,201,500	0	1,201,500	74,000	6.6%
Harbours	3,848,800	292,200	0	4,141,000	0	4,141,000	292,200	7.6%
Infrastructure Maintenance	41,431,800	3,711,000	917,100	46,059,900	76,700	46,136,600	4,704,800	11.4%
Infrastructure Planning & Improvements	5,567,100	541,900	385,100	6,494,100	0	6,494,100	927,000	16.7%
Municipal Enforcement	4,381,700	-53,200	4,400	4,332,900	78,300	4,411,200	29,500	0.7%
Parking	5,710,000	-213,800	-92,800	5,403,400	375,300	5,778,700	68,700	1.2%
Oakville Transit	41,392,400	2,557,400	3,711,200	47,661,000	0	47,661,000	6,268,600	15.1%
Strategic Business Services	1,339,100	51,000	0	1,390,100	150,500	1,540,600	201,500	15.0%
Building Services	14,941,000	-53,700	21,100	14,908,400	0	14,908,400	-32,600	-0.2%
Planning Services	8,074,200	368,900	0	8,443,100	0	8,443,100	368,900	4.6%
Development Services	4,651,100	148,300	0	4,799,400	540,900	5,340,300	689,200	14.8%
Corporate Revenue & Expenses	84,128,400	23,972,400	0	108,100,800	0	108,100,800	23,972,400	28.5%
Total Gross Expenditures by Program	390,986,500	48,442,100	7,177,700	446,606,300	2,178,700	448,785,000	57,798,500	14.8%

2024 Net Levy by Program

	2023 Restated Budget	2024 Inflation and Adjustments	2024 Capital and Growth Impacts	2024 Base Budget	2024 Service Level Change	2024 Requested Budget	\$ Change from 2023	% Change from 2023
Tax Levy by Program								
Political Governance	4,196,500	193,100	0	4,389,600	-171,000	4,218,600	22,100	0.5%
Administrative Executive Leadership	2,140,400	86,500	0	2,226,900	135,000	2,361,900	221,500	10.3%
Economic Development	793,700	19,700	36,000	849,400	0	849,400	55,700	7.0%
Strategy, Policy and Communications	3,997,800	262,700	0	4,260,500	410,000	4,670,500	672,700	16.8%
Corporate Asset Management	1,728,300	49,500	0	1,777,800	0	1,777,800	49,500	2.9%
Financial Services	5,141,000	276,000	0	5,417,000	0	5,417,000	276,000	5.4%
Human Resources	3,290,200	192,000	291,100	3,773,300	0	3,773,300	483,100	14.7%
Regulatory Services	398,800	-17,200	0	381,600	101,500	483,100	84,300	21.1%
Information Technology Solutions	13,218,700	1,061,700	510,400	14,790,800	216,500	15,007,300	1,788,600	13.5%
Facility Services	3,322,500	446,400	21,000	3,789,900	112,500	3,902,400	579,900	17.5%
Legal Services	2,478,000	67,200	0	2,545,200	0	2,545,200	67,200	2.7%
Emergency Services	43,197,300	3,047,700	68,200	46,313,200	0	46,313,200	3,115,900	7.2%
Recreation and Culture	21,047,700	137,000	205,500	21,390,200	30,000	21,420,200	372,500	1.8%
Oakville Public Library	11,650,700	522,500	6,600	12,179,800	0	12,179,800	529,100	4.5%
Parks & Open Space	21,719,300	1,274,500	666,500	23,660,300	0	23,660,300	1,941,000	8.9%
Cemeteries	185,600	91,100	-92,800	183,900	0	183,900	-1,700	-0.9%
Harbours	0	0	0	0	0	0	0	0.0%
Infrastructure Maintenance	26,203,700	2,206,100	656,700	29,066,500	0	29,066,500	2,862,800	10.9%
Infrastructure Planning & Improvements	3,640,500	363,100	-35,000	3,968,600	0	3,968,600	328,100	9.0%
Municipal Enforcement	2,413,800	294,200	4,400	2,712,400	78,300	2,790,700	376,900	15.6%
Parking	0	18,600	-18,600	0	0	0	0	0.0%
Oakville Transit	33,743,400	1,495,900	3,711,200	38,950,500	0	38,950,500	5,207,100	15.4%
Strategic Business Services	342,000	-3,200	0	338,800	150,500	489,300	147,300	43.1%
Building Services	141,600	14,800	21,100	177,500	0	177,500	35,900	25.4%
Planning Services	3,258,800	-72,500	0	3,186,300	-183,600	3,002,700	-256,100	-7.9%
Development Services	616,000	280,500	0	896,500	205,900	1,102,400	486,400	79.0%
Corporate Revenue & Expenses	30,894,400	81,200	-28,500	30,947,100	0	30,947,100	52,700	0.2%
Total Tax Levy by Program	239,760,700	12,389,100	6,023,800	258,173,600	1,085,600	259,259,200	19,498,500	8.1%
Assessment Growth								-2.3%
Tax Levy Requirement (town share only)								5.9%

2025-2026 Gross Operating Forecast by Program

	2024 Requested Budget	2025 Forecast	2024-2025 Change (%)	2026 Forecast	2025-2026 Change (%)
Gross Expenditures by Program					
Political Governance	4,291,900	4,395,800	2.4%	5,480,300	24.7%
Administrative Executive Leadership	2,689,500	3,019,900	12.3%	3,156,800	4.5%
Economic Development	2,319,400	2,321,300	0.1%	2,234,200	-3.8%
Strategy, Policy and Communications	4,953,900	5,435,200	9.7%	5,456,800	0.4%
Corporate Asset Management	1,993,200	2,043,100	2.5%	2,094,100	2.5%
Financial Services	7,297,700	7,480,400	2.5%	7,667,000	2.5%
Human Resources	4,041,900	4,196,000	3.8%	4,305,000	2.6%
Regulatory Services	967,400	1,024,700	5.9%	1,049,800	2.4%
Information Technology Solutions	15,730,400	17,120,500	8.8%	17,918,200	4.7%
Facility Services	14,056,200	14,385,900	2.3%	14,744,700	2.5%
Legal Services	2,620,900	2,676,500	2.1%	2,733,300	2.1%
Emergency Services	46,922,000	48,474,200	3.3%	49,787,700	2.7%
Recreation and Culture	43,628,000	46,624,900	6.9%	49,493,200	6.2%
Oakville Public Library	12,958,900	14,370,300	10.9%	15,592,200	8.5%
Parks & Open Space	30,156,400	31,549,100	4.6%	32,972,200	4.5%
Cemeteries	1,201,500	1,226,400	2.1%	1,252,800	2.2%
Harbours	4,141,000	4,274,500	3.2%	4,405,100	3.1%
Infrastructure Maintenance	46,136,600	48,100,400	4.3%	49,667,400	3.3%
Infrastructure Planning & Improvements	6,494,100	6,659,800	2.6%	6,829,500	2.5%
Municipal Enforcement	4,411,200	4,588,000	4.0%	4,695,000	2.3%
Parking	5,778,700	6,601,000	14.2%	6,731,000	2.0%
Oakville Transit	47,661,000	51,247,000	7.5%	53,270,600	3.9%
Strategic Business Services	1,540,600	1,578,900	2.5%	1,618,000	2.5%
Building Services	14,908,400	16,475,900	10.5%	16,768,000	1.8%
Planning Services	8,443,100	8,668,400	2.7%	8,899,700	2.7%
Development Services	5,340,300	5,480,900	2.6%	5,625,200	2.6%
Corporate Revenue & Expenses	108,100,800	110,946,500	2.6%	111,047,800	0.1%
Total Gross Expenditures by Program	448,785,000	470,965,500	4.9%	485,495,600	3.1%

2025-2026 Net Levy Forecast by Program

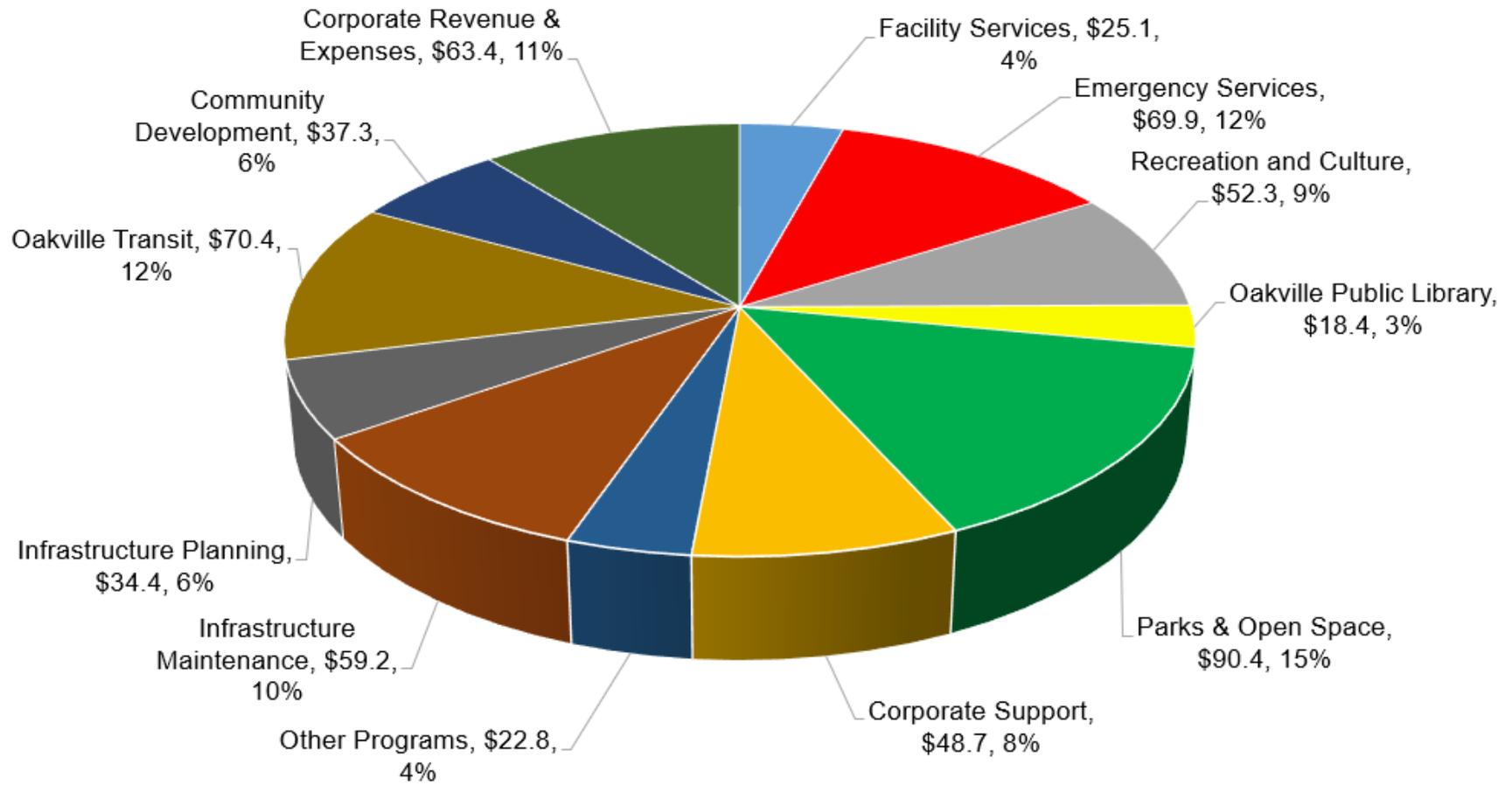
	2024 Requested Budget	2025 Forecast	2024-2025 Change (%)	2026 Forecast	2025-2026 Change (%)
Tax Levy by Program					
Political Governance	4,218,600	4,392,500	4.1%	4,477,000	1.9%
Administrative Executive Leadership	2,361,900	2,692,300	14.0%	2,829,200	5.1%
Economic Development	849,400	891,300	4.9%	934,200	4.8%
Strategy, Policy and Communications	4,670,500	5,099,200	9.2%	5,225,700	2.5%
Corporate Asset Management	1,777,800	1,822,200	2.5%	1,867,600	2.5%
Financial Services	5,417,000	5,550,300	2.5%	5,686,300	2.5%
Human Resources	3,773,300	3,920,700	3.9%	4,022,800	2.6%
Regulatory Services	483,100	525,900	8.9%	536,000	1.9%
Information Technology Solutions	15,007,300	16,378,900	9.1%	17,157,600	4.8%
Facility Services	3,902,400	4,052,000	3.8%	4,165,100	2.8%
Legal Services	2,545,200	2,600,700	2.2%	2,657,400	2.2%
Emergency Services	46,313,200	47,853,200	3.3%	49,154,200	2.7%
Recreation and Culture	21,420,200	23,051,600	7.6%	24,525,200	6.4%
Oakville Public Library	12,179,800	13,629,400	11.9%	14,843,400	8.9%
Parks & Open Space	23,660,300	25,431,200	7.5%	26,714,500	5.0%
Cemeteries	183,900	196,000	6.6%	201,700	2.9%
Harbours	0	0	0.0%	0	0.0%
Infrastructure Maintenance	29,066,500	30,449,500	4.8%	31,765,400	4.3%
Infrastructure Planning & Improvements	3,968,600	4,070,200	2.6%	4,174,500	2.6%
Municipal Enforcement	2,790,700	2,919,200	4.6%	2,976,600	2.0%
Parking	0	0	0.0%	0	0.0%
Oakville Transit	38,950,500	42,152,000	8.2%	43,772,600	3.8%
Strategic Business Services	489,300	499,100	2.0%	508,900	2.0%
Building Services	177,500	181,000	2.0%	184,700	2.0%
Planning Services	3,002,700	3,067,100	2.1%	3,132,600	2.1%
Development Services	1,102,400	1,117,000	1.3%	1,131,400	1.3%
Corporate Revenue & Expenses	30,947,100	28,615,100	-7.5%	28,599,100	-0.1%
Total Tax Levy by Program	259,259,200	271,157,600	4.6%	281,243,700	3.7%
Assessment Growth			-1.0%		-1.0%
Tax Levy Requirement (town share only)			3.6%		2.7%

Budget Details

2024 Capital Budget by Program and Financing

	Total Project Budget	Development Charges/ CBC	CCBF / Gas Tax Funding	Program Specific Reserve Funds	Program Specific Debt	Funding Grants and Other Revenues	Total External Financing	Total Town Reserves	Building Maintenance Reserve Fund	Total Corporate Financing	Total Proposed Financing
CORPORATE INITIATIVES											
Administrative Executive Leadership	5,431,100							5,431,100		5,431,100	5,431,100
Strategy, Policy and Communications	1,081,300							1,081,300		1,081,300	1,081,300
Total CORPORATE INITIATIVES	6,512,400							6,512,400		6,512,400	6,512,400
CORPORATE SERVICES											
Human Resources	292,000							292,000		292,000	292,000
Clerks	581,200							581,200		581,200	581,200
Legal	100,700							100,700		100,700	100,700
Information Technology Solutions	5,391,900							5,391,900		5,391,900	5,391,900
Total CORPORATE SERVICES	6,365,800							6,365,800		6,365,800	6,365,800
COMMUNITY SERVICES											
Facility Services	11,070,500							5,400,500	5,670,000	11,070,500	11,070,500
Parks and Open Space	53,559,600	13,810,800		21,537,800			35,348,600	18,211,000		18,211,000	53,559,600
Cemeteries	468,200			245,300			245,300	222,900		222,900	468,200
Harbours	853,100			465,400	236,600		702,000	151,100		151,100	853,100
Emergency Services	22,956,900	10,314,400					10,314,400	12,541,800	100,700	12,642,500	22,956,900
Recreation and Culture	8,643,100	546,600					546,600	6,051,700	2,044,800	8,096,500	8,643,100
Oakville Public Library	5,434,800	5,040,100		213,500			5,253,600	181,200		181,200	5,434,800
Oakville Galleries	17,100							17,100		17,100	17,100
Total COMMUNITY SERVICES	103,003,300	29,711,900		22,462,000	236,600		52,410,500	42,777,300	7,815,500	50,592,800	103,003,300
COMMUNITY DEVELOPMENT											
Economic Development	114,400							114,400		114,400	114,400
Municipal Enforcement	2,320,800	182,136		1,771,564			1,953,700	367,100		367,100	2,320,800
Building Services	2,894,200							2,894,200		2,894,200	2,894,200
Planning Services	1,710,800	497,500				360,100	857,600	853,200		853,200	1,710,800
Total COMMUNITY DEVELOPMENT	7,040,200	679,636		1,771,564		360,100	2,811,300	4,228,900		4,228,900	7,040,200
COMMUNITY INFRASTRUCTURE											
Infrastructure Maintenance	13,098,900	5,802,500	765,800				6,568,300	6,401,700	128,900	6,530,600	13,098,900
Infrastructure Planning	27,880,800	7,001,600	7,221,000				14,222,600	13,658,200		13,658,200	27,880,800
Oakville Transit	22,778,200	99,000	741,400			4,861,800	5,702,200	16,874,600	201,400	17,076,000	22,778,200
Corporate Asset Management	1,520,600							1,520,600		1,520,600	1,520,600
Total COMMUNITY INFRASTRUCTURE	65,278,500	12,903,100	8,728,200			4,861,800	26,493,100	38,455,100	330,300	38,785,400	65,278,500
TOTAL	188,200,200	43,294,636	8,728,200	24,233,564	236,600	5,221,900	81,714,900	98,339,500	8,145,800	106,485,300	188,200,200

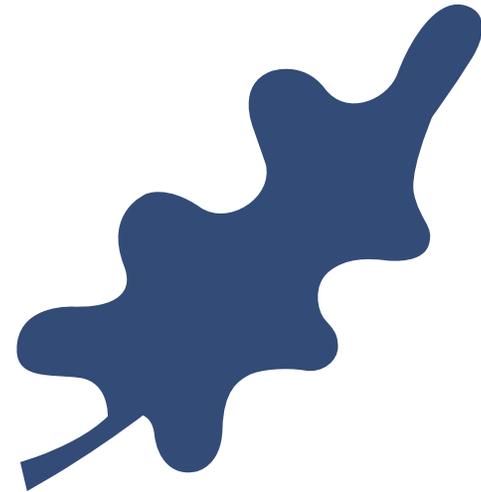
2024 Combined Operating and Capital Budget by Program (\$592.3 million)





2024 BUDGET – GROWTH MANAGEMENT

OPERATING AND CAPITAL



Planning Services Program Based Budget 2024 - 2026

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 Services delivers the following services:



Administration

- Establish overall departmental direction and provide leadership and guidance

Urban Design

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

Current Planning

- Guide development throughout the town to meet town policies 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

2024 Program Key Initiatives



Growth Management

- Long Term Planning through the Official Plan Review Program
- 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, Palermo and Bronte GO MTSA reviews)
- Co-ordinate Growth with Infrastructure through collaborative planning exercises



Community Belonging

- Inclusivity and Diversity by way of public engagement
- Promote Affordable Housing through the Housing Strategy and Action Plan
- Public Engagement - opportunities for the community to have a voice in planning studies and development applications



Environmental Sustainability

- Compact development to reduce sprawl by providing opportunities for intensification in 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, thereby limiting refunds

Key Performance Indicators

1. Percentage of gross operating budget

2019	2020	2021	2022	2023
1.7%	1.8%	1.9%	1.7%	1.7%
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

2019	2020	2021	2022	2023
1.8%	1.7%	1.8%	1.7%	1.9%
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

2019	2020	2021	2022	2023
42%	55%	56%	78%	50% (Aug. 30, 2023)
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)

2019	2020	2021	2022	2023
N/A	N/A	N/A	N/A	100% (July 1, 2023)
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)

2019	2020	2021	2022	2023
N/A	N/A	N/A	N/A	100% (July 1, 2023)
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 become 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)

2019	2020	2021	2022	2023
N/A	N/A	N/A	N/A	100% (July 1, 2023)
Purpose: Ensure that Planning Services is 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 become effective on July 1st, 2023.				

Staffing Overview

Program: Planning Services	2023	2024	2024	2024	2024	Net
	Restated	Adjustments &	Service Level	Growth and	Total	Change
Services/Activities:	FTE	Reallocations	Change	Capital	FTE	2024 vs 2023
Administration	2.0	-	-	-	2.0	-
Urban Design	5.0	-	-	-	5.0	-
Current Planning	16.0	-	-	-	16.0	-
Policy Planning & Heritage	9.6	0.0	-	-	9.6	0.0
Total Planning Services	32.6	0.0	-	-	32.6	0.0

The 2024 total staff complement is 32.6 FTEs with no change from 2023.

2024 Operating Budget Overview by Service

	2023	2024	2024	2024	\$ Change	% Change	2024	2024	\$ Change	% Change
	Restated	Inflation &	Capital and	Base	from	from	Service	Requested	from	from
	Budget	Adjustments	Growth Impacts	Budget	2023	2023	Level Change	Budget	2023	2023
Planning Services										
Administration	594,400	-6,900		588,300	-6,100	-1.0%		588,300	-6,100	-1.0%
Urban Design	1,229,100	35,100		1,264,200	35,100	2.9%		1,264,200	35,100	2.9%
Current Planning	34,100	-220,000		-185,900	-220,000	-645.2%	-183,600	-369,500	-403,600	-1,183.6%
Policy Planning & Heritage	1,401,200	113,300		1,519,700	118,500	8.5%		1,519,700	118,500	8.5%
Total Tax Levy	3,258,800	-78,500		3,186,300	-72,500	-2.2%	-183,600	3,002,700	-256,100	-7.9%

The 2024 net budget for Planning Services is \$3,002,700 resulting in a decrease of \$256,100 or 7.9% from 2023. In 2023, staff completed an in-depth costing review, which has provided a more accurate reflection of costs that impacts fees. As a result, some planning fees have been adjusted to ensure the appropriate cost recovery.

Administration net budget for 2024 is \$588,300 for a decrease of \$6,100 from 2023. The change is primarily due to the reallocation of part-time wages for a co-op position to assist in the department's extensive work programs. Inflationary and contractual adjustments in wages, benefits, and insurance premiums have been included. Finally, inflation to internal charges from the Building and Development Services fee recovery models are incorporated.

Urban Design net budget for 2024 is \$1,264,200 for an increase of \$35,100 from 2023. 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.

Planning Services

Current Planning net budget for 2024 is -\$369,500 (Credit Balance) for a decrease of \$403,600 from 2023. The change is primarily due to planning revenue for growth in development activity based on updated rates and fees and historical volumes from fee recovery models. Also included is a service level change of \$183,600 of increased revenue due to provincial housing legislative changes. 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 2024 is \$1,519,700 for an increase of \$118,500 from 2023. The change is primarily due to the reallocation of a part-time co-op position from Administration. Also included are inflationary increases in wages, benefits, and internal charges.

2024 Operating Budget Overview by Component

	2023 Restated Budget	2024 Inflation & Adjustments	2024 Capital and Growth Impacts	2024 Base Budget	\$ Change from 2023	% Change from 2023	2024 Service Level Change	2024 Requested Budget	\$ Change from 2023	% Change from 2023
Planning Services										
EXPENSES										
Personnel Services & Benefits	4,440,000	239,800		4,685,800	245,800	5.5%		4,685,800	245,800	5.5%
Materials & Supplies	26,100			26,100				26,100		
Capital out of Operations	11,000			11,000				11,000		
Purchased Services	113,000	13,200		126,200	13,200	11.7%		126,200	13,200	11.7%
Payments & Grants	131,400			131,400				131,400		
Internal Expenses & Transfers	3,352,700	109,900		3,462,600	109,900	3.3%		3,462,600	109,900	3.3%
Total EXPENSES	8,074,200	362,900		8,443,100	368,900	4.6%		8,443,100	368,900	4.6%
REVENUES										
External Revenues	-4,466,000	-433,300		-4,899,300	-433,300	-9.7%	-183,600	-5,082,900	-616,900	-13.8%
Internal Recovery & Fund Transfers	-349,400	-8,100		-357,500	-8,100	-2.3%		-357,500	-8,100	-2.3%
Total REVENUES	-4,815,400	-441,400		-5,256,800	-441,400	-9.2%	-183,600	-5,440,400	-625,000	-13.0%
Total Tax Levy	3,258,800	-78,500		3,186,300	-72,500	-2.2%	-183,600	3,002,700	-256,100	-7.9%

The total expenses for Planning Services are \$8,443,100 and total revenues are \$5,440,400 resulting in a net budget of \$3,002,700 in 2024. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$4,685,800 in 2024 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$245,800 from 2023 primarily due to the annualization of two full-time Planners and a co-op position to assist with increased workload from changes in provincial housing legislation, which were approved in 2023. Inflationary and contractual increases in salaries and benefits have been incorporated.

Materials & Supplies total budget is \$26,100 in 2024 comprised primarily of postage and office supplies. The budget remained the same from 2023.

Capital out of Operations total budget is \$11,000 in 2024 comprised primarily of computer hardware. The budget remained the same from 2023.

Planning Services

Purchased Services total budget is \$126,200 in 2024 comprised primarily of staff training and development, professional dues and membership, insurance, and advertising fees. The budget increased by \$13,200 from 2023 primarily due to an increase in the town's insurance premium, training, and professional dues.

Payments & Grants total budget is \$131,400 in 2024 comprised primarily of the Oakville Heritage Grant Program, which assists heritage property owners in restoring and maintaining their properties. The budget remained the same from 2023.

Internal Expenses & Transfers total budget is \$3,462,600 in 2024 comprised primarily of direct and indirect costs from different departments involved in the Planning application process. The budget increased by \$109,900 from 2023 primarily due to inflationary increases from other departments involved in the planning process that can be recovered through planning fees.

External Revenue total budget is \$5,082,900 in 2024 comprised primarily of planning related applications. The budget increased by \$616,900 from 2023, primarily due to updating the rates and fees from the fee recovery model. Using a 7-year average for application volumes with unit changes and application mix resulted in higher revenue. In addition, increased revenue has been incorporated for changes in the provincial housing legislation.

Internal Recoveries & Fund Transfers total budget is \$357,500 in 2024 comprised primarily of allocations from Building and Development Services fee recovery models. The budget increased by \$8,100 from 2023, primarily due to inflationary increases.

2025 - 2026 Operating Budget Forecast

	2024 Requested Budget	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)
Planning Services							
Gross Expenditures by Service							
Administration	623,000	639,900	16,900	2.7%	657,200	17,300	2.7%
Urban Design	1,303,300	1,338,600	35,300	2.7%	1,375,000	36,400	2.7%
Current Planning	4,877,000	5,011,200	134,200	2.8%	5,149,100	137,900	2.8%
Policy Planning & Heritage	1,639,800	1,678,700	38,900	2.4%	1,718,400	39,700	2.4%
Total Gross Expenditures by Service	8,443,100	8,668,400	225,300	2.7%	8,899,700	231,300	2.7%
Tax Levy by Service							
Administration	588,300	604,200	15,900	2.7%	620,400	16,200	2.7%
Urban Design	1,264,200	1,298,300	34,100	2.7%	1,333,500	35,200	2.7%
Current Planning	-369,500	-392,700	-23,200	-6.3%	-417,000	-24,300	-6.2%
Policy Planning & Heritage	1,519,700	1,557,300	37,600	2.5%	1,595,700	38,400	2.5%
Total Tax Levy by Service	3,002,700	3,067,100	64,400	2.1%	3,132,600	65,500	2.1%
Gross Expenditures by Type							
Personnel Services & Benefits	4,685,800	4,802,600	116,800	2.5%	4,922,100	119,500	2.5%
Materials & Supplies	26,100	26,900	800	3.1%	27,700	800	3.0%
Capital out of Operations	11,000	11,300	300	2.7%	11,600	300	2.7%
Purchased Services	126,200	129,700	3,500	2.8%	133,300	3,600	2.8%
Payments & Grants	131,400	131,700	300	0.2%	132,100	400	0.3%
Internal Expenses & Transfers	3,462,600	3,566,200	103,600	3.0%	3,672,900	106,700	3.0%
Total Expenditures	8,443,100	8,668,400	225,300	2.7%	8,899,700	231,300	2.7%
Revenues by Type							
External Revenue	-5,082,900	-5,235,400	-152,500	-3.0%	-5,392,500	-157,100	-3.0%
Internal Recoveries & Fund Transfers	-357,500	-365,900	-8,400	-2.3%	-374,600	-8,700	-2.4%
Total Revenues	-5,440,400	-5,601,300	-160,900	-3.0%	-5,767,100	-165,800	-3.0%
Total Tax Levy	3,002,700	3,067,100	64,400	2.1%	3,132,600	65,500	2.1%

Planning Services

2025 - 2026 Budget Forecast Highlights

The 2025 net budget is projected to increase by \$64,400 for a total of \$3,067,100. The change is primarily due to inflationary increases in service costs and modest revenue increases.

The 2026 net budget is projected to increase by \$65,500 for a total of \$3,132,600. The change is primarily due to inflationary increases in service costs and modest revenue increases.

2024 Recommended Capital Budget

The capital budget will provide funds for Planning Services to undertake the required 5-year review of the Official Plan and other special planning projects and studies to support the review, including a Zoning Review, Urban Design Initiatives, and Heritage Planning Studies. The Midtown Implementation project continues into 2024. Finally, the Downtown Oakville Heritage Conservation District Update has been added to ensure compliance with current federal and provincial heritage legislation and practices.

	Classification	Capital Budget 2024	Operating Impacts 2024
Planning Services			
63101501 Official Plan/ Prov. Conformity Review	Growth	402,800	
63102202 Midtown Implementation	Growth	895,100	
63102401 Downtown Oakville Heritage Conservation District Update	Program Initiatives	75,500	
63102402 Planning Hub	Program Initiatives	40,300	
63102405 Urban Design Initiatives (Design, Direction and Studies)	Growth	49,300	
63102406 Special Planning Projects/Studies	Growth	100,700	
63102407 Heritage Planning Studies	Infrastructure Renewal	147,100	
Total		1,710,800	

Building Services Program Based Budget 2024 - 2026

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, renovations and demolition of buildings, in the town of Oakville, 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.
- Building Services is unique in its relationship with Council. The Chief Building Official and inspectors are appointed by Council. Both Council and Building Services staff have responsibilities under the Building Code 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

- Administration and provision of permission and inspection processes and pertaining to the construction, alteration, renovation or demolition of a building or structure as per the Building Code Act
- Ensuring zoning ordinances are current and effectively adhered to Zoning Certificate of Occupancy processing

Committee of Adjustment

- Ensure variances from the town's zoning by-law are formally approved and amended in the by-law

2024 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.



Environmental Sustainability

- Continue the digitization of paper to reclaim floor area and increase efficiencies in document retrieval.
- Create a prototype of a hybrid office.
- Move inspection vehicles to electric fleet.



Accountable Government

- Update Zoning By-law with consideration of the built environment and customer engagement.
- Share information packages and maintain newsletter.
- Take a proactive approach to closing out dormant permits.

Key Performance Indicators

1. Percentage of gross operating budget

2019	2020	2021	2022	2023
2.5%	2.5%	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

2019	2020	2021	2022	2023
2.9%	2.8%	2.8%	2.6%	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

2019	2020	2021	2022	2023
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

2019	2020	2021	2022	2023
\$755,000,000	\$1,146,000,000	\$1,344,000,000	\$2,450,000,000	\$1,224,000,000 (August, 2023)
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.

2019	2020	2021	2022	2023
1,543	3,961	2,634	3,236	976 (August, 2023)
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.

2019	2020	2021	2022	2023
\$261,000,000	\$175,000,000	\$185,000,000	\$478,000,000	\$257,000,000 (August, 2023)
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.

2019	2020	2021	2022	2023
\$2,700,000	\$2,700,000	\$2,700,000	\$3,118,000	\$1,219,000 (August, 2023)
Purpose: Assesses the revenue of ICI building permit activity.				
Calculation: Results gathered from the AMANDA system.				

Staffing Overview

Program: Building Services	2023	2024	2024	2024	2024	Net
	Restated	Adjustments &	Service Level	Growth and	Total	Change
Services/Activities:	FTE	Reallocations	Change	Capital	FTE	2024 vs 2023
Building Administration	10.4	(9.4)	-	-	1.0	(9.4)
Permit, Zoning & Inspection Services	37.1	9.4	2.0	-	48.5	11.4
Committee of Adjustment	2.0	-	-	-	2.0	-
Total Building Services	49.5	-	2.0	-	51.5	2.0

The 2024 total staff complement is 51.5 FTEs resulting in an increase of 2.0 FTEs from 2023. During 2023, the department structure was reorganized with no net effect. Two FTEs were added for 2024, a Building Services Energy Coach and a Zoning Plan Examiner, fully funded from permit fees.

2024 Operating Budget Overview by Service

	2023	2024	2024	2024	\$ Change	% Change	2024	2024	\$ Change	% Change
	Restated	Inflation &	Capital and	Base	from	from	Service	Requested	from	from
	Budget	Adjustments	Growth Impacts	Budget	2023	2023	Level Change	Budget	2023	2023
Building Services										
Building Administration	1,713,800	-1,184,500	6,100	535,400	-1,178,400	-68.8%		535,400	-1,178,400	-68.8%
Permit, Zoning & Inspection Services	-1,713,800	1,196,500	15,000	-535,400	1,178,400	68.8%		-535,400	1,178,400	68.8%
Committee of Adjustment	141,600	35,900		177,500	35,900	25.4%		177,500	35,900	25.4%
Total Tax Levy	141,600	47,900	21,100	177,500	35,900	25.4%		177,500	35,900	25.4%

The 2024 net budget for Building Services is \$177,500 resulting in an increase of \$35,900 or 25.4% from 2023. 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 2024 is \$535,400 for a decrease of \$1,178,400 from 2023. The change is primarily due to reallocation of staff to Permit, Zoning & Inspection Services. Contractual and inflationary adjustments in wages, benefits and insurance have also been included. Finally, a \$6,100 capital impact has been added to support new AVL technology in inspector vehicles.

Permit, Zoning & Inspection Services net budget for 2024 is -\$535,400 (Credit Balance) for an increase of \$1,178,400 from 2023. The change is primarily due to the reallocation of staff from Administration. Application volumes based on a 7-year average and development plans review remain relatively stable; however, a minor adjustment to the recognition of deferred revenue has been incorporated. The revenue surplus will be transferred to the Building Enterprise reserve. Inflationary and contractual increases for wages and benefits have been included. Finally, \$15,000 in mileage costs for temporary staff to work on dormant building permits have been included as a capital impact.

Building Services

Committee of Adjustment net budget for 2024 is \$177,500 for an increase of \$35,900 from 2023. The change is primarily due to inflationary increases in internal charges for time spent by other departments assisting in Committee of Adjustment applications. Also included are inflationary increases for wages and benefits.

2024 Operating Budget Overview by Component

	2023 Restated Budget	2024 Inflation & Adjustments	2024 Capital and Growth Impacts	2024 Base Budget	\$ Change from 2023	% Change from 2023	2024 Service Level Change	2024 Requested Budget	\$ Change from 2023	% Change from 2023
Building Services										
EXPENSES										
Personnel Services & Benefits	6,364,600	211,100		6,575,700	211,100	3.3%	217,100	6,792,800	428,200	6.7%
Materials & Supplies	46,700			46,700				46,700		
Purchased Services	211,300	4,200	21,100	236,600	25,300	12.0%		236,600	25,300	12.0%
Payments & Grants	6,900			6,900				6,900		
Internal Expenses & Transfers	8,311,500	-235,900		8,042,500	-269,000	-3.2%	-217,100	7,825,400	-486,100	-5.8%
Total EXPENSES	14,941,000	-20,600	21,100	14,908,400	-32,600	-0.2%		14,908,400	-32,600	-0.2%
REVENUES										
External Revenues	-14,644,100	73,100		-14,571,000	73,100	0.5%		-14,571,000	73,100	0.5%
Internal Recovery & Fund Transfers	-155,300	-4,600		-159,900	-4,600	-3.0%		-159,900	-4,600	-3.0%
Total REVENUES	-14,799,400	68,500		-14,730,900	68,500	0.5%		-14,730,900	68,500	0.5%
Total Tax Levy	141,600	47,900	21,100	177,500	35,900	25.4%		177,500	35,900	25.4%

The total expenses for Building Services are \$14,908,400 and total revenues are \$14,730,900 resulting in a net budget of \$177,500 in 2024. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$6,792,800 in 2024 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$428,200 from 2023 primarily due to the identified need for a Building Services Energy Coach and Zoning Plan Examiner. Two FTEs were added and shown as a service level change in the table above. Lastly, inflationary and contractual increases in wages and benefits have been incorporated.

Materials & Supplies total budget is \$46,700 in 2024 comprised primarily of printing costs for signs and notices, postage, and office supplies. The budget remained the same from 2023.

Purchased Services total budget is \$236,600 in 2024 comprised primarily of training for staff, mileage, and insurance. The budget increased by \$25,300 from 2023 primarily due to capital impacts for increased mileage and AVL technology for Building Inspector vehicles. It also included an inflationary increase to the town's insurance premium.

Payments & Grants total budget is \$6,900 in 2024 comprised primarily of registration and filing fees. The budget remained the same from 2023.

Building Services

Internal Expenses & Transfers total budget is \$7,825,400 in 2024 comprised primarily of transfers to Building Enterprise reserve and internal charges with departments who support the delivery of Building Services. The budget decreased by \$486,100 from 2023, partly due to a modification of deferred revenue recognition, and the surplus transferred to the Building Enterprise reserve has been reduced. Also, a transfer from the Building Enterprise reserve has been included to fund the two new FTEs, as indicated in the service level change column in the table above. 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 \$14,571,000 in 2024 comprised primarily of permit, inspection, zoning, compliance letters and Committee of Adjustment (COA) variances and consents. In 2024, there will be a 0% fee increase for building, zoning, and inspection permits. The budget decreased by \$73,100 from 2023 primarily due to modification of deferred revenue recognition. An in-depth costing review, which provided a more accurate reflection of costs that impact fees, was conducted in 2023. As a result, COA fees have been adjusted to ensure that the appropriate cost recovery is achieved. The new consent and variance fees have, combined with lower volumes, and resulted in a minor decrease in COA revenue.

Internal Recoveries & Fund Transfers total budget is \$159,900 in 2024 comprised primarily of recovery of Building Services time spent on user fees within the Community Development Commission. The budget increased by \$4,600 from 2023 primarily due to inflationary increases to internal recoveries for time spent on supporting departments' applications and permits.

2025 - 2026 Operating Budget Forecast

	2024 Requested Budget	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)
Building Services							
Gross Expenditures by Service							
Building Administration	553,300	899,500	346,200	62.6%	1,074,700	175,200	19.5%
Permit, Zoning & Inspection Services	13,331,600	14,524,000	1,192,400	8.9%	14,611,100	87,100	0.6%
Committee of Adjustment	1,023,500	1,052,400	28,900	2.8%	1,082,200	29,800	2.8%
Total Gross Expenditures by Service	14,908,400	16,475,900	1,567,500	10.5%	16,768,000	292,100	1.8%
Tax Levy by Service							
Building Administration	535,400	881,100	345,700	64.6%	1,055,700	174,600	19.8%
Permit, Zoning & Inspection Services	-535,400	-881,100	-345,700	-64.6%	-1,055,700	-174,600	-19.8%
Committee of Adjustment	177,500	181,000	3,500	2.0%	184,700	3,700	2.0%
Total Tax Levy by Service	177,500	181,000	3,500	2.0%	184,700	3,700	2.0%
Gross Expenditures by Type							
Personnel Services & Benefits	6,792,800	7,052,200	259,400	3.8%	7,324,600	272,400	3.9%
Materials & Supplies	46,700	47,900	1,200	2.6%	49,200	1,300	2.7%
Purchased Services	236,600	573,900	337,300	142.6%	640,500	66,600	11.6%
Payments & Grants	6,900	7,200	300	4.3%	7,500	300	4.2%
Internal Expenses & Transfers	7,825,400	8,794,700	969,300	12.4%	8,746,200	-48,500	-0.6%
Total Expenditures	14,908,400	16,475,900	1,567,500	10.5%	16,768,000	292,100	1.8%
Revenues by Type							
External Revenue	-14,571,000	-16,130,200	-1,559,200	-10.7%	-16,413,600	-283,400	-1.8%
Internal Recoveries & Fund Transfers	-159,900	-164,700	-4,800	-3.0%	-169,700	-5,000	-3.0%
Total Revenues	-14,730,900	-16,294,900	-1,564,000	-10.6%	-16,583,300	-288,400	-1.8%
Total Tax Levy	177,500	181,000	3,500	2.0%	184,700	3,700	2.0%

Building Services

2025 - 2026 Budget Forecast Highlights

The 2025 net budget is projected to increase by \$3,500 for a total of \$181,000. The change is primarily due to inflationary increases in service costs and modest revenue increases. Finally, an operating impact has been added from the Building Permit & Inspections Modernization capital project for software as a service. These increased expenditures result in a slightly reduced transfer to the Building Enterprise reserve fund.

The 2026 net budget is projected to increase by \$3,700 for a total of \$184,700. The change is primarily due to inflationary increases in service costs and modest revenue increases.

2024 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 consists of five sub projects:

1. Permit Folder Simplification which is intended to simplify the application process, improve the accuracy of reporting and provide a management tool to effectively monitor activity.
2. E-Plan Circulation tool (Project Dox) to streamline business workflow for plan review using simplified Permit Folder structure, improving communication with applicants.
3. Improved Portal, with the improved Folder and Plan Circulation these improvements will be incorporated into the Portal improving further the user interface and setting the department up for continued advancement with technology.
4. Online Services Wizard, will start to build a step-by-step logic driven guide to help applicants submit a complete application allowing for faster approvals.
5. Mobile Inspection Application, the tool to improve the communication and information exchange between the constructor and the building inspector.

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 charging infrastructure to support electric vehicles at town hall.

	Classification	Capital Budget 2024	Operating Impacts 2024
Building Services			
62102101 Building Services Inspection Vehicles	Program Initiatives	435,000	
62102201 Document Scanning	Program Initiatives	412,000	
62102301 Building Permit & Inspections Modernization	Program Initiatives	1,361,800	
62102305 Zoning By-law Update	Program Initiatives	425,400	
62102401 Dormant Building Permits	Program Initiatives	260,000	15,000
Total		2,894,200	15,000

Development Services Program Based Budget 2024 - 2026

Vision

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

Mission

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

Program Services

The Development Services program consists of the following service areas and activities:



Development & Environmental Engineering

- Provide oversight and direction to the department to ensure established goals and objectives are met.
- Review and ensure development proposals comply with set policies, guidelines and objectives.

Permits & Inspection

- Administration of the development permit program that allows for private land improvement. The division oversees application/plan review and field inspections to ensure compliance with approved plans.

2024 Program Key Initiatives



Growth Management

- Continued participation in the Midtown Growth Area Review.



Environmental Sustainability

- Continue to review development applications in accordance with approved direction within North Oakville Creek Sub watershed Studies with consideration of adaptive management opportunities.
- Continue to review opportunities to incorporate climate change resiliency into development application requirements in accordance with the town's Stormwater Master Plan.



Accountable Government

- Continue to implement recommendations from the Development Engineering Permit Process Review and impacts of Bill 23.
- Continued updates to the town's Design Standards.

Key Performance Indicators

1. Percentage of gross operating budget

2019	2020	2021	2022	2023
1.6%	1.5%	1.4%	1.3%	1.2%
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

2019	2020	2021	2022	2023
1.8%	1.6%	1.7%	1.5%	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. Cost recovery ratio

2019	2020	2021	2022	2023
85%	77%	92%	82%	89% (Projected)
Purpose: Monitors the programs alignment with the Town's User Fee Policy & is measure that can be rationalized against expected & actual activity levels.				
Calculation: Total Revenues generated from applications/Total expenses attributed to application processing.				

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

2019	2020	2021	2022	2023
72%	42%	71%	96%	100%*
Purpose: To ensure service delivery remains in line with service level expectations. The measure is important to ensure we are delivering upon our commitments to customers.				
Calculation: Number of applications (Dev. Engineering Site Plans) reviewed within the 28-day commitment over the total number of applications reviewed.				
Comment: Service operations were impacted by COVID between 2020 to 2021. Modifications were implemented in Q3/Q4 2020 that serve to support remote service operations and improve service levels.				
*There were no new DESP applications in 2023 due to Bill 23 and the discontinuation of Site Plan (including scoped Site Plan) for residential developments of 10 units or less. This value is for the review timeline for resubmissions.				

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

2019	2020	2021	2022	2023
89%	90%	90%	91%	97% (As of Sept. 22, 2023)
<p>Purpose: To ensure service delivery remains in line with service level expectations. The measure is important to ensure we are delivering upon our commitments to customers.</p>				
<p>Calculation: Number of applications (DENG) reviewed within the 21-day commitment over the total number of applications reviewed.</p>				

Staffing Overview

Program: Development Services	2023	2024	2024	2024	2024	Net
Services/Activities:	Restated	Adjustments &	Service Level	Growth and	Total	Change
	FTE	Reallocations	Change	Capital	FTE	2024 vs 2023
Development & Environmental Engineering	12.2	-	4.0	-	16.2	4.0
Permits & Inspection	11.4	-	-	-	11.4	-
Total Development Services	23.5	-	4.0	-	27.5	4.0

The 2024 total staff complement is 27.5 FTEs which is an increase of 4.0 FTEs from 2023.

The land use planning and development review framework in Ontario is undergoing rapid and foundational transformation. A series of provincial bills and policies have proposed and enacted numerous changes affecting roles and responsibilities for municipalities, as a result, 4.0 new FTEs have been added for 2024 as follows:

- Development Coordinator
- Development Engineering Technologist
- Development Supervisor
- Municipal Tree Protection Inspector

2024 Operating Budget Overview by Service

	2023 Restated Budget	2024 Inflation & Adjustments	2024 Capital and Growth Impacts	2024 Base Budget	\$ Change from 2023	% Change from 2023	2024 Service Level Change	2024 Requested Budget	\$ Change from 2023	% Change from 2023
Development Services										
Development & Environmental Engineering	379,100	27,900		407,000	27,900	7.4%	322,900	729,900	350,800	92.5%
Permits & Inspection	236,900	252,600		489,500	252,600	106.6%	-117,000	372,500	135,600	57.2%
Total Tax Levy	616,000	280,500		896,500	280,500	45.5%	205,900	1,102,400	486,400	79.0%

The 2024 net budget for Development Services is \$1,102,400 resulting in an increase of \$486,400 or 79% from 2023.

Development & Environmental Engineering net budget for 2024 is \$729,900 for an increase of \$350,800 from 2023. A series of provincial bills and policies have proposed and enacted numerous changes affecting roles and responsibilities for municipalities, as a result, 4.0 new FTEs have been included for 2024. Inflationary and contractual increases in personnel are also included as well as funding for Peer Reviews which will ultimately be reimbursed by the Developers.

Permits & Inspection net budget for 2024 is \$372,500 for an increase of \$135,600 from 2023. The change is primarily due to an update of the Rates and Fees model that now reflects the average volumes for the past 7 years. Inflationary and contractual increases in personnel have also been included.

2024 Operating Budget Overview by Component

	2023 Restated Budget	2024 Inflation & Adjustments	2024 Capital and Growth Impacts	2024 Base Budget	\$ Change from 2023	% Change from 2023	2024 Service Level Change	2024 Requested Budget	\$ Change from 2023	% Change from 2023
Development Services										
EXPENSES										
Personnel Services & Benefits	3,004,900	89,400		3,094,300	89,400	3.0%	540,900	3,635,200	630,300	21.0%
Materials & Supplies	8,300			8,300				8,300		
Purchased Services	219,700	7,200		226,900	7,200	3.3%		226,900	7,200	3.3%
Payments & Grants	5,600	3,600		9,200	3,600	64.3%		9,200	3,600	64.3%
Internal Expenses & Transfers	1,412,600	48,100		1,460,700	48,100	3.4%		1,460,700	48,100	3.4%
Total EXPENSES	4,651,100	148,300		4,799,400	148,300	3.2%	540,900	5,340,300	689,200	14.8%
REVENUES										
External Revenues	-3,380,900	151,800		-3,229,100	151,800	4.5%	-335,000	-3,564,100	-183,200	-5.4%
Internal Recovery & Fund Transfers	-654,200	-19,600		-673,800	-19,600	-3.0%		-673,800	-19,600	-3.0%
Total REVENUES	-4,035,100	132,200		-3,902,900	132,200	3.3%	-335,000	-4,237,900	-202,800	-5.0%
Total Tax Levy	616,000	280,500		896,500	280,500	45.5%	205,900	1,102,400	486,400	79.0%

The total expenses for Development Services are \$5,340,300 and total revenues are \$4,237,900 resulting in a net budget of \$1,102,400 in 2024. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$3,635,200 in 2024 for a total increase of \$630,300 from 2023. A series of provincial bills and policies have proposed and enacted numerous changes affecting roles and responsibilities for municipalities, as a result, 4.0 new FTEs have been included for 2024. Inflationary and contractual increases to wages and benefits have also been included.

Materials & Supplies total budget is \$8,300 in 2024 and reflects no change from 2023.

Purchased Services total budget is \$226,900 in 2024 for an increase of \$7,200 from 2023, primarily due to an increase in professional fees under the Permits & Inspection section.

Payments & Grants total budget is \$9,200 in 2024 for an increase of \$3,600 from 2023. Registration and filing fees under Development Engineering have increased to reflect an average based on the previous 3 years data.

Internal Expenses & Transfers total budget is \$1,460,700 in 2024 for an increase of \$48,100 from 2023. The increase is primarily due to inflationary adjustments for time that other departments will spend on development applications which are fee recoverable.

Development Services

External Revenues total budget for 2024 is \$3,564,100 for an increase of \$183,200 from 2023. The change is primarily due to an update of the Rates and Fees model that now reflects the average volumes for the past 7 years.

Internal Recoveries & Fund Transfers total budget is \$673,800 in 2024 for an increase of \$19,600 from 2023, primarily due to inflation.

2025 - 2026 Operating Budget Forecast

	2024 Requested Budget	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)
Development Services							
Gross Expenditures by Service							
Development & Environmental Engineering	2,808,700	2,882,300	73,600	2.6%	2,957,800	75,500	2.6%
Permits & Inspection	2,531,600	2,598,600	67,000	2.6%	2,667,400	68,800	2.6%
Total Gross Expenditures by Service	5,340,300	5,480,900	140,600	2.6%	5,625,200	144,300	2.6%
Tax Levy by Service							
Development & Environmental Engineering	729,900	742,300	12,400	1.7%	754,700	12,400	1.7%
Permits & Inspection	372,500	374,700	2,200	0.6%	376,700	2,000	0.5%
Total Tax Levy by Service	1,102,400	1,117,000	14,600	1.3%	1,131,400	14,400	1.3%
Gross Expenditures by Type							
Personnel Services & Benefits	3,635,200	3,725,700	90,500	2.5%	3,818,400	92,700	2.5%
Materials & Supplies	8,300	8,600	300	3.6%	8,900	300	3.5%
Purchased Services	226,900	233,600	6,700	3.0%	240,500	6,900	3.0%
Payments & Grants	9,200	9,500	300	3.3%	9,800	300	3.2%
Internal Expenses & Transfers	1,460,700	1,503,500	42,800	2.9%	1,547,600	44,100	2.9%
Total Expenditures	5,340,300	5,480,900	140,600	2.6%	5,625,200	144,300	2.6%
Revenues by Type							
External Revenue	-3,564,100	-3,669,900	-105,800	-3.0%	-3,778,900	-109,000	-3.0%
Internal Recoveries & Fund Transfers	-673,800	-694,000	-20,200	-3.0%	-714,900	-20,900	-3.0%
Total Revenues	-4,237,900	-4,363,900	-126,000	-3.0%	-4,493,800	-129,900	-3.0%
Total Tax Levy	1,102,400	1,117,000	14,600	1.3%	1,131,400	14,400	1.3%

2025 - 2026 Budget Forecast Highlights

The 2025 net budget is projected to increase by \$14,600 for a total of \$1,117,000. The change is primarily due to inflationary increases to the cost of delivering services.

The 2026 net budget is projected to increase by \$14,400 for a total of \$1,131,400. The change is primarily due to inflationary increases to the cost of delivering services.

Development Services

Economic Development Program Based Budget 2024 - 2026

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.



2024 Program Key Initiatives



Growth Management

- Finalize and implement the new 5-year Economic Development Strategy
- Develop a non-residential vacant land servicing inventory



Community Belonging

- Implementation of the Permanent Seasonal Patio Program
- Continued implementation of the Digital Main Street program, as funding permits
- Year 2 of the Film Pilot Project

Key Performance Indicators

1. Percentage of gross operating budget

2019	2020	2021	2022	2023
0.6%	0.5%	0.4%	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

2019	2020	2021	2022	2023
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

2019	2020	2021	2022	2023
3.4% Q4	2.4% Q4	1.9% Q4	0.3% Q4	0.7% 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

2019	2020	2021	2022	2023
16.5% Q4	19.2% Q4	18.6% Q4	19.6% Q4	20.5% 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

2019	2020	2021	2022	2023
346,127	185,054	120,959	354,134	1,122,932 (Aug 2023)
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

2019	2020	2021	2022	2023
210,361	504,810	164,153	206,188	141,561 (Aug 2023)
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)

2019	2020	2021	2022	2023
4,236	4,207	4,274	4,363	4,328 (June 2023)
Purpose: (ISO 37120 supporting indicator of economic health) – licensed businesses				
Calculation: Source: Canadian Business Counts, Statistics Canada.				

Staffing Overview

Program: Economic Development	2023 Restated FTE	2024 Adjustments & Reallocations	2024 Service Level Change	2024 Growth and Capital	2024 Total FTE	Net Change 2024 vs 2023
Economic Development	4.0	-	-	0.3	4.3	0.3
Tourism	-	-	-	-	-	-
Total Economic Development	4.0	-	-	0.3	4.3	0.3

The 2024 total staff complement is 4.3 FTEs with the addition of 0.3 FTE for 2024 for part-time staffing to coordinate, liaise and promote the seasonal patio program.

2024 Operating Budget Overview by Service

	2023 Restated Budget	2024 Inflation & Adjustments	2024 Capital and Growth Impacts	2024 Base Budget	\$ Change from 2023	% Change from 2023	2024 Service Level Change	2024 Requested Budget	\$ Change from 2023	% Change from 2023
Economic Development										
Economic Development	793,700	19,700	36,000	849,400	55,700	7.0%		849,400	55,700	7.0%
Tourism										
Total Tax Levy	793,700	19,700	36,000	849,400	55,700	7.0%		849,400	55,700	7.0%

The 2024 net budget for Economic Development is \$849,400 resulting in an increase of \$55,700 or 7.0% from 2023. It includes a budget of \$36,000 for part-time staffing to coordinate, liaise and promote the seasonal patio program.

Economic Development net budget for 2024 is \$849,400 for an increase of \$55,700 from 2023. The change is primarily due to inflation on personnel services and benefits, net of wage adjustments for staff.

Tourism net budget for 2024 is \$00 with no net change from 2023. It includes a \$1,300,000 budget for collection of MAT revenue, an increase of \$300,000 from 2023, 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.

2024 Operating Budget Overview by Component

	2023 Restated Budget	2024 Inflation & Adjustments	2024 Capital and Growth Impacts	2024 Base Budget	\$ Change from 2023	% Change from 2023	2024 Service Level Change	2024 Requested Budget	\$ Change from 2023	% Change from 2023
Economic Development										
EXPENSES										
Personnel Services & Benefits	746,100	19,700	36,000	801,800	55,700	7.5%		801,800	55,700	7.5%
Materials & Supplies	7,200	-1,900		5,300	-1,900	-26.4%		5,300	-1,900	-26.4%
Purchased Services	135,500	41,900		177,400	41,900	30.9%		177,400	41,900	30.9%
Payments & Grants	505,000	142,500		647,500	142,500	28.2%		647,500	142,500	28.2%
Internal Expenses & Transfers	529,900	157,500		687,400	157,500	29.7%		687,400	157,500	29.7%
Total EXPENSES	1,923,700	359,700	36,000	2,319,400	395,700	20.6%		2,319,400	395,700	20.6%
REVENUES										
External Revenues	-1,000,000	-300,000		-1,300,000	-300,000	-30.0%		-1,300,000	-300,000	-30.0%
Internal Recovery & Fund Transfers	-130,000	-40,000		-170,000	-40,000	-30.8%		-170,000	-40,000	-30.8%
Total REVENUES	-1,130,000	-340,000		-1,470,000	-340,000	-30.1%		-1,470,000	-340,000	-30.1%
Total Tax Levy	793,700	19,700	36,000	849,400	55,700	7.0%		849,400	55,700	7.0%

The total expenses for Economic Development are \$2,319,400 and total revenues are \$1,470,000 resulting in a net budget of \$849,400 in 2024. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$801,800 in 2024 and is comprised primarily of full-time and part-time wages and benefits. The budget increased by \$55,700 from 2023 due to inflation, net of wage rate adjustments for staff. As well, \$36,000 for a 0.3 part-time FTE were added to the budget for a position that will coordinate, liaise and promote the patio program with local restaurants.

Materials & Supplies total budget is \$5,300 in 2024 and is comprised of external reproduction costs, office supplies and subscriptions.

Purchased Services total budget is \$177,400 in 2024 comprised primarily of consulting fees and promotion expenses to provide economic development services to the town. The budget has increased by \$41,900 for a \$40,000 one-time financial sponsorship of the Centennial Cup hockey tournament, funded from the Municipal Accommodation Tax Reserve (MAT).

Payments & Grants total budget is \$647,500 in 2024, 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 2022.

Internal Expenses & Transfers total budget is \$687,400 in 2024 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. The budget increased by \$142,500 due to the increase in budgeted MAT revenue.

External Revenue total budget is \$1,300,000 in 2024 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. The budget increased by \$300,000 from 2023.

Economic Development

Internal Recoveries & Fund Transfers total budget is \$170,000 in 2023 and includes funding for the Film Office pilot project. 60% of the funding or \$78,000 is from the MAT reserve, while the remaining 40% or \$52,000 is from the Tax Stabilization reserve. As well, there is a one-time transfer from the MAT reserve to fund the \$40,000 one-time sponsorship of the Centennial Cup tournament.

2025 - 2026 Operating Budget Forecast

	2024 Requested Budget	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)
Economic Development							
Gross Expenditures by Service							
Economic Development	1,019,400	1,002,800	-16,600	-1.6%	896,600	-106,200	-10.6%
Tourism	1,300,000	1,318,500	18,500	1.4%	1,337,600	19,100	1.4%
Total Gross Expenditures by Service	2,319,400	2,321,300	1,900	0.1%	2,234,200	-87,100	-3.8%
Tax Levy by Service	849,400	891,300	41,900	4.9%	934,200	42,900	4.8%
Total Tax Levy by Service	849,400	891,300	41,900	4.9%	934,200	42,900	4.8%
Gross Expenditures by Type							
Personnel Services & Benefits	801,800	818,700	16,900	2.1%	736,000	-82,700	-10.1%
Materials & Supplies	5,300	5,500	200	3.8%	5,700	200	3.6%
Purchased Services	177,400	142,800	-34,600	-19.5%	118,200	-24,600	-17.2%
Payments & Grants	647,500	666,900	19,400	3.0%	686,900	20,000	3.0%
Internal Expenses & Transfers	687,400	687,400			687,400		
Total Expenditures	2,319,400	2,321,300	1,900	0.1%	2,234,200	-87,100	-3.8%
Revenues by Type							
External Revenue	-1,300,000	-1,300,000			-1,300,000		
Internal Recoveries & Fund Transfers	-170,000	-130,000	40,000	23.5%		130,000	100.0%
Total Revenues	-1,470,000	-1,430,000	40,000	2.7%	-1,300,000	130,000	9.1%
Total Tax Levy	849,400	891,300	41,900	4.9%	934,200	42,900	4.8%

Economic Development

2025 - 2026 Budget Forecast Highlights

The 2025 net budget is projected to increase by \$41,900 for a total of \$891,300. The change is primarily due to inflationary increases to the cost of delivering services. The budget for the one-time sponsorship of the Centennial Cup tournament is removed, as well as the MAT reserve funding.

The 2026 net budget is projected to increase by \$42,900 for a total of \$934,200. 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.

2024 Recommended Capital Budget

The Economic Development Capital budget for 2024 includes \$114,400 for the Seasonal Patio Program. This includes costs to retain consultant support for the creation of an online permitting system and database for patio permits within the existing AMANDA system. As well, the town will purchase safety barriers/equipment for on-street patios with the intention of renting them to program participants.

	Classification	Capital Budget 2024	Operating Impacts 2024
Economic Development			
65102402 Seasonal Patio Program	Program Initiatives	114,400	68,600
Total		114,400	68,600

Infrastructure Planning & Improvements Program Based Budget 2024 - 2026

Vision

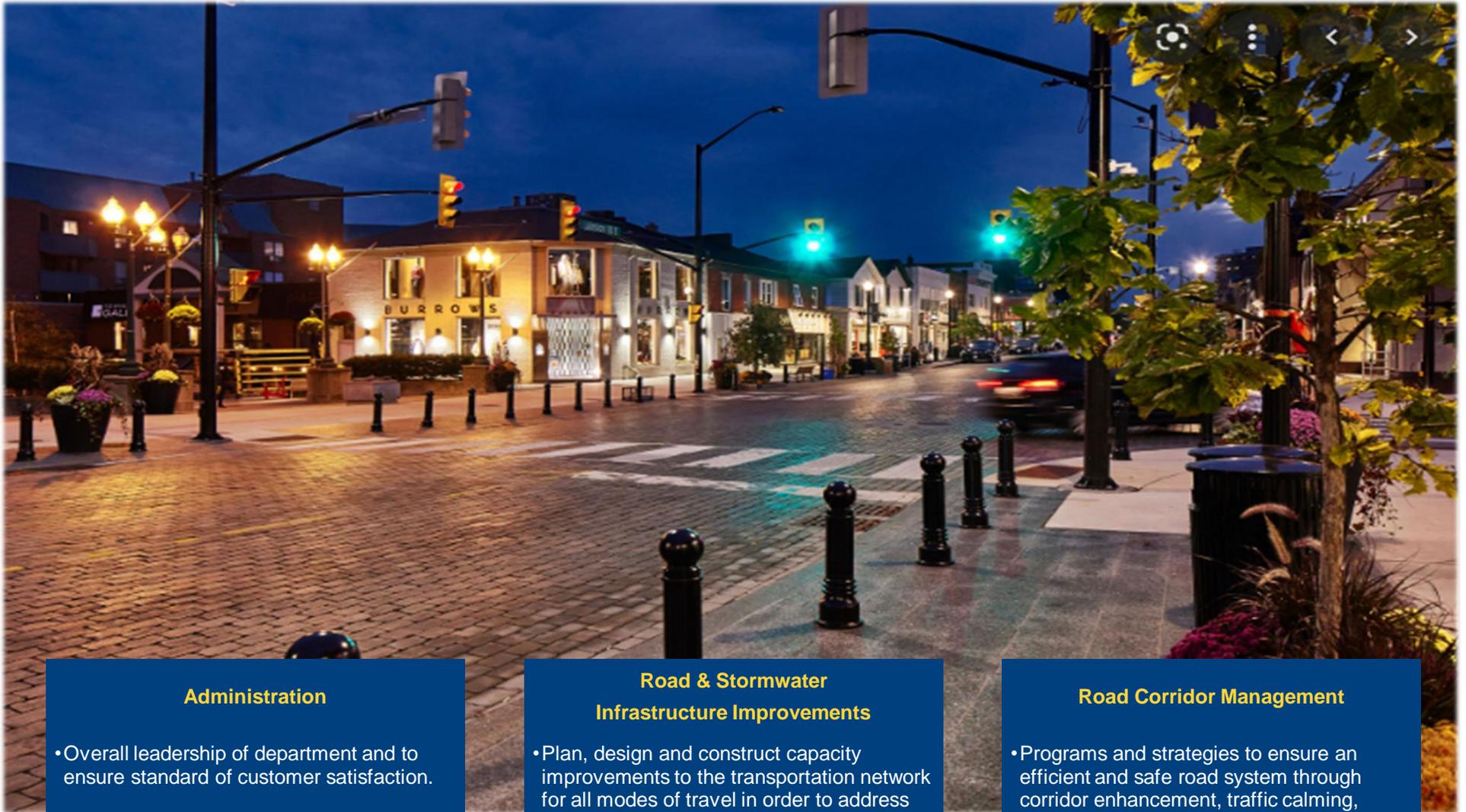
- To meet the needs of our community today and tomorrow through the provision, management and rehabilitation of municipal transportation and water resources infrastructure.

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.

2024 Program Key Initiatives



Growth Management

- Continued implementation of the Neighbourhood Traffic Program including pedestrian crossovers, traffic calming, automated speed enforcement, and localized road safety improvements.
- As part of the signal priority budget, implementation of Signal Performance Measures (SPM) along the corridor. SPM collects and analyzes real time traffic data to create adaptive signal timing plans.
- Design and construct growth-related road and stormwater infrastructure in accordance with the capital budget and forecast.
- Continue work to update the Transportation Master Plan.
- Continue to support the Midtown Growth Area Review.



Community Belonging

- Outreach to, and engagement with, formal and informal community groups on master plans, 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 capital projects to protect and rehabilitate shorelines, such as the Shorewood Promenade and Shell Park shoreline rehabilitation projects.

Key Performance Indicators

1. Percentage of gross operating budget

2019	2020	2021	2022	2023
1.6%	1.6%	1.6%	2.0%	2.0%
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

2019	2020	2021	2022	2023
1.8%	1.8%	1.8%	1.8%	1.9%
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

2019	2020	2021	2022	2023
		15.9%	27.8%	29.2%
Purpose: Monitors the success of the implementation of the Transportation Master Plan. The 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 TMP.				

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

	2019	2020	2021	2022	2023 (Sept 30 th)
ROW AT Infrastructure	1,151	1,171	1,173	1,189	1,192
*Cycle Lanes/Signed Routes	N/A	N/A	N/A	N/A	297
Recreational AT (Trails)	236	241	244	249	249
Total AT Infrastructure	1,387	1,412	1,417	1,426	1,738
Purpose: Monitors the success of the implementation of the Transportation Master Plan, Active Transportation Master Plan, and overall trail network.					
Calculation: Total town owned length of sidewalks and multi-use trails 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 and will be updated every 2 years.					
Comment: As of Sept 30 th , 2023, a total of 3 km of active transportation infrastructure was added to the network through capital projects and development projects in 2023. 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

2019	2020	2021	2022	2023
98.5%	N/A	N/A	92%*	100%**
<p>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.</p>				
<p>Calculation: Percentage of signalized intersections at Level of Service A – D.</p>				
<p>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.</p> <p>*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.</p> <p>**Information for 2023 is based on a larger subset of town intersections than in 2022, along five primary town corridors.</p>				

Staffing Overview

Program: Infrastructure Planning & Improvements	2023	2024	2024	2024	2024	Net
	Restated	Adjustments &	Service Level	Growth and	Total	Change
Services/Activities:	FTE	Reallocations	Change	Capital	FTE	2024 vs 2023
Administration	2.0	-	-	-	2.0	-
Road Infrastructure Improvements	24.0	-	-	3.0	27.0	3.0
Road Corridor Management	6.4	-	-	-	6.4	-
Total Infrastructure Planning & Improvements	32.4	-	-	3.0	35.4	3.0

The 2024 total staff complement is 35.4 FTEs for an increase of 3.0 FTEs from 2023 which are as follows:

2.0 FTEs were added for the Neighbourhood Traffic Safety Program, these positions were previously approved by Council as contract positions for the 2022 and 2023 budget years and have now been converted to full time. The two positions are a Project Leader in the Design and Construction section and a Transportation Technologist in the Neighbourhood Traffic Safety section. Transportation is a strategic priority in the Strategic Plan with implementing neighbourhood traffic safety measures listed as one of the ways we will meet this priority. Addressing traffic safety and providing infrastructure such as pedestrian crossovers support mobility for all by making walking, cycling and driving safer for all road users

1.0 FTE was added for a Construction Project Coordinator within the Design and Construction section. This position is responsible for preparing contract documents for procurement, which will streamline the purchasing timeline by providing complete procurement packages to Purchasing to upload for tender or RFP.

All three of these new FTEs will be fully recovered from Capital resulting in a net-zero impact to the overall Operating budget.

2024 Operating Budget Overview by Service

	2023 Restated Budget	2024 Inflation & Adjustments	2024 Capital and Growth Impacts	2024 Base Budget	\$ Change from 2023	% Change from 2023	2024 Service Level Change	2024 Requested Budget	\$ Change from 2023	% Change from 2023
Infrastructure Planning & Improvements										
Administration	543,400	37,600	700	581,700	38,300	7.0%	581,700	38,300	7.0%	
Road Infrastructure Improvements	2,748,800	346,400	1,100	3,096,300	347,500	12.6%	3,096,300	347,500	12.6%	
Road Corridor Management	348,300	-20,900	-36,800	290,600	-57,700	-16.6%	290,600	-57,700	-16.6%	
Total Tax Levy	3,640,500	363,100	-35,000	3,968,600	328,100	9.0%	3,968,600	328,100	9.0%	

The 2024 net budget for Infrastructure Planning & Improvements is \$3,968,600 resulting in an increase of \$328,100 or 9.0% from 2023. This reflects the costs for the overall management, coordination and implementation of engineering planning, design and construction of Oakville's roads and stormwater infrastructure.

Administration net budget for 2024 is \$581,700 for an increase of \$38,300 from 2023. The change is primarily due to inflationary and contractual increases in personnel and interdepartmental charges as well as increased insurance costs.

Road Infrastructure Improvements net budget for 2024 is \$3,096,300 for an increase of \$347,500 from 2023. The Automated Speed Enforcement Program budget was increased by \$544,000 to account for increased ticket numbers and processing fees. The 2023 budget was calculated based on the issuance of 14,000 tickets, however, this number increases to 26,700 tickets for 2024. The two contract positions in the amount of \$260,000, previously approved by Council for the 2022 and 2023 budget years to oversee the expanded scope of the Neighbourhood Traffic Safety Program have been removed for 2024 as the positions have been converted to full time. Inflationary and contractual increases in personnel have also included.

Road Corridor Management net budget for 2024 is \$290,600 for a decrease of \$57,700 from 2023. The change is primarily due to the increased revenue estimates for the Patio and Temporary Street Occupation permits. Inflationary and contractual increases in personnel have also included.

2024 Operating Budget Overview by Component

	2023 Restated Budget	2024 Inflation & Adjustments	2024 Capital and Growth Impacts	2024 Base Budget	\$ Change from 2023	% Change from 2023	2024 Service Level Change	2024 Requested Budget	\$ Change from 2023	% Change from 2023
Infrastructure Planning & Improvements										
EXPENSES										
Personnel Services & Benefits	4,403,000	-102,700	383,300	4,683,600	280,600	6.4%		4,683,600	280,600	6.4%
Materials & Supplies	48,200	500		48,700	500	1.0%		48,700	500	1.0%
Capital out of Operations	4,300	-1,000		3,300	-1,000	-23.3%		3,300	-1,000	-23.3%
Purchased Services	951,200	634,800	1,800	1,587,800	636,600	66.9%		1,587,800	636,600	66.9%
Payments & Grants	19,600	9,200		28,800	9,200	46.9%		28,800	9,200	46.9%
Internal Expenses & Transfers	140,800	1,100		141,900	1,100	0.8%		141,900	1,100	0.8%
Total EXPENSES	5,567,100	541,900	385,100	6,494,100	927,000	16.7%		6,494,100	927,000	16.7%
REVENUES										
External Revenues	-461,100	-90,600	-36,800	-588,500	-127,400	-27.6%		-588,500	-127,400	-27.6%
Internal Recovery & Fund Transfers	-1,465,500	-88,200	-383,300	-1,937,000	-471,500	-32.2%		-1,937,000	-471,500	-32.2%
Total REVENUES	-1,926,600	-178,800	-420,100	-2,525,500	-598,900	-31.1%		-2,525,500	-598,900	-31.1%
Total Tax Levy	3,640,500	363,100	-35,000	3,968,600	328,100	9.0%		3,968,600	328,100	9.0%

The total expenses for Infrastructure Planning & Improvements are \$6,494,100 and total revenues are \$2,525,500 resulting in a net budget of \$3,968,600 in 2024. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$4,683,600 in 2024 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$280,600 from 2023 primarily due to the addition of 3.0 new FTEs within the Design and Construction and Neighbourhood Traffic Safety sections. Two of these new FTEs were contract positions related to the Neighbourhood Traffic Safety Program previously approved by Council, the contract amounts have been removed from the 2024 budget. Inflationary and contractual increases in personnel have also been included.

Materials & Supplies total budget is \$48,700 in 2024, an increase of \$500 from 2023, primarily due to an increase in motor vehicle parts and accessories.

Capital out of Operations total budget is \$3,300 in 2024 for a decrease of \$1,000 from 2023. The budget for computer hardware within the Road Permitting section has been removed for 2024.

Purchased Services total budget is \$1,587,800 in 2024 for an increase of \$636,600 from 2023. The Automated Speed Enforcement Program budget was increased by \$544,000 to account for increased ticket numbers and processing fees. The 2023 budget was calculated based on the issuance of 14,000 tickets, however, this number increases to 26,700 tickets for 2024. Funding was also included for peer reviews under the Transportation Planning business unit with the offsetting revenue also included, resulting in a net zero impact to the overall budget. The 2024 budget also includes additional funding for annual subscriptions and increased insurance costs.

Infrastructure Planning and Improvements

Payments & Grants total budget for 2024 is \$28,800 for an increase of \$9,200 from 2023. This is primarily due to Inflationary increases within interdepartmental charges and an increase to Municipal Grants.

Internal Expenses & Transfers total budget is \$141,900 in 2024 for an increase of \$1,100 from 2023, primarily due to inflationary increases.

External Revenue total budget in 2024 is \$588,500 for an increase of \$127,400 from 2023. The change is primarily due to the increased revenue estimates for the Patio and Temporary Street Occupation permits as well as the peer reviews mentioned under Purchased Services.

Internal Recoveries & Fund Transfers total budget is \$1,937,000 in 2024 for an increase of \$471,500 from 2023. The budget is comprised primarily of costs recovered from capital projects and for 2024 includes the 3.0 new FTEs within the Design and Construction and Neighbourhood Traffic Safety sections as well as inflationary and contractual increases.

2025 - 2026 Operating Budget Forecast

	2024 Requested Budget	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)
Infrastructure Planning & Improvements							
Gross Expenditures by Service							
Administration	624,000	640,800	16,800	2.7%	658,000	17,200	2.7%
Road Infrastructure Improvements	5,033,300	5,162,400	129,100	2.6%	5,294,500	132,100	2.6%
Road Corridor Management	836,800	856,600	19,800	2.4%	877,000	20,400	2.4%
Total Gross Expenditures by Service	6,494,100	6,659,800	165,700	2.6%	6,829,500	169,700	2.5%
Tax Levy by Service							
Administration	581,700	597,200	15,500	2.7%	613,100	15,900	2.7%
Road Infrastructure Improvements	3,096,300	3,177,800	81,500	2.6%	3,261,300	83,500	2.6%
Road Corridor Management	290,600	295,200	4,600	1.6%	300,100	4,900	1.7%
Total Tax Levy by Service	3,968,600	4,070,200	101,600	2.6%	4,174,500	104,300	2.6%
Gross Expenditures by Type							
Personnel Services & Benefits	4,683,600	4,797,800	114,200	2.4%	4,914,500	116,700	2.4%
Materials & Supplies	48,700	50,200	1,500	3.1%	51,700	1,500	3.0%
Capital out of Operations	3,300	3,400	100	3.0%	3,500	100	2.9%
Purchased Services	1,587,800	1,634,900	47,100	3.0%	1,683,400	48,500	3.0%
Payments & Grants	28,800	29,500	700	2.4%	30,200	700	2.4%
Internal Expenses & Transfers	141,900	144,000	2,100	1.5%	146,200	2,200	1.5%
Total Expenditures	6,494,100	6,659,800	165,700	2.6%	6,829,500	169,700	2.5%
Revenues by Type							
External Revenue	-588,500	-603,800	-15,300	-2.6%	-619,400	-15,600	-2.6%
Internal Recoveries & Fund Transfers	-1,937,000	-1,985,800	-48,800	-2.5%	-2,035,600	-49,800	-2.5%
Total Revenues	-2,525,500	-2,589,600	-64,100	-2.5%	-2,655,000	-65,400	-2.5%
Total Tax Levy	3,968,600	4,070,200	101,600	2.6%	4,174,500	104,300	2.6%

2025 - 2026 Budget Forecast Highlights

The 2025 net budget is projected to increase by \$101,600 for a total of \$4,070,200. The change is primarily due to inflationary increases to the cost of delivering services.

The 2026 net budget is projected to increase by \$104,300 for a total of \$4,174,500. The change is primarily due to inflationary increases to the cost of delivering services.

Infrastructure Planning and Improvements

2024 Recommended Capital Budget

Highlights include the North Service Road and Bridge Road urbanization projects. The 2024 recommended capital budget also includes projects associated with the Neighbourhood Traffic Safety Program, such as the traffic calming program. Also included is the road resurfacing and preservation program, the completion of the Lakeshore Rd Bridge rehabilitation at Bronte Creek and the completion of the rehabilitation work at Shorewood Promenade.

	Classification	Capital Budget 2024	Operating Impacts 2024
Infrastructure Planning			
53112301 Transportation and Engineering Development Portal Upgrades	Infrastructure Renewal	31,200	
53112401 Transportation and Engineering Cap. Repl.	Infrastructure Renewal	25,200	
53311502 North Service Rd Urbanization and Widening w/AT - Eighth Line to 1 km East of Invicta Dr	Growth	3,517,500	
53312404 Burnhamthorpe Rd Urbanization w/AT - 800 m E of Neyagawa Blvd to Sixth Line	Growth	830,000	
53321601 Bridge Rd Urbanization - Sherin Dr to Lee's Ln	Infrastructure Renewal	1,106,600	
53322204 York St and Wallace Rd Reconstruction and Urbanization	Infrastructure Renewal	392,700	1,100
53322303 Bridge Rd Urbanization - Third Line to Sherin Dr	Infrastructure Renewal	323,200	
53332402 Construction Monitoring	Infrastructure Renewal	151,100	
53332403 Road Resurfacing and Preservation Program	Infrastructure Renewal	9,036,000	
53342402 North Service Rd MUP - Fourth Line to Dorval Dr	Growth	990,900	6,000
53352401 SWM Pond 44 Vault Repairs	Infrastructure Renewal	60,400	
53362102 South Service Rd Bridge Rehabilitation at Joshua's Creek	Infrastructure Renewal	603,600	
53362201 Lakeshore Road Bridge Rehabilitation at Bronte Creek	Infrastructure Renewal	905,400	
53372009 North Oakville Creek Monitoring Program	Growth	80,600	
53372204 Shorewood Promenade Rehabilitation	Infrastructure Renewal	754,500	
53372206 Shell Park Shoreline Rehabilitation	Infrastructure Renewal	905,400	
53382102 Westminster Drive Storm Sewer - Hixon Street to Lakeshore Road - Construction	Infrastructure Renewal	382,700	2,300
53382401 Brookfield Rd Drainage Improvements	Infrastructure Renewal	503,500	100
53382402 Saville Cr Area Drainage Improvements	Infrastructure Renewal	503,500	
53392304 Rebecca St Slope Rehabilitation @ Sixteen Mile Creek	Infrastructure Renewal	503,500	
53392401 Creek Flow Monitoring Program	Infrastructure Renewal	60,400	
53412401 Traffic Management - Intersections	Growth	342,400	
53412402 Pedestrian Crossover Construction Program	Growth	1,830,900	
53412403 Traffic Signal Optimization Program	Growth	302,100	
53412404 Road Safety Program	Infrastructure Renewal	664,000	
53412405 Traffic Studies and Monitoring	Infrastructure Renewal	125,900	
53412406 Traffic Signal Construction Program	Growth	1,126,700	
53412407 Traffic Calming Program	Program Initiatives	1,820,900	3,800
Total		27,880,800	13,300

Infrastructure Planning and Improvements

Infrastructure Maintenance Program Based Budget 2024 - 2026

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

- Facility Maintenance & Administration of Operations
- Driver Safety & Collision Prevention

Fleet Operations

- Fleet Acquisition & Disposition
- Parts Inventory, Stores & Distribution
- Vehicle & Equipment Maintenance

Works Operations

- Road & Roadside Maintenance
- Bulk Loose Leaf Collection
- Road Emergency Response
- Winter Control
- Stormwater System Maintenance

Traffic Operations

- Traffic Control Device Maintenance
- Street Lighting
- Crossing Guards

Infrastructure Maintenance

2024 Program Key Initiatives



Growth Management

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



Community Belonging

- The provision of quality and reliable 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.
- The provision of a safe and effective transportation network.
- 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 green house 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

2019	2020	2021	2022	2023
12.1%	12.1%	12.1%	11.9%	12.1%
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

2019	2020	2021	2022	2023
8.4%	8.2%	8.1%	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

2019	2020	2021	2022	2023
0.16	0.21	0.19	0.22	0.23 (Projected to Sept. 2023)
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 street lights and sign retro-reflectivity) / total lane kilometer of town roads.				

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

2013	2015	2017	2019	2022
82%	85%	82%	83%	81%
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)

2013	2015	2017	2019	2022
68%	74%	81%	76%	74%
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		Accumulation up to 5.0cm		Accumulation >7.5cm		Total Events	Laneway Snow Removal*		Comments
	# service events	< 6/8 hr service	# service events	< 12 hr service	# service events	< 24 hr service		# service events	5-to-7 day service	
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 hours

** 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)		Comments
	# service events	24 hr service	# service events	48 hr service	
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	2023 Restated FTE	2024 Adjustments & Reallocations	2024 Service Level Change	2024 Growth and Capital	2024 Total FTE	Net Change 2024 vs 2023
Services/Activities:						
Facilities & Administration	4.8	-	-	-	4.8	-
Fleet Operations	24.4	-	-	-	24.4	-
Works Operations	63.5	-	-	2.0	65.5	2.0
Traffic Operations	50.5	-	-	0.4	50.9	0.4
Total Infrastructure Maintenance	143.3	-	-	2.4	145.7	2.4

The 2024 total staff complement is 145.7 FTEs an increase of 2.4 FTE from 2023. The additional staff include:

- 2.0 FTE are capital impacts to Works Operations. To deliver a new minor capital rehabilitation program which will include management of sidewalk rehabilitation, roadway asphalt rehabilitation, asphalt pathway rehabilitation, bridge and culvert minor maintenance, fence and noise wall rehabilitation, storm sewer rehabilitation and ditch improvement, a full-time Project Leader and Inspector are added to the complement to oversee and manage projects.
- 0.4 FTE is a growth impact to Traffic Operations. A part-time Labourer will assist with the set-up and site coordination for the Town patio program.

2024 Operating Budget Overview by Service

	2023 Restated Budget	2024 Inflation & Adjustments	2024 Capital and Growth Impacts	2024 Base Budget	\$ Change from 2023	% Change from 2023	2024 Service Level Change	2024 Requested Budget	\$ Change from 2023	% Change from 2023
Infrastructure Maintenance										
Facilities & Administration	2,080,900	381,900	45,300	2,508,100	427,200	20.5%		2,508,100	427,200	20.5%
Fleet Operations	31,900	-428,200	334,700	-61,600	-93,500	-293.1%		-61,600	-93,500	-293.1%
Works Operations	15,585,100	1,322,500	126,900	17,034,500	1,449,400	9.3%		17,034,500	1,449,400	9.3%
Traffic Operations	8,505,800	929,900	149,800	9,585,500	1,079,700	12.7%		9,585,500	1,079,700	12.7%
Total Tax Levy	26,203,700	2,206,100	656,700	29,066,500	2,862,800	10.9%		29,066,500	2,862,800	10.9%

The 2024 net budget for Infrastructure Maintenance is \$29,066,500 resulting in an increase of \$2,862,800 or 10.9% from 2023. This includes Capital and Growth impacts of \$656,700 primarily for costs associated with new growth equipment, maintenance of new infrastructure built as a result 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 (IPS and ASE zones) that require ongoing maintenance. Additional service details include:

Facilities & Administration net budget for 2024 is \$2,508,100 for an increase of \$427,200 from 2023. The change is primarily due to inflationary and contractual increases to salary and benefits. Additional adjustments are included for insurance, repairs and contracted services. This includes an internal charge of \$176,400 or 8.5% for facility maintenance and operations as recommended by the Facilities Management Review with a recovery in the Facility Services program.

Infrastructure Maintenance

Fleet Operations net budget for 2024 is -\$61,600 (Credit Balance) for a decrease of \$93,500 from 2023. The change is primarily due to inflationary increases to salary and benefits and the salary annualization of an AVL/Cellular Radio Technician. Additional adjustments are added for fuel, motor vehicle parts and an increase transfer for the equipment reserve to fund future equipment replacements. An increase to the vehicle usage recovery offsets budget adjustments.

Works Operations net budget for 2024 is \$17,034,500 for an increase of \$1,449,400 from 2023. The change is primarily due to inflationary increases to salary and benefits, changes to premium pay including overtime and standby pay and the addition of 2.0 FTE for a Project Leader and Inspector which are primarily recovered from capital projects. The town windrow program is expanded to 1100 driveways requiring additional contract services which is fully recovered from increased program revenue. Additional program adjustments are for equipment rental required to deliver the winter control program (which reflect increases in cost for fuel and labour components), de-icing material and changes to internal vehicle charges.

Traffic Operations net budget for 2024 is \$9,585,500 for an increase of \$1,079,700 from 2023. The change is primarily due to adjustments Bill 93 impact to underground locate services results in an increase in the cost-of-service delivery by \$947,500 in 2024. Further adjustments are inflationary increases to salary and benefits, the addition of a 0.4 Labourer to coordinate and set-up the Town's patio program, contracted services, and hydro for the street lighting program.

2024 Operating Budget Overview by Component

	2023 Restated Budget	2024 Inflation & Adjustments	2024 Capital and Growth Impacts	2024 Base Budget	\$ Change from 2023	% Change from 2023	2024 Service Level Change	2024 Requested Budget	\$ Change from 2023	% Change from 2023
Infrastructure Maintenance										
EXPENSES										
Personnel Services & Benefits	13,485,500	563,100	324,800	14,373,400	887,900	6.6%		14,373,400	887,900	6.6%
Materials & Supplies	7,390,000	221,900	143,200	7,755,100	365,100	4.9%		7,755,100	365,100	4.9%
Capital out of Operations	141,500	1,500		143,000	1,500	1.1%		143,000	1,500	1.1%
Purchased Services	10,931,200	1,929,300	214,100	13,074,600	2,143,400	19.6%	76,700	13,151,300	2,220,100	20.3%
Payments & Grants	1,325,800	-800	400	1,325,400	-400	-		1,325,400	-400	-
Internal Expenses & Transfers	8,157,800	996,000	234,600	9,388,400	1,230,600	15.1%		9,388,400	1,230,600	15.1%
Total EXPENSES	41,431,800	3,711,000	917,100	46,059,900	4,628,100	11.2%	76,700	46,136,600	4,704,800	11.4%
REVENUES										
External Revenues	-5,204,300	-553,300		-5,757,600	-553,300	-10.6%	-76,700	-5,834,300	-630,000	-12.1%
Internal Recovery & Fund Transfers	-10,023,800	-951,600	-260,400	-11,235,800	-1,212,000	-12.1%		-11,235,800	-1,212,000	-12.1%
Total REVENUES	-15,228,100	-1,504,900	-260,400	-16,993,400	-1,765,300	-11.6%	-76,700	-17,070,100	-1,842,000	-12.1%
Total Tax Levy	26,203,700	2,206,100	656,700	29,066,500	2,862,800	10.9%		29,066,500	2,862,800	10.9%

The total expenses for Infrastructure Maintenance are \$46,136,600 and total revenues are \$17,070,100 resulting in a net budget of \$29,066,500 in 2024. The budget components and main drivers for change are discussed below.

Infrastructure Maintenance

Personnel Services & Benefits total budget is \$14,373,400 in 2024 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$887,900 from 2023 primarily due to inflationary and contractual adjustments for wages and benefits. Additional adjustments are for overtime and standby and the annualization of the AVL/Cellular Radio Technician. For 2024, the capital and growth impacts include 2.0 FTE for a Project Leader and Inspector who will manage the new minor capital rehabilitation program and 0.4 FTE Labourer who will coordinate and set-up the Town's patio program.

Materials & Supplies total budget is \$7,755,100 in 2024 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 \$365,100 from 2023 primarily due to adjustments to fuel and de-icing material for winter control, increases to motor vehicle parts and traffic signal supplies.

Capital out of Operations total budget is \$143,000 in 2024 comprised primarily of computer software. The budget increased by \$1,500 from 2023 primarily due to changes to communication equipment.

Purchased Services total budget is \$13,151,300 in 2024 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 \$2,220,100 from 2023 primarily due to changes to contract services for Traffic for the underground locate services, equipment rental required for the winter control program, contract services for streetlighting and insurance. 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 \$1,325,400 in 2024 comprised primarily of licenses and debt charges related to the LED replacement for streetlighting. The budget decreased by \$400 from 2023 primarily due to changes to debt charges.

Internal Expenses & Transfers total budget is \$9,388,400 in 2024 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 \$1,230,600 from 2023 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 an internal charge for facility maintenance and operations as recommended by the Facilities Management Review with a recovery in the Facility Services program.

External Revenue total budget is \$5,834,300 in 2024 comprised primarily of regional recoveries and overhead revenue for work done on behalf of external agencies such as Ministry of Transportation, Halton Region, Halton Hills and Oakville Hydro. The budget increased by \$630,000 from 2023 primarily due to inflationary increases and adjustments to external recoveries. Service fees budget has increased for the expanded windrow program.

Internal Recoveries & Fund Transfers total budget is \$11,235,800 in 2024 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 \$1,212,000 from 2023 primarily due to changes to the internal labour recovery and vehicle usage recovery.

2025 - 2026 Operating Budget Forecast

	2024 Requested Budget	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)
Infrastructure Maintenance							
Gross Expenditures by Service							
Facilities & Administration	3,552,300	3,633,500	81,200	2.3%	3,717,000	83,500	2.3%
Fleet Operations	10,107,700	10,594,800	487,100	4.8%	10,898,100	303,300	2.9%
Works Operations	20,017,100	20,903,800	886,700	4.4%	21,655,900	752,100	3.6%
Traffic Operations	12,459,500	12,968,300	508,800	4.1%	13,396,400	428,100	3.3%
Total Gross Expenditures by Service	46,136,600	48,100,400	1,963,800	4.3%	49,667,400	1,567,000	3.3%
Tax Levy by Service							
Facilities & Administration	2,508,100	2,621,800	113,700	4.5%	2,771,100	149,300	5.7%
Fleet Operations	-61,600	-44,200	17,400	28.2%	87,300	131,500	297.5%
Works Operations	17,034,500	17,849,900	815,400	4.8%	18,528,500	678,600	3.8%
Traffic Operations	9,585,500	10,022,000	436,500	4.6%	10,378,500	356,500	3.6%
Total Tax Levy by Service	29,066,500	30,449,500	1,383,000	4.8%	31,765,400	1,315,900	4.3%
Gross Expenditures by Type							
Personnel Services & Benefits	14,373,400	14,706,200	332,800	2.3%	15,047,700	341,500	2.3%
Materials & Supplies	7,755,100	8,165,000	409,900	5.3%	8,496,800	331,800	4.1%
Capital out of Operations	143,000	147,300	4,300	3.0%	151,700	4,400	3.0%
Purchased Services	13,151,300	13,889,500	738,200	5.6%	14,595,900	706,400	5.1%
Payments & Grants	1,325,400	1,329,500	4,100	0.3%	1,331,900	2,400	0.2%
Internal Expenses & Transfers	9,388,400	9,862,900	474,500	5.1%	10,043,400	180,500	1.8%
Total Expenditures	46,136,600	48,100,400	1,963,800	4.3%	49,667,400	1,567,000	3.3%
Revenues by Type							
External Revenue	-5,834,300	-5,987,600	-153,300	-2.6%	-6,147,100	-159,500	-2.7%
Internal Recoveries & Fund Transfers	-11,235,800	-11,663,300	-427,500	-3.8%	-11,754,900	-91,600	-0.8%
Total Revenues	-17,070,100	-17,650,900	-580,800	-3.4%	-17,902,000	-251,100	-1.4%
Total Tax Levy	29,066,500	30,449,500	1,383,000	4.8%	31,765,400	1,315,900	4.3%

Infrastructure Maintenance

2025 - 2026 Budget Forecast Highlights

The 2025 net budget is projected to increase by \$1,383,000 for a total of \$30,449,500. The change is primarily due to inflationary increases to the cost of delivering services.

The 2026 net budget is projected to increase by \$1,315,900 for a total of \$31,765,400. The change is primarily due to inflationary increases to the cost of delivering services.

2024 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 continues to repair and replace scheduled hardware and controllers on traffic signals through the various traffic signal capital listed below. The North Snow Disposal Site provides for a snow storage facility necessary to support the snow removal operation. New rehabilitation programs are added for ditch improvement, sidewalk rehabilitation and asphalt rehabilitation to provide ongoing maintenance of town infrastructure.

	Classification	Capital Budget 2024	Operating Impacts 2024
Infrastructure Maintenance			
51312301 Central Ops - Furniture Replacement	Infrastructure Renewal	10,100	
51312401 Central Operations Depot Capital Replacement	Infrastructure Renewal	128,900	
51312403 Central Ops - Water Fill Station	Infrastructure Renewal	261,800	
51312404 North Snow Disposal Site	Growth	5,050,000	
51322301 Replacement of Fleet Hoists	Infrastructure Renewal	120,800	
51322304 AVL Telematics Install	Program Initiatives		67,600
51322401 Roads and Works Growth Equipment	Growth	752,500	88,600
51322402 Roads and Works Vehicle Replacement	Infrastructure Renewal	1,986,000	
51322403 Roads and Works Equipment Replacement	Infrastructure Renewal	1,405,400	
51322404 Roads and Works Program Equipment Replacement	Infrastructure Renewal	30,000	
51322405 EV Charging Station - Central Operations	Infrastructure Renewal	50,300	
51332301 Minor Asphalt Pathway Rehabilitation	Infrastructure Renewal	58,700	
51332302 Bridge and Culvert Minor Maintenance	Infrastructure Renewal	44,000	
51332401 Fence and Noise Wall Rehabilitations	Infrastructure Renewal	117,900	
51332403 Asphalt Rehabilitation - Roadway	Infrastructure Renewal	292,000	
51332404 Storm Sewer Rehabilitation	Infrastructure Renewal	409,000	
51332405 Ditch Improvement Program	Infrastructure Renewal	234,000	
51332406 Sidewalk Rehabilitation	Infrastructure Renewal	235,000	
51612302 Major Traffic Signal Repairs	Infrastructure Renewal	52,800	
51612401 Traffic Signal Interconnect	Infrastructure Renewal	67,400	
51612402 Traffic Signal Controller Replacement	Infrastructure Renewal	768,300	
51612403 Major Signal Hardware Replacement	Infrastructure Renewal	847,700	
51632301 Streetlight Rehabilitation	Infrastructure Renewal	176,300	
Total		13,098,900	156,200

Infrastructure Maintenance

Oakville Transit Program Based Budget 2024 - 2026

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 of scheduled fixed route conventional transit services, Late Night Zone, School Specials and Special event services

Transit Planning & Support Services

- Planning and scheduling of all conventional accessible fixed route services including School Specials and Charter services

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.

2024 Program Key Initiatives



Growth Management

- Introduce service levels in response to increased transit demand
- Expand transit to new service areas throughout the town
- Continue providing more fare paying options for customers



Community Belonging

- Launch mobile app enabling transit customer self-serve trip management capabilities
- Prepare the Oakville Transit Annual Service Plan in consultation with customers and residents
- Complete updating transit information such as maps and schedules to a more customer friendly and accessible format



Environmental Sustainability

- Expand the operation of battery electric buses for On-Demand services
- Begin the supply, installation of electric bus energy infrastructure at Oakville Transit facilities
- Receive 40' conventional battery electric buses



Accountable Government

- Prepare a Transit Five Year Business Plan identifying the road map for Oakville Transit
- Deliver transit services efficiently through data analytics and analysis
- Complete implementation of fleet wide Automatic Passenger Counters (APC)
- Incorporate Oakville Transit plans into the Transportation Master Plan

Key Performance Indicators

1. Percentage of gross operating budget

2019	2020	2021	2022	2023
12.8%	12.7%	12.3%	12.5%	13.2%
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

2019	2020	2021	2022	2023
14.3%	14.2%	13.9%	13.9%	13.9%
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

2019	2020	2021	2022	2023
2,968,776	1,079,549	1,292,066	2,167,452	2,899,586 (projected)
Purpose: Represents the level of use of the services and allows comparison to revenue recovered and costs.				
Calculation: Total number of passenger boardings less those which are transfers from another bus; based on actuals for 2019-2022 and projected year end for 2023. Note: The COVID-19 pandemic impacted the 2020 – 2022 statistics. The 2023 Forecast includes entire system (Conventional and On-Demand)				

4. Annual number of public transport trips per capita

2019	2020	2021	2022	2023
14.04	5.03	5.92	9.47	13.84 (projected)
Purpose: To understand the degree to which transit ridership is either increasing or decreasing relative to the town's population.				
Calculation: Net ridership divided by the total town population; based on actuals for 2019-2022 and projected year end for 2023. Note: The COVID-19 pandemic impacted the 2020 – 2022 statistics.				

5. Transit on-time performance

2019	2020	2021	2022	2023
83.1%	84.8%	92.74%	91.98%	89% (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 2019-2022 and year to date for 2023.				

6. Subsidy (tax levy per ride)

2019	2020	2021	2022	2023
\$6.27	\$19.20	\$19.08	\$12.45	\$8.61 (forecast)
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 2019-2022 and projected for 2023.				

7. Preventable accidents safety rating

2019	2020	2021	2022	2023
0.68	0.45	0.57	0.53	0.71 (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 2019-2022 and year to date for 2023.				

8. Cost recovery ratio - conventional

2019	2020	2021	2022	2023
29.52%	12.51%	12.01%	20.4%	22.9% (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 2019-2022 and year to date for 2023 (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

2019	2020	2021	2022	2023
7.34%	4.31%	3.05%	3.5%	3.2% (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 2019-2022 and year to date for 2023 (excludes Gas Tax funding).				

Staffing Overview

Program: Oakville Transit	2023	2024	2024	2024	2024	Net
Services/Activities:	Restated	Adjustments &	Service Level	Growth and	Total	Change
	FTE	Reallocations	Change	Capital	FTE	2024 vs 2023
Transit Operations	161.9	-	-	-	161.9	-
Transit Planning & Support Services	8.3	0.0	-	-	8.4	0.0
Transit On Demand	37.9	0.2	-	2.5	40.6	2.7
Transit Fleet & Maintenance	33.1	-	-	1.0	34.1	1.0
Total Oakville Transit	241.2	0.2	-	3.5	244.9	3.7

The 2024 total staff complement is 244.9 FTEs resulting in an increase of 3.7 FTEs from 2023. The 2024 changes are due to an additional 2.7 FTE that represents the remaining capital impacts from 2023 for specialized electric buses purchases and 1.0 FTE to meet Occupational Health and Safety requirements to support the transit maintenance area while ensuring town policies and Ministry of Transportation legislation met.

2024 Operating Budget Overview by Service

	2023	2024	2024	2024	\$ Change	% Change	2024	2024	\$ Change	%
	Restated	Inflation &	Capital and	Base	from	from	Service	Requested	from	from
	Budget	Adjustments	Growth Impacts	Budget	2023	2023	Level	Budget	2023	2023
Oakville Transit										
Transit Operations	9,717,700	-1,661,200	500	9,147,000	-570,700	-5.9%		9,147,000	-570,700	-5.9%
Transit Planning & Support Services	1,142,800	65,100	5,000	1,222,400	79,600	7.0%		1,222,400	79,600	7.0%
Transit On Demand	4,200,600	-131,000	333,000	4,402,600	202,000	4.8%		4,402,600	202,000	4.8%
Transit Fleet & Maintenance	18,682,300	2,123,500	3,372,700	24,178,500	5,496,200	29.4%		24,178,500	5,496,200	29.4%
Total Tax Levy	33,743,400	396,400	3,711,200	38,950,500	5,207,100	15.4%		38,950,500	5,207,100	15.4%

The 2024 net budget for Oakville Transit is \$38,950,500 resulting in an increase of \$5,207,100 or 15% from 2023. This includes Capital and Growth impacts of \$3,711,200 due to operating impacts of growth purchases of electric buses as well as for the charging infrastructure. Additional inflationary costs and adjustments of \$396,400 has contributed to the change from 2023 which is mainly from inflationary and contractual obligations for personnel services and contracted services as well as an increase to reserve transfers to fund future vehicle replacements that has been partially offset by increased ridership revenue. This also includes an internal charge of \$170,600 or 0.5% for facility maintenance and operations as recommended by the Facilities Management Review with a recovery in the Facility Services program.

Transit Operations net budget for 2024 is \$9,147,000 for a decrease of \$570,700 from 2023. The change is primarily due to increases in ridership revenue to bring ridership levels back to 96% of pre-covid levels. 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. It should also be noted that the free rides for Seniors and Youth have an impact of \$545,000 as a result of the removal of Tax stabilization funding from the prior year.

Transit Planning & Support Services net budget for 2024 is \$1,222,400 for an increase of \$79,600 from 2023. The change is primarily due to inflationary and contractual obligations in personnel services and benefits and contracted services.

Transit On Demand net budget for 2024 is \$4,402,600 for an increase of \$202,000 from 2023. The change is primarily due to inflationary and contractual obligations in personnel services and benefits as well as capital impacts for the expansion of the fleet, which are partially offset by a decrease in taxi use.

Transit Fleet & Maintenance net budget for 2024 is \$24,178,500 for an increase of \$5,496,200 from 2023. The change is primarily due to capital impacts resulting from the charging infrastructure and increased transfer of reserves to related to the continuation of the electrification of the fleet.

2024 Operating Budget Overview by Component

	2023 Restated Budget	2024 Inflation & Adjustments	2024 Capital and Growth Impacts	2024 Base Budget	\$ Change from 2023	% Change from 2023	2024 Service Level Change	2024 Requested Budget	\$ Change from 2023	% Change from 2023
Oakville Transit										
EXPENSES										
Personnel Services & Benefits	23,399,500	731,500	451,000	24,591,500	1,192,000	5.1%		24,591,500	1,192,000	5.1%
Materials & Supplies	7,078,700	-35,600	-175,300	6,867,800	-210,900	-3.0%		6,867,800	-210,900	-3.0%
Capital out of Operations	11,100	-5,000		6,100	-5,000	-45.0%		6,100	-5,000	-45.0%
Purchased Services	4,762,100	40,600	1,234,000	6,036,700	1,274,600	26.8%		6,036,700	1,274,600	26.8%
Payments & Grants	946,600	247,500		1,194,100	247,500	26.1%		1,194,100	247,500	26.1%
Internal Expenses & Transfers	5,194,400	1,568,900	2,201,500	8,964,800	3,770,400	72.6%		8,964,800	3,770,400	72.6%
Total EXPENSES	41,392,400	2,547,900	3,711,200	47,661,000	6,268,600	15.1%		47,661,000	6,268,600	15.1%
REVENUES										
External Revenues	-4,907,900	-2,348,700		-6,711,600	-1,803,700	-36.8%		-6,711,600	-1,803,700	-36.8%
Internal Recovery & Fund Transfers	-2,741,100	197,200		-1,998,900	742,200	27.1%		-1,998,900	742,200	27.1%
Total REVENUES	-7,649,000	-2,151,500		-8,710,500	-1,061,500	-13.9%		-8,710,500	-1,061,500	-13.9%
Total Tax Levy	33,743,400	396,400	3,711,200	38,950,500	5,207,100	15.4%		38,950,500	5,207,100	15.4%

The total expenses for Oakville Transit are \$47,661,000 and total revenues are \$8,710,500 resulting in a net budget of \$38,950,500 in 2024. The budget components and main drivers for change are discussed below.

Oakville Transit

Personnel Services & Benefits total budget is \$24,591,500 in 2024, comprised primarily of full-time and part-time wages and benefits. The budget increased by \$1,192,000 from 2023 primarily due to inflationary and contractual increases as well as the addition of staff due to operating impacts from the addition of growth specialized electric buses, and Occupational Health and Safety requirements to support the transit maintenance area ensuring adherence to town policies and Ministry of Transportation legislation.

Materials & Supplies total budget is \$6,867,800 in 2024, comprised primarily of fuels, hydro for transit facilities and bus maintenance & repair parts. The budget decreased by \$370,100 from 2023 primarily due to a reduction in fuel as we transition our fleet to electric vehicles which was partially offset by an inflationary increase in motor vehicle parts.

Purchased Services total budget is \$6,036,700 in 2024, 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 \$1,274,600 from 2023 primarily due to increases in contracted services for the start of the Energy Services Agreement as we transition our fleet to electric.

Payments & Grants total budget is \$1,194,100 in 2024, comprised primarily of Transit facility property taxes, licenses and presto fare settlement fees. The budget increased by \$247,500 from 2023 primarily due to an increase in the presto fare settlement fee due to increased revenue.

Internal Expenses & Transfers total budget is \$8,864,800 in 2024, comprised primarily of transfer to reserves for the future replacement of equipment and the facility. The budget increased by \$3,770,400 from 2023 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 \$6,711,600 in 2024 comprised primarily of all revenues related to fares, service fees, and pass sales. The budget increased by \$1,803,700 from 2023 primarily due to increased ridership levels to 96% of pre-covid levels. It should be noted that \$1,200,000 in Tax Stabilization funding has been budgeted in Corporate Revenue and Expenses as an interim measure to offset the Transit net revenue impact as ridership is expected to have a slower recovery from the COVID-19 pandemic (based on adult rides only).

Internal Recoveries & Fund Transfers total budget is \$1,998,900 in 2024 comprised primarily of Gas tax reserves and recovery from Parking for use of facility. The budget decreased by \$742,200 from 2023 primarily due to the removal of a transfer from the Tax Stabilization reserve that was implemented in 2023 to offset half of the impact of the free rides for Youth and Seniors. Additional transfers from reserves that were removed were for high voltage training related to the electrification of the fleet, as well as a transfer to fund budget increases due to COVID such as increased air handling and touch point cleaning.

2025 - 2026 Operating Budget Forecast

	2024 Requested Budget	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)
Oakville Transit							
Gross Expenditures by Service							
Transit Operations	16,882,200	17,386,300	504,100	3.0%	17,815,400	429,100	2.5%
Transit Planning & Support Services	1,338,900	1,373,000	34,100	2.5%	1,407,900	34,900	2.5%
Transit On Demand	4,814,500	5,207,100	392,600	8.2%	5,479,800	272,700	5.2%
Transit Fleet & Maintenance	24,625,400	27,280,600	2,655,200	10.8%	28,567,500	1,286,900	4.7%
Total Gross Expenditures by Service	47,661,000	51,247,000	3,586,000	7.5%	53,270,600	2,023,600	3.9%
Tax Levy by Service							
Transit Operations	9,147,000	9,268,400	121,400	1.3%	9,296,300	27,900	0.3%
Transit Planning & Support Services	1,222,400	1,256,500	34,100	2.8%	1,291,400	34,900	2.8%
Transit On Demand	4,402,600	4,793,500	390,900	8.9%	5,064,500	271,000	5.7%
Transit Fleet & Maintenance	24,178,500	26,833,600	2,655,100	11.0%	28,120,400	1,286,800	4.8%
Total Tax Levy by Service	38,950,500	42,152,000	3,201,500	8.2%	43,772,600	1,620,600	3.8%
Gross Expenditures by Type							
Personnel Services & Benefits	24,591,500	25,548,600	957,100	3.9%	26,302,600	754,000	3.0%
Materials & Supplies	6,867,800	6,454,100	-413,700	-6.0%	6,176,400	-277,700	-4.3%
Capital out of Operations	6,100	6,300	200	3.3%	6,500	200	3.2%
Purchased Services	6,036,700	7,259,500	1,222,800	20.3%	7,560,200	300,700	4.1%
Payments & Grants	1,194,100	1,220,300	26,200	2.2%	1,247,200	26,900	2.2%
Internal Expenses & Transfers	8,964,800	10,758,200	1,793,400	20.0%	11,977,700	1,219,500	11.3%
Total Expenditures	47,661,000	51,247,000	3,586,000	7.5%	53,270,600	2,023,600	3.9%
Revenues by Type							
External Revenue	-6,711,600	-7,096,100	-384,500	-5.7%	-7,499,100	-403,000	-5.7%
Internal Recoveries & Fund Transfers	-1,998,900	-1,998,900			-1,998,900		
Total Revenues	-8,710,500	-9,095,000	-384,500	-4.4%	-9,498,000	-403,000	-4.4%
Total Tax Levy	38,950,500	42,152,000	3,201,500	8.2%	43,772,600	1,620,600	3.8%

2025 - 2026 Budget Forecast Highlights

The 2025 net budget is projected to increase by \$3,201,500 for a total of \$42,152,000. The change is primarily due to operating impacts as a result of the continuation of the Electrification of the Fleet. Additional inflationary and contractual obligations are also included. It should be noted that there is still a transfer from the Tax Stabilization reserve in corporate of \$1,000,000 make up the difference of the slow return to service for ridership revenues (based on adult rides only). Transit is anticipating 98% of pre-covid ridership levels for 2025.

The 2026 net budget is projected to increase by \$1,620,600 for a total of \$43,772,600. The change is primarily due to operating impacts as a result of the continuation of the Electrification of the Fleet. Additional inflationary and contractual obligations are also included. It should be noted that there is still a transfer from the Tax Stabilization reserve in corporate of \$760,000 make up the difference of the slow return to service for ridership revenues (based on adult rides only). Transit is anticipating 100% of pre-covid ridership levels for 2026.

2024 Recommended Capital Budget

The 2024 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 specialized buses. The recommended capital budget includes projects that have been submitted to the Investing in Canada Infrastructure Program (ICIP) – Public Transit Stream grant intake for the purchase of electric buses and to enhance/acquire new technology. The town's share of these projects is 26.67% with the additional funding coming from the Federal and Provincial governments. These projects will begin to green the transit fleet along with upgrading and acquiring technology that will improve the overall customer experience and efficiency of transit operations.

	Classification	Capital Budget 2024	Operating Impacts 2024
Oakville Transit			
54202401 Replacement Shelters	Infrastructure Renewal	221,500	
54202402 New Shelters	Growth	65,600	
54212301 Capital Lease for Charging Infrastructure	Program Initiatives	4,305,100	1,091,300
54212306 Transit Facility Capital Repairs and Replacement	Infrastructure Renewal	201,400	
54212402 Transit Facility Equipment Replacement	Infrastructure Renewal	1,063,300	149,000
54212403 Bus Stop Accessibility Improvements	Program Initiatives	70,500	
54412308 Electric Replacement Buses	Infrastructure Renewal	4,480,000	
54412402 Electric Replacement Buses	Infrastructure Renewal	9,638,400	1,583,300
54412405 Specialized Electric Vehicle Expansion	Growth	519,000	338,000
54412406 Supervisory & Maintenance Vehicle Replacement	Infrastructure Renewal	201,400	
54412407 Major Vehicle Refurbishment	Infrastructure Renewal	2,012,000	
Total		22,778,200	3,161,600

Municipal Enforcement Program Based Budget 2024 - 2026

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

- Oversight of By-law Services, Licensing, Animal Control and Parking
- Business information
- Asset management
- Business systems
- Develops/updates by-laws

By-Law Services

- Responds to citizen inquiries and requests
- Enforces town by-laws
- Attends court to provide evidence
- Provide public education
- Coyote protocol

Humane Society

- Management of the animal control contract
- Enforces animal control related by-laws and provincial legislation
- Provides pound services
- Provides animal rescue/sheltering
- Coyote protocol

Licensing

- Issues business licenses
- Issues temporary signs permits
- Issues fixed sign permits

2024 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 noise, kite flying, business licensing and signs.
- 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 procedure.



Accountable Government

- Continue to implement online and digital solutions to increase customer satisfaction and efficient, cost effective services.
- Review case management systems to streamline case handling, increase efficiency and accuracy improving customer service.
- Review coyote online reporting system, and implement changes to enhance customer experience, data collection and reporting.

Key Performance Indicators

1. Percentage of gross operating budget

2019	2020	2021	2022	2023
1.1%	1.1%	1.1%	1.0%	1.3%
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) 2017 is the first year the Program was separated on its own.				

2. Percentage of total FTEs

2019	2020	2021	2022	2023
0.8%	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

2019	2020	2021	2022	2023
IB = 27 days IL = 23 days	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= 17 IL= 89 Total: (As of September 15, 2023)
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

2019	2020	2021	2022	2023
IB = 4,002 IL = 639 Total: 4,641	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= 5450 IL= 1253 Total: 6703 (As of September 15, 2023)
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. Parks and COVID enforcement included in 2020 and 2021, this is expected to continue in 2022. IB= regulatory by-law investigations IL= licensing by-law investigations				

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

2019	2020	2021	2022	2023
AP = 513 POA = 33 Orders = 321 Total: 867	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 = 286 POA = 6 Orders = 299 Total = 591 (September 15, 2023)
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	2023	2024	2024	2024	2024	Net
Services/Activities:	Restated	Adjustments &	Service Level	Growth and	Total	Change
	FTE	Reallocations	Change	Capital	FTE	2024 vs 2023
Administration	0.5	-	-	-	0.5	-
By-law Services	10.0	-	-	-	10.0	-
Animal Society	-	-	-	-	-	-
Licensing	1.3	-	-	-	1.3	-
Total Municipal Enforcement	11.8	-	-	-	11.8	-

The 2024 total staff complement is 11.8 FTEs with no change from 2023.

2024 Operating Budget Overview by Service

	2023	2024	2024	2024	\$ Change	% Change	2024	2024	\$ Change	% Change
	Restated	Inflation &	Capital and	Base	from	from	Service	Requested	from	from
	Budget	Adjustments	Growth Impacts	Budget	2023	2023	Level Change	Budget	2023	2023
Municipal Enforcement										
Administration	122,300	4,400		126,700	4,400	3.6%		126,700	4,400	3.6%
By-law Services	2,015,900	433,200	4,400	2,453,500	437,600	21.7%	78,300	2,531,800	515,900	25.6%
Animal Society	1,206,500	-48,000		1,158,500	-48,000	-4.0%		1,158,500	-48,000	-4.0%
Licensing	-930,900	-95,400		-1,026,300	-95,400	-10.2%		-1,026,300	-95,400	-10.2%
Total Tax Levy	2,413,800	294,200	4,400	2,712,400	298,600	12.4%	78,300	2,790,700	376,900	15.6%

The 2024 net budget for Municipal Enforcement is \$2,790,700 resulting in an increase of \$376,900 or 15.6% from 2023.

Administration net budget for 2024 is \$126,700 for an increase of \$4,400 from 2023. The change is primarily due to inflationary increases to wages and benefits.

By-law Services net budget for 2024 is \$2,531,800 for an increase of \$515,900 from 2023. Inflationary increases are included for wages and benefits. The Automated Speed Enforcement (ASE) program will commence operations in 2024. To accommodate the current anticipated ticket volume, adjustments are made to contract services, victim surcharge which is funded from fees received from the fine revenue and an increase to the MTO Services budgets. A further increase to contract services is included for tree related enforcement to manage the Town's tree protection by-law.

Municipal Enforcement

In 2023, the Parking program added four temporary Mobile Compliance Officers (MCO) for 12 months. The temporary complement included in By-Law Services as an internal expense with the recovery in the Parking Program. For 2024, the internal expense is removed. Four additional MCO's are recommended as a permanent complement to the Parking program in 2024. With the permanent addition of the complement, associated fines recovered are added to the Parking program budget. The net impact of additional complement is included as a charge to By-Law Services and is budgeted as a service level change with the recovery budget in the Parking program.

Animal Society net budget for 2024 is \$1,158,500 for a decrease of \$48,000 from 2023. 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 2023 is -\$1,026,300 (Credit Balance) for a decrease of \$95,400 from 2023. The change is primarily due to inflationary, and volume increases to licensing fees which offset inflationary adjustment to wages, benefits, and training.

2024 Operating Budget Overview by Component

	2023 Restated Budget	2024 Inflation & Adjustments	2024 Capital and Growth Impacts	2024 Base Budget	\$ Change from 2023	% Change from 2023	2024 Service Level Change	2024 Requested Budget	\$ Change from 2023	% Change from 2023
Municipal Enforcement										
EXPENSES										
Personnel Services & Benefits	1,724,600	45,400		1,770,000	45,400	2.6%		1,770,000	45,400	2.6%
Materials & Supplies	65,700	1,000		66,700	1,000	1.5%		66,700	1,000	1.5%
Capital out of Operations	5,900	-900		5,000	-900	-15.3%		5,000	-900	-15.3%
Purchased Services	1,698,600	268,200	4,400	1,971,200	272,600	16.0%		1,971,200	272,600	16.0%
Payments & Grants	138,600	97,300		235,900	97,300	70.2%		235,900	97,300	70.2%
Internal Expenses & Transfers	748,300	-464,200		284,100	-464,200	-62.0%	78,300	362,400	-385,900	-51.6%
Total EXPENSES	4,381,700	-53,200	4,400	4,332,900	-48,800	-1.1%	78,300	4,411,200	29,500	0.7%
REVENUES										
External Revenues	-1,519,200	-101,300		-1,620,500	-101,300	-6.7%		-1,620,500	-101,300	-6.7%
Internal Recovery & Fund Transfers	-448,700	448,700			448,700	100.0%			448,700	100.0%
Total REVENUES	-1,967,900	347,400		-1,620,500	347,400	17.7%		-1,620,500	347,400	17.7%
Total Tax Levy	2,413,800	294,200	4,400	2,712,400	298,600	12.4%	78,300	2,790,700	376,900	15.6%

The total expenses for Municipal Enforcement are \$4,411,200 and total revenues are \$1,620,500 resulting in a net budget of \$2,790,700 in 2024. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$1,770,000 in 2024 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$45,400 from 2023 primarily due to inflationary and contractual increases to salary and benefits.

Municipal Enforcement

Materials & Supplies total budget is \$66,700 in 2024 comprised primarily of postage, gasoline, vehicle parts and equipment. The budget increased by \$1,000 from 2023 primarily due an increase for external reproductions.

Capital out of Operations total budget is \$5,000 in 2024 comprised primarily of communication equipment and general equipment. The budget decreased by \$900 from 2023 for an adjustment to general equipment.

Purchased Services total budget is \$1,971,200 in 2024 comprised primarily of contracted services for the Humane Society and the ASE program, victim surcharge fees for ASE and employee related budgets including training, uniforms, and professional dues. The budget increased by \$272,600 from 2023 primarily due to the increase for contract services for the ASE program, victim surcharge fee, increase to contract services to provide tree related enforcement and a reduction to the Oakville Milton Humane Society's grant. Further budget adjustment is included for training.

Payments & Grants total budget is \$235,900 in 2024 comprised primarily of MTO fees and registration and filing fees. The budget increased by \$97,300 from 2023 primarily due to the fees paid to MTO for the ASE program.

Internal Expenses & Transfers total budget is \$362,400 in 2024 comprised primarily of internal charges and transfers to equipment reserve. The budget decreased by \$385,900 from 2023 primarily due to the removal of the internal charge for the four temporary MCO. A service level change for the net impact of four permanent Municipal Compliance Officers is included in By-Law Services.

External Revenue total budget is \$1,620,500 in 2024 comprised primarily of various fees for sign permits, by-law fines and administrative penalties. The budget increased by \$101,300 from 2023 primarily due to inflationary increase and volume adjustments to licenses.

Internal Recovery and Funds Transfer of \$448,700 to fund the temporary Mobile Compliance Officers in Parking. For 2024, the budget is removed.

2025 - 2026 Operating Budget Forecast

	2024 Requested Budget	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)
Municipal Enforcement							
Gross Expenditures by Service							
Administration	126,700	129,600	2,900	2.3%	132,600	3,000	2.3%
By-law Services	2,898,600	3,033,700	135,100	4.7%	3,094,700	61,000	2.0%
Animal Society	1,211,800	1,246,200	34,400	2.8%	1,284,700	38,500	3.1%
Licensing	174,100	178,500	4,400	2.5%	183,000	4,500	2.5%
Total Gross Expenditures by Service	4,411,200	4,588,000	176,800	4.0%	4,695,000	107,000	2.3%
Tax Levy by Service							
Administration	126,700	129,600	2,900	2.3%	132,600	3,000	2.3%
By-law Services	2,531,800	2,656,000	124,200	4.9%	2,705,700	49,700	1.9%
Animal Society	1,158,500	1,191,300	32,800	2.8%	1,228,200	36,900	3.1%
Licensing	-1,026,300	-1,057,700	-31,400	-3.1%	-1,089,900	-32,200	-3.0%
Total Tax Levy by Service	2,790,700	2,919,200	128,500	4.6%	2,976,600	57,400	2.0%
Gross Expenditures by Type							
Personnel Services & Benefits	1,770,000	1,811,500	41,500	2.3%	1,854,100	42,600	2.4%
Materials & Supplies	66,700	68,500	1,800	2.7%	70,300	1,800	2.6%
Capital out of Operations	5,000	5,200	200	4.0%	5,400	200	3.8%
Purchased Services	1,971,200	2,028,300	57,100	2.9%	2,090,200	61,900	3.1%
Payments & Grants	235,900	236,400	500	0.2%	236,900	500	0.2%
Internal Expenses & Transfers	362,400	438,100	75,700	20.9%	438,100		
Total Expenditures	4,411,200	4,588,000	176,800	4.0%	4,695,000	107,000	2.3%
Revenues by Type							
External Revenue	-1,620,500	-1,668,800	-48,300	-3.0%	-1,718,400	-49,600	-3.0%
Internal Recoveries & Fund Transfers							
Total Revenues	-1,620,500	-1,668,800	-48,300	-3.0%	-1,718,400	-49,600	-3.0%
Total Tax Levy	2,790,700	2,919,200	128,500	4.6%	2,976,600	57,400	2.0%

Municipal Enforcement

2025 - 2026 Budget Forecast Highlights

The 2025 net budget is projected to increase by \$128,500 for a total of \$2,919,200. The change is primarily due to the annualization of the internal charge for the Municipal Compliance Officers for the Parking program and increases to contract services in addition to inflationary increases required for service delivery.

The 2026 net budget is projected to increase by \$57,400 for a total of \$2,976,600. The change is primarily due to inflationary increases to the costs for delivering services.

2024 Recommended Capital Budget

The capital budget provides funds for the software updates and By-law review.

	Classification	Capital Budget 2024	Operating Impacts 2024
Municipal Enforcement			
53612101 Noise By-law Review	Program Initiatives	70,500	
53612302 AMANDA IB/IL Folder Re-engineering	Program Initiatives	60,400	
53612303 Online Services - Continuous Improvement Initiatives	Program Initiatives	65,500	
53612304 By-Law Updates	Program Initiatives	100,200	
53612305 Online Licensing Software Updates	Program Initiatives	70,500	
Total		367,100	

Parking Program Based Budget 2024 - 2026

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

Parking

2024 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.



Community Belonging

- Liaise with commercial BIA's with regard to commercial parking programs and services.



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.
- Continue to collect data and utilization details to inform both commercial and town-wide portions of the Parking Management Strategy.
- 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

2019	2020	2021	2022	2023
1.5%	1.4%	1.9%	1.7%	1.6%
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

2019	2020	2021	2022	2023
1.3%	1.3%	1.2%	1.3%	1.2%
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. Utilization rate of parking spaces by Commercial District

2019	2020	2021	2022	2023	
N/A (no survey in 2019)	N/A (no survey in 2020 due to COVID)	N/A (no survey in 2021)	N/A (no survey in 2022)	Downtown Oakville	
					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

2019	2020	2021	2022	2023
91%	91%	89%	90%	92% to August 31, 2023

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

2019	2020	2021	2022	2023
99.2%	99.6%	99.7%	99.7%	99.7% to August 31, 2023
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	2023	2024	2024	2024	2024	Net
Services/Activities:	Restated	Adjustments &	Service Level	Growth and	Total	Change
	FTE	Reallocations	Change	Capital	FTE	2024 vs 2023
Commercial District Parking	2.3	-	-	-	2.3	-
Parking Operations and Enforcement	19.1	-	4.0	-	23.1	4.0
Total Parking	21.5	-	4.0	-	25.5	4.0

The 2024 total staff complement is 25.5 FTEs resulting in an increase of 4.0 FTEs from 2023. As a result of a Service Level Change, the Parking program has added 4.0 full-time permanent Municipal Compliance Officers. This increase would ensure coverage is available for parking enforcement duties.

2024 Operating Budget Overview by Service

	2023	2024	2024	2024	\$ Change	% Change	2024	2024	\$ Change	% Change
	Restated	Inflation &	Capital and	Base	from	from	Service	Requested	from	from
	Budget	Adjustments	Growth Impacts	Budget	2023	2023	Level Change	Budget	2023	2023
Parking										
Commercial District Parking	-198,600	-434,700	67,500	-565,800	-367,200	-184.9%	-297,000	-862,800	-664,200	-334.4%
Parking Operations and Enforcement	198,600	453,300	-86,100	565,800	367,200	184.9%	297,000	862,800	664,200	334.4%
Total Tax Levy		18,600	-18,600							

The 2024 net budget for Parking is \$0. There is no change to the net budget from 2023. 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 2024 is -\$862,800 for a decrease of \$664,200 from 2023. The change is primarily due to contractual and inflationary increases to salary and benefits offset with increases to parking lot and parking meter fees. The temporary closure to the Parking garage for facility rehabilitation and capital improvements resulted in reductions to janitorial services, security services, contract services, rental income, and permit revenue. The expense and revenue budgets are reestablished in 2025.

Parking Operations and Enforcement net budget for 2024 is \$862,800 for an increase of \$664,200 from 2023. The change is primarily due to the removal of the budget and funding for four temporary Mobile Compliance Officers and the addition of four permanent Mobile Compliance Officers to provide coverage for Parking enforcement. For 2024, this budget includes full-time salary and benefits, uniform, training and anticipated fine revenue attributed to the new complement. Although the positions are included in Parking Operations, the net impact is funded through an internal transfer to Municipal Enforcement. Additional change includes the adjusted transfer from the Parking reserve to ensure Parking is self-funded, inflationary increases to salary and benefits and debt charges for the capital improvements to the Parking garage.

Parking

2024 Operating Budget Overview by Component

	2023 Restated Budget	2024 Inflation & Adjustments	2024 Capital and Growth Impacts	2024 Base Budget	\$ Change from 2023	% Change from 2023	2024 Service Level Change	2024 Requested Budget	\$ Change from 2023	% Change from 2023
Parking										
EXPENSES										
Personnel Services & Benefits	3,025,900	-307,100		2,718,800	-307,100	-10.1%	357,800	3,076,600	50,700	1.7%
Materials & Supplies	197,200	-6,300	-4,400	186,500	-10,700	-5.4%	11,000	197,500	300	0.2%
Capital out of Operations	17,400	-2,400		15,000	-2,400	-13.8%		15,000	-2,400	-13.8%
Purchased Services	630,200	-33,000	-92,200	505,000	-125,200	-19.9%	6,500	511,500	-118,700	-18.8%
Payments & Grants	554,100	93,500		647,600	93,500	16.9%		647,600	93,500	16.9%
Internal Expenses & Transfers	1,285,200	41,500	3,800	1,330,500	45,300	3.5%		1,330,500	45,300	3.5%
Total EXPENSES	5,710,000	-213,800	-92,800	5,403,400	-306,600	-5.4%	375,300	5,778,700	68,700	1.2%
REVENUES										
External Revenues	-4,352,600	-650,600	155,700	-4,847,500	-494,900	-11.4%	-297,000	-5,144,500	-791,900	-18.2%
Internal Recovery & Fund Transfers	-1,357,400	883,000	-81,500	-555,900	801,500	59.0%	-78,300	-634,200	723,200	53.3%
Total REVENUES	-5,710,000	232,400	74,200	-5,403,400	306,600	5.4%	-375,300	-5,778,700	-68,700	-1.2%
Total Tax Levy		18,600	-18,600							

The total expenses for Parking are \$5,778,700 and total revenues are \$5,778,700 resulting in a net budget of \$0 in 2024. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$3,076,600 in 2024 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$50,700 from 2023 primarily due to inflationary increases to salary and benefits and changes resulting from the removal of four temporary Mobile Compliance Officers and the addition for four permanent full-time Mobile Compliance Officers.

Materials & Supplies total budget is \$197,500 in 2024 comprised primarily of office supplies, postage and gasoline. The budget increased by \$300 from 2023 primarily due to an increase to gasoline offset with reductions to hydro and office supplies.

Capital out of Operations total budget is \$15,000 in 2024 comprised primarily of specialized equipment. The budget decreased by \$2,400 from 2023 primarily for a reduction to specialized equipment.

Purchased Services total budget is \$511,500 in 2024 comprised primarily of contracted services, vehicle rental, security services and internet. The budget decreased by \$118,700 from 2023 primarily due to temporary budget reductions for janitorial services, security services resulting from the temporary closure of Parking garage for renovations. Budget increases are included for contract services, training, and internet.

Parking

Payments & Grants total budget is \$647,600 in 2024 comprised primarily of property taxes, debt charges and MTO service fees. The budget increased by \$93,500 from 2023 primarily due the increase to debt charges for the capital improvements to the Parking garage and for adjustments to property taxes.

Internal Expenses & Transfers total budget is \$1,330,500 in 2024 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 \$45,300 from 2023 primarily due to an increase to winter control for snow removal and internal labour charges.

External Revenue total budget is \$5,144,500 in 2024 comprised primarily of parking lot revenue, parking permits and parking fines. The budget increased by \$791,900 from 2023 primarily due inflationary increases for parking lot and parking meter revenue, volume adjustments to temporary on-street parking. Reductions are included for monthly leases and permit revenue because of the temporary shutdown of the Parking garage.

Internal Recoveries & Fund Transfers total budget is \$634,200 in 2024 comprised primarily of transfers from Parking reserves and internal labour recovery. The budget decreased by \$723,200 from 2023 primarily due to the reduced labour recovery for the removal of four temporary Municipal Compliance Officers and the net impact of the new permanent full-time Municipal Compliance Officers recovered from Municipal Enforcement. Additional change includes a reduced transfer from reserves to fund the revenue shortfall.

2025 - 2026 Operating Budget Forecast

	2024 Requested Budget	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)
Parking							
Gross Expenditures by Service	5,778,700	6,601,000	822,300	14.2%	6,731,000	130,000	2.0%
Total Gross Expenditures by Service	5,778,700	6,601,000	822,300	14.2%	6,731,000	130,000	2.0%
Tax Levy by Service							
Total Tax Levy by Service							
Gross Expenditures by Type							
Personnel Services & Benefits	3,076,600	3,273,000	196,400	6.4%	3,352,800	79,800	2.4%
Materials & Supplies	197,500	214,300	16,800	8.5%	223,500	9,200	4.3%
Capital out of Operations	15,000	15,500	500	3.3%	16,000	500	3.2%
Purchased Services	511,500	679,100	167,600	32.8%	702,200	23,100	3.4%
Payments & Grants	647,600	1,084,800	437,200	67.5%	1,098,400	13,600	1.3%
Internal Expenses & Transfers	1,330,500	1,334,300	3,800	0.3%	1,338,100	3,800	0.3%
Total Expenditures	5,778,700	6,601,000	822,300	14.2%	6,731,000	130,000	2.0%
Revenues by Type							
External Revenue	-5,144,500	-5,634,900	-490,400	-9.5%	-5,821,300	-186,400	-3.3%
Internal Recoveries & Fund Transfers	-634,200	-966,100	-331,900	-52.3%	-909,700	56,400	5.8%
Total Revenues	-5,778,700	-6,601,000	-822,300	-14.2%	-6,731,000	-130,000	-2.0%
Total Tax Levy							

2025 - 2026 Budget Forecast Highlights

The 2025 net budget is projected to remain unchanged for a total of \$0. The change is primarily due to completion of capital work for the Parking garage and reestablishing of expense and revenue budgets necessary for operation and an increase to the debt charges for the completed rehabilitation. Additional adjustments are inflationary increases for service delivery.

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

Parking

2024 Capital Budget

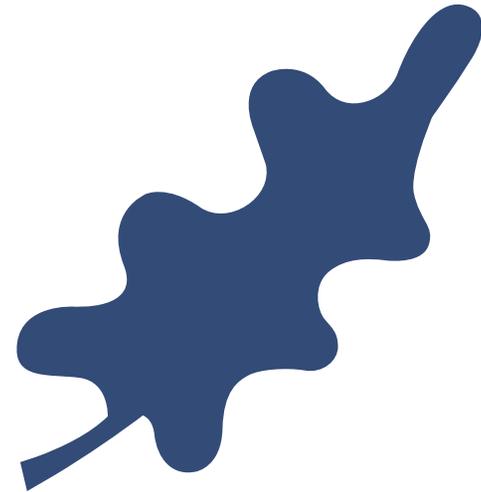
The capital budget provides funds to maintain and replace parking assets including lots, on street and lot parking equipment and vehicles replacement of police radios. Additional projects for Mid-town Parking, Bronte Parking Lot Redevelopment and On Street Paid Parking Program Expansion provide for creation of new parking spaces.

	Classification	Capital Budget 2024	Operating Impacts 2024
Municipal Enforcement			
53512102 New Parkade Traffic and Revenue Control Equipment	Infrastructure Renewal	141,000	
53512202 Parkade Rehabilitation	Infrastructure Renewal		-54,000
53512302 Downtown Parking Supply Strategy (DPSS)	Program Initiatives	60,400	
53512303 AIMS Parking System Enhancements	Program Initiatives	84,600	
53512304 Parking - Minor Repairs	Infrastructure Renewal	25,200	
53512305 Lot Maintenance and Repair	Infrastructure Renewal	282,600	
53512402 Mid-town Parking	Growth	302,100	
53512403 Bronte Parking Lot Redevelopment - Jones Street	Growth	598,600	2,500
53522302 Replacement of on Street Parking Equipment	Infrastructure Renewal	35,400	
53522303 Replace Handhelds and Software	Infrastructure Renewal	45,300	
53522402 Parking - Parking Vehicle Replacement	Infrastructure Renewal	52,400	
53522403 Replacement of On-Street Parking Equipment	Infrastructure Renewal	125,900	
53522404 Vehicles for new Municipal Compliance Officers	Growth	116,600	
53522405 On Street Paid Parking Program-Expansion	Growth	33,200	-6,500
53522406 Lot Equipment Replacement (Pay and Display)	Infrastructure Renewal	50,400	
Total		1,953,700	-58,000



2024 BUDGET – COMMUNITY BELONGING

OPERATING AND CAPITAL



Recreation and Culture Program Based Budget 2024 - 2026

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 and promotes 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, and the Recreation Connection subsidy program at a cost of \$1.1M. Capital transfer to reserve funding of \$4.4M 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 support;
- Glen Abbey Hub
- Sixteen Mile Hub
- Iroquois Ridge Hub
- River Oaks Hub
- QEPCCC Hub
- Oakville Trafalgar Hub
- Trafalgar Park Hub
- Sir John Colborne Centre
- Outdoor Pools

Cultural Services

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

2024 Program Key Initiatives



Growth Management

- Sixteen Mile Sports Complex Community Centre construction
- Glen Abbey arena floor and refrigeration system lifecycle replacement
- Feasibility study for a new performing arts centre to identify the demand, size and function along with site options for a waterfront park, Oakville Galleries location in addition to opportunities for parking, boutique hotel and/or additional residential to be incorporated in Centennial Square



Community Belonging

- Completion of the Parks, Recreation and Library Master Plan
- Implementation of the Community Activation Grant Program
- Recreation registered program offerings including aquatics, camps, youth, seniors, fitness, sports and general interest
- Community investment review
- Continued community engagement through direct delivered and community special events
- Implementation of the Special Event Strategy
- Culture Plan Refresh - refresh and review



Environmental Sustainability

- Conversion of gas powered ice resurfacer to electric
- Sustainable features included in Sixteen Mile Sport Complex new facility and retrofit to existing arena for geothermal.



Accountable Government

- Fully transitioned facility operations to the new Facility Services operating model
- Ice allocation procedure update and CORE procedure review
- CORE Culture and QEPCCC operating model review

Recreation and Culture

Key Performance Indicators

1. Percentage of gross operating budget

2019	2020	2021	2022	2023
14.7%	14.6%	12.9%	14.1%	13.9%
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

2019	2020	2021	2022	2023
21.4%	21.2%	21.5%	21.6%	21.3%
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. Square metres of public indoor recreation space per capita (ISO 37120 supporting indicator 13.1)

2019	2020	2021	2022	2023
0.38 m2/capita	0.38 m2/capita	0.39 m2/capita	0.38 m2/capita	0.36 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 231,000.				

4. Square metres of cultural facilities per capita

2019	2020	2021	2022	2023
0.057 m2/capita	0.0566 m2/capita	0.05624 m2/capita	0.05392 m2/capita	0.05251 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 231,000.				

5. Program capacity rates (registered programs)

2019	2020	2021	2022	2023
76%	78%	80%	83%	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: Qlikview for 2021 and earlier, Xplor Recreation for 2022 and 2023				

6. Annual facility visitors

2019	2020	2021	2022	2023
4,115,600	1,305,760	1,400,500	2,844,581	4,200,000 (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 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.				

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

2019	2020	2021	2022	2023
89%	90%	88%	90%	90% (projected)
Purpose: Registered Program surveys capture customer experience scores about the program, the instructor, the facility and the registration experience.				
Calculation: Utilizes customer feedback system survey results. Response rate currently 15%. Over 11,000 completed surveys since new Recreation software introduced in 2021. Data source: SharePoint.				

8. Number of events supported by the town

2019	2020	2021	2022	2023
158	43	68	257	230 (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: Count of events support by the Special Event Service team and does not include town hall events. Data source: CLASS and Xplor Recreation.				

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

2019	2020	2021	2022	2023
2,176	288	583	812	1,000 (projected)
<p>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 LICO and supporting government issued documents. According to 2021 Census information, 12,100 Oakville residents live below the Low-income cut-off (LICO).</p>				
<p>Calculation: Data source: CLASS and Xplor Recreation</p>				

Staffing Overview

Program: Recreation and Culture	2023	2024	2024	2024	2024	Net
	Restated	Adjustments &	Service Level	Growth and	Total	Change
Services/Activities:	FTE	Reallocations	Change	Capital	FTE	2024 vs 2023
Administration	1.0	-	-	-	1.0	-
Program Development and Support	29.3	1.1	-	-	30.4	1.1
Recreation and Cultural Hubs	309.4	(81.4)	-	-	228.0	(81.4)
Cultural Services	31.0	(1.2)	-	-	29.8	(1.2)
Total Recreation and Culture	370.7	(81.5)	-	-	289.2	(81.5)

The 2024 total staff complement is 289.2 FTEs of which 74 are full-time and 215.2 are part-time staff. Depending on the season, part-time staff range from 600-800 individuals. Through the Facility Management Review, 80.5 FTEs were moved to Facility Services as recommended in the reorganization, with 1.0 FTE given up to the Corporate Pool.

2024 Operating Budget Overview by Service

	2023	2024	2024	2024	\$ Change	% Change	2024	2024	\$ Change	% Change
	Restated	Inflation &	Capital and	Base	from	from	Service	Requested	from	from
	Budget	Adjustments	Growth Impacts	Budget	2023	2023	Level Change	Budget	2023	2023
Recreation and Culture										
Administration	590,100	11,200	3,200	604,500	14,400	2.4%		604,500	14,400	2.4%
Program Development and Support	3,493,100	270,200		3,763,300	270,200	7.7%		3,763,300	270,200	7.7%
Recreation and Cultural Hubs	13,763,400	-389,600	192,800	13,566,600	-196,800	-1.4%		13,566,600	-196,800	-1.4%
Cultural Services	3,201,100	245,200	9,500	3,455,800	254,700	8.0%	30,000	3,485,800	284,700	8.9%
Total Tax Levy	21,047,700	137,000	205,500	21,390,200	342,500	1.6%	30,000	21,420,200	372,500	1.8%

The 2024 net budget for Recreation and Culture is \$21,420,200 resulting in an increase of \$372,500 or 1.8% from 2023. The main driver in the budget is the movement of \$779,700 of budgeted costs to Facility Services as part of the reorganization recommended by the Facility Management Review. It is offset by inflation and adjustments of \$931,000 primarily for personnel services and benefits, utilities, contract services and revenues. Operating impacts from capital projects increase the budget by \$205,500 and are primarily for a budgeted transfer to the Building Maintenance reserve for the Oakville Trafalgar community centre. A budget efficiency of \$14,300 reduces the budget for repairs and maintenance with more of the BAS maintenance now being done by town staff.

Administration net budget for 2024 is \$604,500 for an increase of \$14,400 from 2023. 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.

Recreation and Culture

Program Development and Support net budget for 2024 is \$3,763,300 for an increase of \$270,200 from 2023. 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 increased cost of bank charges.

Recreation and Cultural Hubs net budget for 2024 is \$13,566,600 for a decrease of \$196,800 from 2023. As part of the Facility Management Review, all positions that were involved with maintaining the recreation centres were moved to Facility Services. An internal charge was then calculated and applied to all town facilities for maintenance work at their facilities. This resulted in a net reduction to the Recreation and Cultural Hubs of \$822,700. Inflation of \$199,700 on personnel services and benefits, utilities, contracted services and insurance add to the budget with inflation on revenues offsetting. There are also adjustments of \$393,500 to personnel services and benefits which is primarily to part-time wage budgets for the impact of the increase to minimum wage, effective October 1, 2023. Capital impacts on operating increase transfers to the Building Maintenance reserve for the Oakville Trafalgar Community Centre by \$192,800.

Cultural Services net budget for 2024 is \$3,485,800 for an increase of \$284,700 from 2023. This budget includes the Oakville Galleries grant budgeted at \$424,900. Inflation on personnel services and benefits, utilities, contracted services, grants, and revenues are added to the budget. As well, the new internal facility management charge of \$37,600 for the OCPA and Museum facilities is added to the budget. \$10,000 for each BIA, totaling \$30,000, is added to the budget to provide additional funding to maintain the quality of delivering major events to support businesses and residents. 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.

2024 Operating Budget Overview by Component

	2023 Restated Budget	2024 Inflation & Adjustments	2024 Capital and Growth Impacts	2024 Base Budget	\$ Change from 2023	% Change from 2023	2024 Service Level Change	2024 Requested Budget	\$ Change from 2023	% Change from 2023
Recreation and Culture										
EXPENSES										
Personnel Services & Benefits	25,984,300	-6,811,600		19,172,700	-6,811,600	-26.2%		19,172,700	-6,811,600	-26.2%
Materials & Supplies	5,315,800	-262,500		5,053,300	-262,500	-4.9%		5,053,300	-262,500	-4.9%
Purchased Services	5,429,400	8,300		5,437,700	8,300	0.2%		5,437,700	8,300	0.2%
Payments & Grants	1,550,300	190,900		1,741,200	190,900	12.3%	30,000	1,771,200	220,900	14.2%
Internal Expenses & Transfers	4,728,000	7,259,600	205,500	12,193,100	7,465,100	157.9%		12,193,100	7,465,100	157.9%
Total EXPENSES	43,007,800	384,700	205,500	43,598,000	590,200	1.4%	30,000	43,628,000	620,200	1.4%
REVENUES										
External Revenues	-21,242,700	-665,000		-21,907,700	-665,000	-3.1%		-21,907,700	-665,000	-3.1%
Internal Recovery & Fund Transfers	-717,400	417,300		-300,100	417,300	58.2%		-300,100	417,300	58.2%
Total REVENUES	-21,960,100	-247,700		-22,207,800	-247,700	-1.1%		-22,207,800	-247,700	-1.1%
Total Tax Levy	21,047,700	137,000	205,500	21,390,200	342,500	1.6%	30,000	21,420,200	372,500	1.8%

The total expenses for Recreation and Culture are \$43,628,000 and total revenues are \$22,207,800 resulting in a net budget of \$21,420,200 in 2024. The budget components and main drivers for change are discussed below.

Recreation and Culture

Personnel Services & Benefits total budget is \$19,172,700 in 2024 comprised primarily of full-time and part-time wages and benefits. The budget decreased by \$6,811,600 from 2023 primarily due to the Facility Maintenance Review, with a significant number of full and part-time positions moved over to Facility Services as part of the reorganization. \$7,964,900 of budgeted personnel costs were moved to Facility Services, while inflation and adjustments for the legislated minimum wage increase on October 1, 2023 offset the budget movement by \$1,153,300.

Materials & Supplies total budget is \$5,053,300 in 2024 comprised primarily of operating materials and supplies and fuels, chemicals and utilities. The budget decreased by \$262,500 from 2023. Inflation on utilities increased the budget while reductions in hydro expense budgets offset the increase.

Purchased Services total budget is \$5,437,700 in 2024 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 \$8,300 from 2023. Inflation was added to various budget lines and is offset by the movement of personnel related budgets to Facilities Services for the staff moved to that department.

Payments & Grants total budget is \$1,771,200 in 2024 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 \$190,900 from 2023 primarily for inflation on grants paid out, as well as a \$75,000 increase to the budget for bank charges due to increased costs and a \$30,000 increase for BIA's to maintain the quality of delivering major events.

Internal Expenses & Transfers total budget is \$12,193,100 in 2024 comprised primarily of a new internal charge from Facilities Services for maintenance and operation of recreation and cultural facilities, transfers to the Building Maintenance reserve of \$4,054,600 for future maintenance and replacement of building components, and transfers to the Recreation Centre Equipment reserve of \$287,400 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 \$7,465,100, as it is the first year of the transfer from Facility Services for maintenance and operation of the recreation and cultural facilities. 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.

External Revenue total budget is \$21,907,700 in 2024 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 \$665,000 from 2023 primarily due to inflation on rates and fees.

Internal Recoveries & Fund Transfers total budget is \$300,100 in 2024 comprised primarily of internal recoveries for program use of facilities. The budget reduced by \$417,300 from 2023 primarily for the removal of the one-time transfer from Tax Stabilization reserve to fund the increased air-handling costs, which are now part of the base budget.

2025 - 2026 Operating Budget Forecast

	2024 Requested Budget	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)
Recreation and Culture							
Gross Expenditures by Service							
Administration	604,500	619,100	14,600	2.4%	632,000	12,900	2.1%
Program Development and Support	4,080,500	4,175,300	94,800	2.3%	4,271,800	96,500	2.3%
Recreation and Cultural Hubs	33,263,200	35,953,100	2,689,900	8.1%	38,517,300	2,564,200	7.1%
Cultural Services	5,679,800	5,877,400	197,600	3.5%	6,072,100	194,700	3.3%
Total Gross Expenditures by Service	43,628,000	46,624,900	2,996,900	6.9%	49,493,200	2,868,300	6.2%
Tax Levy by Service							
Administration	604,500	619,100	14,600	2.4%	632,000	12,900	2.1%
Program Development and Support	3,763,300	3,848,500	85,200	2.3%	3,935,200	86,700	2.3%
Recreation and Cultural Hubs	13,566,600	14,959,800	1,393,200	10.3%	16,199,900	1,240,100	8.3%
Cultural Services	3,485,800	3,624,200	138,400	4.0%	3,758,100	133,900	3.7%
Total Tax Levy by Service	21,420,200	23,051,600	1,631,400	7.6%	24,525,200	1,473,600	6.4%
Gross Expenditures by Type							
Personnel Services & Benefits	19,172,700	20,978,200	1,805,500	9.4%	22,465,500	1,487,300	7.1%
Materials & Supplies	5,053,300	5,486,800	433,500	8.6%	5,946,400	459,600	8.4%
Capital out of Operations		800	800		1,600	800	100.0%
Purchased Services	5,437,700	5,725,200	287,500	5.3%	6,017,800	292,600	5.1%
Payments & Grants	1,771,200	1,816,800	45,600	2.6%	1,857,600	40,800	2.2%
Internal Expenses & Transfers	12,193,100	12,617,100	424,000	3.5%	13,204,300	587,200	4.7%
Total Expenditures	43,628,000	46,624,900	2,996,900	6.9%	49,493,200	2,868,300	6.2%
Revenues by Type							
External Revenue	-21,907,700	-23,318,200	-1,410,500	-6.4%	-24,712,900	-1,394,700	-6.0%
Internal Recoveries & Fund Transfers	-300,100	-255,100	45,000	15.0%	-255,100		
Total Revenues	-22,207,800	-23,573,300	-1,365,500	-6.1%	-24,968,000	-1,394,700	-5.9%
Total Tax Levy	21,420,200	23,051,600	1,631,400	7.6%	24,525,200	1,473,600	6.4%

Recreation and Culture

2025 - 2026 Budget Forecast Highlights

The 2025 net budget is projected to increase by \$1,631,400 for a total of \$23,051,600. The change is due to inflationary increases to the cost of delivering services, as well as operating impacts from capital projects of \$1,233,600. This is primarily for the operating impact of the Sixteen Mile Community Centre which is currently scheduled to open in 2025. It also includes the final year of the phased-in of the transfer to Building Maintenance Reserve Fund for Oakville Trafalgar Community Centre.

The 2026 net budget is projected to increase by \$1,473,600 for a total of \$24,525,200. The change is primarily due to the second year of net operating impacts of the new Sixteen Mile Community Centre of \$1,023,500. The increase also reflects inflationary adjustments to the cost of delivering services.

2024 Recommended Capital Budget

The Recreation and Culture capital budget provides for asset replacements, planning studies, and capital enhancements at the town's recreation centres, senior's centres, youth centres, museums, pools, and arenas. 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.

2024 budget highlights include additional funding to renovate and improve the pool and lobby areas at Iroquois Ridge Community Centre, funds for the rehabilitation of the Blue Rink at Glen Abbey Community Centre, video scoreboard replacement at Sixteen Mile Sports Complex, as well as design and resourcing funds for the squash and racquetball court rehab and Rink A rehab planned at River Oaks in 2025.

	Classification	Capital Budget 2024	Operating Impacts 2024
Recreation and Culture			
46312304 Glen Abbey - Blue - Concrete, Dasher Boards, Doors, Glass	Infrastructure Renewal	4,026,500	
46312402 Maplegrove Arena - Capital Replacements	Infrastructure Renewal	85,800	
46312403 Ice Resurfacers Replacement - Electric	Infrastructure Renewal	166,200	3,200
46402403 Outdoor Pools - Capital Replacements	Infrastructure Renewal	385,700	
46602101 Recreation Planning Studies	Program Initiatives	75,500	
46602104 Sixteen Mile Sports Complex and Library	Growth	585,000	
46602401 Sir John Colborne - Facility Capital Replacements	Infrastructure Renewal	75,500	
46602402 Recreation - Fitness Equipment	Infrastructure Renewal	134,400	
46632401 River Oaks - Facility Capital Replacements	Infrastructure Renewal	15,100	
46632403 River Oaks - Squash/Racquetball Court Renovation	Infrastructure Renewal	350,100	
46632404 River Oaks - Replace Slab A Ice Rink	Infrastructure Renewal	304,900	
46642203 IRCC Pool and Lobby Renovation	Infrastructure Renewal	1,231,300	
46642401 Iroquois Ridge - Facility Capital Replacements	Infrastructure Renewal	199,300	
46652401 Glen Abbey - Facility Capital Replacements	Infrastructure Renewal	256,100	
46662401 QEPCCC - Facility Capital Replacements	Infrastructure Renewal	113,800	
46672401 Joshua's Creek Arena - Facility Capital Replacements	Infrastructure Renewal	40,600	
46682401 16 Mile - Facility Capital Replacements	Infrastructure Renewal	21,300	
46682402 Video Scoreboard Replacement	Infrastructure Renewal	400,800	
46692401 Oakville Trafalgar - Facility Capital Replacements	Infrastructure Renewal	10,100	
47102401 Oakville Centre - Facility Capital Replacements	Infrastructure Renewal	90,600	
47802401 Museum - Facility Capital Replacements	Infrastructure Renewal	74,500	
Total		8,643,100	3,200

Oakville Public Library Program Based Budget 2024 - 2026

Vision

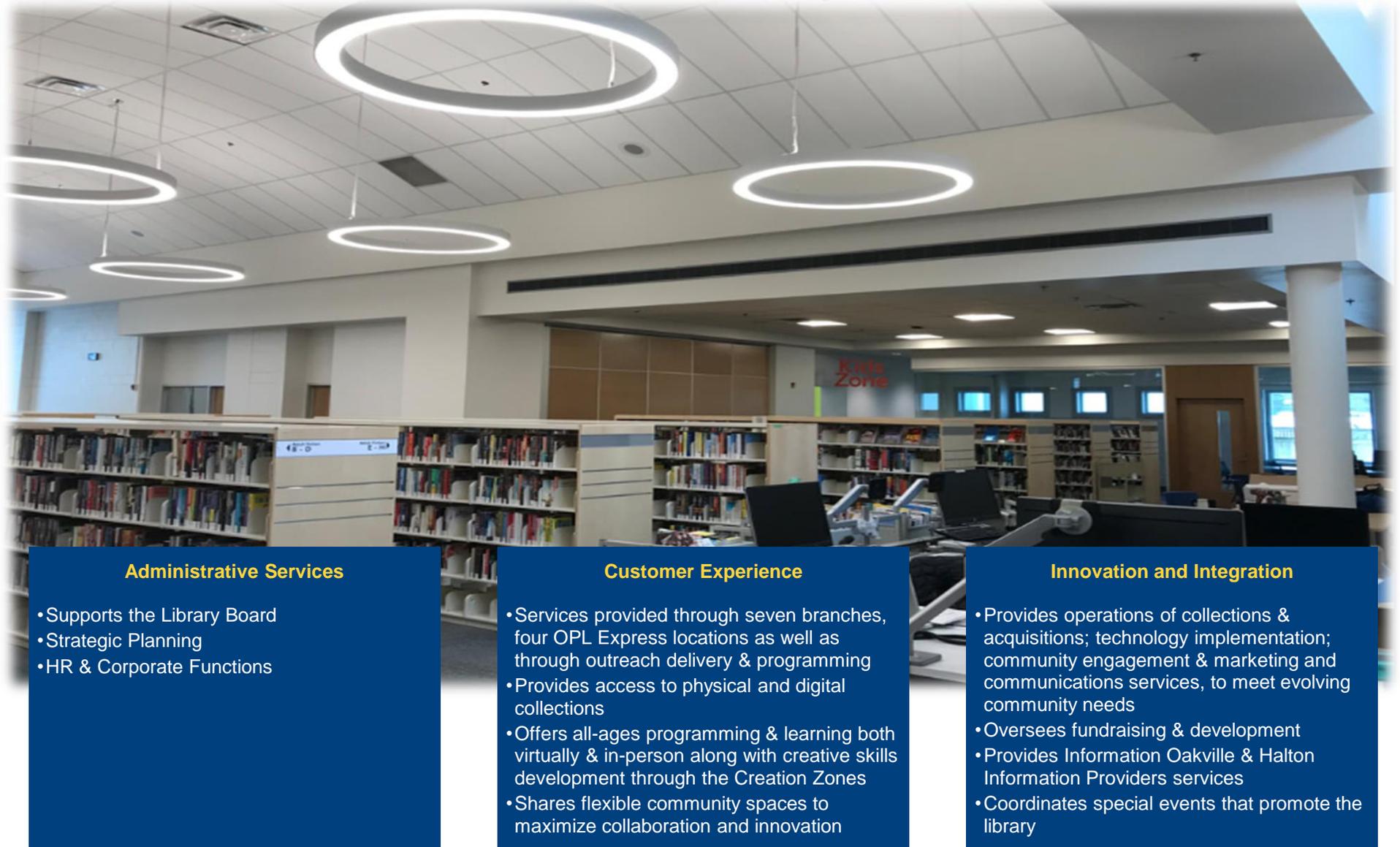
•Connecting people to what inspires them.

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
- Offers all-ages programming & learning both virtually & in-person along with creative skills development through the Creation Zones
- Shares flexible community spaces to maximize collaboration and innovation

Innovation and Integration

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

2024 Program Key Initiatives



Growth Management

- Sixteen Mile Branch (permanent)
- Planning for a new Central Library



Community Belonging

- Participate in Town of Oakville Resident's Satisfaction Survey
- Expand Library of Things collection to provide access to non-traditional materials

Key Performance Indicators

1. Percentage of gross operating budget

2019	2020	2021	2022	2023
4.5%	4.4%	4.4%	4.5%	4.4%
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

2019	2020	2021	2022	2023
6.7%	6.6%	6.4%	6.3%	6.3%
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. Number of active library cardholders per capita

2019	2020	2021	2022	2023
30.2%	25.7%	22.8%	25.25%	26.75% (as of Aug 31)
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

2019	2020	2021	2022	2023
44% / 56%	45% / 55%	41% / 59%	41% / 59%	44% / 55% (as of Aug 31)
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

2019	2020	2021	2022	2023
91%	N/A	N/A	88%	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

2019	2020	2021	2022	2023
9.09 * Glen Abbey was closed branch for 7 months	5.62 * COVID-19 pandemic closed all branches for 5 months.	7.1 *Intermittent branch closures due to COVID-19	13.54	11.24 (as of Aug 31)
Purpose: Reflects one core aspect of library service.				
Calculation: Circulation / population				

Staffing Overview

Program: Oakville Public Library	2023	2024	2024	2024	2024	Net
	Restated	Adjustments &	Service Level	Growth and	Total	Change
Services/Activities:	FTE	Reallocations	Change	Capital	FTE	2024 vs 2023
Administrative Services	5.7	-	-	-	5.7	-
Customer Experience	76.3	(1.1)	-	1.0	76.2	(0.1)
Innovation and Integration	28.1	0.4	-	-	28.5	0.4
Total Oakville Public Library	110.0	(0.6)	-	1.0	110.4	0.4

The 2024 total staff complement is 110.4 FTEs, for a net increase of 0.4 FTEs. The reduction in Customer Experience includes the conversion of a Customer Experience Supervisor position to a Technology and Projects Supervisor in the Innovation and Integration section. As well, the conversion of part-time Library Aide hours to a full-time Acquisitions and Cataloguing Technician position resulted in a reduction of 0.6 part-time FTE's. A 1.0 full-time FTE is added to the budget as a growth impact for Glen Abbey branch to address growth in the north. This request is being funded from the Library's Development Reserve until the permanent Sixteen Mile branch opens.

2024 Operating Budget Overview by Service

	2023 Restated Budget	2024 Inflation & Adjustments	2024 Capital and Growth Impacts	2024 Base Budget	\$ Change from 2023	% Change from 2023	2024 Service Level Change	2024 Requested Budget	\$ Change from 2023	% Change from 2023
Oakville Public Library										
Administrative Services	694,700	47,700		742,400	47,700	6.9%		742,400	47,700	6.9%
Customer Experience	6,896,100	181,400	6,600	7,084,100	188,000	2.7%		7,084,100	188,000	2.7%
Innovation and Integration	4,059,900	293,400		4,353,300	293,400	7.2%		4,353,300	293,400	7.2%
Total Tax Levy	11,650,700	522,500	6,600	12,179,800	529,100	4.5%		12,179,800	529,100	4.5%

The 2024 net budget for Oakville Public Library is \$12,179,800 resulting in an increase of \$529,100 or 4.5% from 2023. Customer Experience represents a substantial part of the budget at \$7.1M which provides services through its 7 branches and 4 OPL Express locations. Innovation and Integration is the second largest component at \$4.4M 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 4.5% includes inflation on salaries and benefits, collections materials, utilities, repairs and maintenance and insurance costs. Operating impacts from capital increase the budget by \$6,600 and provide budget for operating the new courier vehicle for materials handling that is projected to be put into use in Q4 2023. Various adjustments to the base budget are included to bring budgets in line with actual spending. A growth impact of \$92,100 provides for one new full-time FTE at Glen Abbey branch in advance of the expanded Sixteen Mile branch, as it is seeing the most use by residents in Ward 7. This request is being funded from the Library's Development Reserve until the permanent Sixteen Mile branch opens.

Administrative Services net budget for 2024 is \$742,400 for an increase of \$47,700 from 2023. The change is due to inflation and adjustments on personnel services and benefits as well as an additional one-time amount of \$25,000 for professional fees for upcoming union negotiations.

Customer Experience net budget for 2024 is \$7,084,100 for an increase of \$188,000 from 2023. The change includes inflation and adjustments to personnel services and benefits, including the conversion of a Customer Experience Supervisor to a Technology and Projects Supervisor in the Innovation and Integration section. Budget is added for facility maintenance as part of the overall corporate facility maintenance review allocating costs to town facilities for maintenance work done by the Facilities Services program. There are reductions to the budget for utilities based on actual costs and to the internal facility charge for use of space by the Glen Abbey and Iroquois Ridge branches at the community centres. The operating impact of \$6,600 provides budgeted maintenance costs for the new vehicle for materials handling.

Innovation and Integration net budget for 2024 is \$4,353,300 for an increase of \$293,400 from 2023. Inflation on personnel services and benefits is included, as well as the new Technology and Projects Supervisor converted from a Customer Experience Supervisor. A \$100,000 adjustment to the collection materials budget has been added to address inflation and deficiencies in the current collections budget.

2024 Operating Budget Overview by Component

	2023 Restated Budget	2024 Inflation & Adjustments	2024 Capital and Growth Impacts	2024 Base Budget	\$ Change from 2023	% Change from 2023	2024 Service Level Change	2024 Requested Budget	\$ Change from 2023	% Change from 2023
Oakville Public Library										
EXPENSES										
Personnel Services & Benefits	9,178,600	406,800	92,100	9,677,500	498,900	5.4%		9,677,500	498,900	5.4%
Materials & Supplies	1,574,700	72,900	3,300	1,650,900	76,200	4.8%		1,650,900	76,200	4.8%
Capital out of Operations	20,200			20,200				20,200		
Purchased Services	1,347,100	-89,100	100	1,258,100	-89,000	-6.6%		1,258,100	-89,000	-6.6%
Payments & Grants	10,900	1,500	100	12,500	1,600	14.7%		12,500	1,600	14.7%
Internal Expenses & Transfers	294,100	42,500	3,100	339,700	45,600	15.5%		339,700	45,600	15.5%
Total EXPENSES	12,425,600	434,600	98,700	12,958,900	533,300	4.3%		12,958,900	533,300	4.3%
REVENUES										
External Revenues	-440,300	40,000		-400,300	40,000	9.1%		-400,300	40,000	9.1%
Internal Recovery & Fund Transfers	-334,600	47,900	-92,100	-378,800	-44,200	-13.2%		-378,800	-44,200	-13.2%
Total REVENUES	-774,900	87,900	-92,100	-779,100	-4,200	-0.5%		-779,100	-4,200	-0.5%
Total Tax Levy	11,650,700	522,500	6,600	12,179,800	529,100	4.5%		12,179,800	529,100	4.5%

The total expenses for Oakville Public Library are \$12,958,900 and total revenues are \$779,100 resulting in a net budget of \$12,179,800 in 2024. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget in 2024 is \$9,677,500 and is comprised primarily of full-time and part-time wages and benefits. The budget increased by \$498,900 from 2023 primarily due to inflation on salaries and benefits, as well as net adjustments for joint job evaluation and band movement. The conversions of a full-time Cataloguer position to a full-time Library Aide position, part-time Library Aide hours to a full-time Acquisitions and Cataloguing Technician position and the Customer Experience Supervisor to a Technology and Projects Supervisor are all included. A 1.0 full-time FTE is added to the budget as a growth impact for Glen Abbey branch to address growth in the north. This request is being funded from the Library's Development Reserve until the permanent Sixteen Mile branch opens.

Materials & Supplies total budget is \$1,650,900 in 2024 comprised primarily of the budget for collections material replacement and utilities costs at the branches. The budget increased by \$76,200 from 2023 primarily for an increase to budgets for collections materials. It is offset by reductions to utilities budgets based on usage.

Capital out of Operations total budget is \$20,200 in 2024 comprised primarily of budgets for specialized equipment used in the Creation Zones, as well as computer hardware and software costs. The budget is not changing for 2024.

Purchased Services total budget is \$1,258,100 in 2024 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 \$89,000 for the reversal of the one-time touch point cleaning services which are no longer happening at the branches. This is offset by inflation on insurance budgets and a one-time \$25,000 budget for professional fees for union negotiations.

Payments & Grants total budget is \$12,500 in 2024 comprised primarily of bank service charges and costs to make online documents accessible. The budget increased by \$1,600 from 2023 for an increase in the budget for bank charges.

Internal Expenses & Transfers total budget is \$339,700 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 \$45,600 from 2023 primarily due to an increase in facility maintenance charges from Facility Services for maintenance of Library facilities and is offset by a reduction in the internal facility charge from Recreation and Culture for use of space in Glen Abbey and Iroquois Ridge community centres. Finally, the Halton Information Providers (HIP) transfer from the trust was adjusted based on actuals.

External Revenue total budget is \$400,300 in 2024 comprised primarily of fines, admissions, room rentals, photocopier revenue and registration fees. The budget decreased by \$40,000 from 2023 primarily due to a reduction in budgeted revenue for HIP based on actuals. This program is self-funded and no impact on the tax levy.

Internal Recoveries & Fund Transfers total budget is \$378,800 in 2024 comprised primarily of budgeted transfers to the operating budget from the Library Development reserve and from the HIP Trust. The budget decreased by \$44,200 from 2023 primarily for the removal of one-time funding from the Tax Stabilization reserve to fund the one-time costs for ongoing COVID prevention measures.

2025 - 2026 Operating Budget Forecast

	2024 Requested Budget	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)
Oakville Public Library							
Gross Expenditures by Service							
Administrative Services	924,700	948,300	23,600	2.6%	972,400	24,100	2.5%
Customer Experience	7,254,900	8,224,300	969,400	13.4%	9,086,300	862,000	10.5%
Innovation and Integration	4,779,300	5,197,700	418,400	8.8%	5,533,500	335,800	6.5%
Total Gross Expenditures by Service	12,958,900	14,370,300	1,411,400	10.9%	15,592,200	1,221,900	8.5%
Tax Levy by Service	12,179,800	13,629,400	1,449,600	11.9%	14,843,400	1,214,000	8.9%
Total Tax Levy by Service	12,179,800	13,629,400	1,449,600	11.9%	14,843,400	1,214,000	8.9%
Gross Expenditures by Type							
Personnel Services & Benefits	9,677,500	10,717,900	1,040,400	10.8%	11,455,800	737,900	6.9%
Materials & Supplies	1,650,900	1,921,700	270,800	16.4%	2,202,400	280,700	14.6%
Capital out of Operations	20,200	20,800	600	3.0%	21,400	600	2.9%
Purchased Services	1,258,100	1,342,000	83,900	6.7%	1,429,300	87,300	6.5%
Payments & Grants	12,500	12,500			12,500		
Internal Expenses & Transfers	339,700	355,400	15,700	4.6%	470,800	115,400	32.5%
Total Expenditures	12,958,900	14,370,300	1,411,400	10.9%	15,592,200	1,221,900	8.5%
Revenues by Type							
External Revenue	-400,300	-408,100	-7,800	-1.9%	-416,000	-7,900	-1.9%
Internal Recoveries & Fund Transfers	-378,800	-332,800	46,000	12.1%	-332,800		
Total Revenues	-779,100	-740,900	38,200	4.9%	-748,800	-7,900	-1.1%
Total Tax Levy	12,179,800	13,629,400	1,449,600	11.9%	14,843,400	1,214,000	8.9%

2025 - 2026 Budget Forecast Highlights

The 2025 net budget is projected to increase by \$1,449,600 for a total of \$13,629,400. The change is primarily due to inflationary increases to the cost of delivering services. As well, it includes the half-year operating impact for the new Sixteen Mile library branch. This includes an increase of 11.4 FTE's.

The 2026 net budget is projected to increase by \$1,214,000 for a total of \$14,843,400. The change is primarily due to inflationary increases to the cost of delivering services. As well, it includes the remaining half-year operating impact of \$824,400 for the new Sixteen Mile library branch as well as an additional 3.4 FTE's.

2024 Recommended Capital Budget

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

The New Branch Library – Trafalgar Corridor North provides the budget to purchase land for the new branch when it becomes available. The OPL Website Enhancements project will allow staff to ensure the website is sustained and grown. The Library Furniture and Equipment Replacement project ensures equipment, and furnishings remain in a state of good repair to support prescribed service levels. The OPL Newspaper Digitization and Local History Portal project will provide funds to preserve the OPL-owned, at-risk, physical Oakville newspapers by digitization with the goal of making them available to the public via an updated and user-friendly local content portal.

	Classification	Capital Budget 2024	Operating Impacts 2024
Oakville Public Library			
71101811 New Branch Library - Trafalgar Corridor North	Growth	5,040,100	
71102206 OPL Website Maintenance and Improvements	Program Initiatives	30,200	
71102304 Library Furniture and Equipment	Infrastructure Renewal	51,000	
71102404 OPL Newspaper Digitization and Local History Portal	Program Initiatives	313,500	
Total		5,434,800	

Emergency Services Program Based Budget 2024 - 2026

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

TOWARF

- Provide marine patrol along Oakville's waterfront

Emergency Services

2024 Program Key Initiatives



Growth Management

- Project build of Station 9 from its temporary location initiated in 2014
- Design build of Station 4 expansion
- NG911 dispatch and communications upgrades



Community Belonging

- Continuous program enhancements for community engagement with our partners in Recreation & Culture and Oakville Public Library in the areas of Fire Prevention and Public Education
- Enhanced external stakeholder engagement with community interest groups and faith based organizations



Environmental Sustainability

- Replacement of support vehicles and infrastructure to support Electrical Vehicles



Accountable Government

- Implementation of Fire Master Plan including O.Reg. 378/18 Community Risk Assessment
- Continuous work for compliance with Firefighter Certification requirement O.Reg 343/22
- Emergency Management compliance and utilization of refreshed Emergency Plan

Emergency Services

Key Performance Indicators

1. Percentage of gross operating budget

2019	2020	2021	2022	2023
14.9%	15.5%	15.9%	15.7%	15.0%
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

2019	2020	2021	2022	2023
13.8%	14.9%	14.6%	14.7%	14.4%
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 responses crew travel time is 240 seconds or less

2019	2020	2021	2022	2023
60.35%	60.84%	61.15%	62.76%	62.42% (at August 2023)
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

2019	2020	2021	2022	2023
3.3	2.3	3.7	3.0	0.86 (at August 2023)
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)

2019	2020	2021	2022	2023
97	105	104	101	99
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	2023	2024	2024	2024	2024	Net
	Restated	Adjustments &	Service Level	Growth and	Total	Change
Services/Activities:	FTE	Reallocations	Change	Capital	FTE	2024 vs 2023
Administration	7.0	-	-	-	7.0	-
Communications	-	-	-	-	-	-
Suppression	224.0	-	-	-	224.0	-
Training	6.4	-	-	-	6.4	-
Fire Prevention	13.0	-	-	-	13.0	-
Emergency Planning	-	-	-	-	-	-
TOWARF	-	-	-	-	-	-
Total Emergency Services	250.4	-	-	-	250.4	-

The 2024 total staff complement is 250.4 FTEs with no change from 2023.

2024 Operating Budget Overview by Service

	2023	2024	2024	2024	\$ Change	% Change	2024	2024	\$ Change	% Change
	Restated	Inflation &	Capital and	Base	from	from	Service	Requested	from	from
	Budget	Adjustments	Growth Impacts	Budget	2023	2023	Level Change	Budget	2023	2023
Emergency Services										
Administration	1,404,400	54,600		1,459,000	54,600	3.9%		1,459,000	54,600	3.9%
Communications	1,092,500	276,200	2,100	1,370,800	278,300	25.5%		1,370,800	278,300	25.5%
Suppression	37,336,000	2,568,800	66,100	39,970,900	2,634,900	7.1%		39,970,900	2,634,900	7.1%
Training	1,226,500	89,100		1,315,600	89,100	7.3%		1,315,600	89,100	7.3%
Fire Prevention	2,121,900	59,000		2,180,900	59,000	2.8%		2,180,900	59,000	2.8%
Emergency Planning	16,000			16,000				16,000		
TOWARF										
Total Tax Levy	43,197,300	3,047,700	68,200	46,313,200	3,115,900	7.2%		46,313,200	3,115,900	7.2%

The 2024 net budget for Emergency Services is \$46,313,200 resulting in an increase of \$3,115,900 or 7.2% from 2023. This includes an internal charge of \$145,900 or 0.3% for facility maintenance and operations as recommended by the Facilities Management Review with a recovery in the Facility Services program. The main driver of the Emergency Services budget is inflationary and contractual increases in wages and benefits, closely followed by an increase of \$1 million in the transfer to the Fire Equipment Reserve. In addition, \$68,200 impact from capital has been included, including a transfer to Building Maintenance reserve for Fire Station 8, Fire Equipment reserve for portable radio equipment, and a reversal of temporary rental fees for Fire Prevention Officer vehicles.

Emergency Services

Administration net budget for 2024 is \$1,459,000 for an increase of \$54,600 from 2023. The change is primarily due to inflationary and contractual increases in salaries and benefits. In addition, there is an increase in the insurance premium.

Communications net budget for 2024 is \$1,370,800 for an increase of \$278,300 from 2023. The change is primarily due to a modification in the service level agreement for Burlington Dispatch shared services due to call volume and NG911 legislative requirements. In addition inflationary increases for Halton Police radio fees have been included.

Suppression net budget for 2024 is \$39,970,900 for an increase of \$2,634,900 from 2023. The change is primarily due to inflationary and contractual increases in salaries and benefits. In addition, \$1 million has been added for transfers to the Fire Equipment Reserve as several emergency vehicles are at the end of their useful life, and rising prices have caused increased pressures on the reserve balance. Capital impacts primarily for the continued phased-in transfer to the Building Maintenance reserve fund for Station 8 and the Fire Equipment reserve fund for portable radios are included. Finally, internal charges for a foreperson allocation have been included due to the Facility Management Review (FMR).

Training net budget for 2024 is \$1,315,600 for an increase of \$89,100 from 2023. The change is primarily due to inflationary and contractual increases in salaries and benefits. Also included is an internal charge for the FMR foreperson allocation for the Training campus.

Fire Prevention net budget for 2024 is \$2,180,900 for an increase of \$59,000 from 2023. The change is primarily due to inflationary and contractual increases in salaries and benefits. Also included is a minor increase in training and professional dues for new hires.

Emergency Planning net budget for 2024 is \$16,000 with no change from 2023.

TOWARF net budget for 2024 is \$0 with no change from 2023. Through a grant from the Town of Oakville, TOWARF, 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 harbor fees for a net zero impact.

2024 Operating Budget Overview by Component

	2023 Restated Budget	2024 Inflation & Adjustments	2024 Capital and Growth Impacts	2024 Base Budget	\$ Change from 2023	% Change from 2023	2024 Service Level Change	2024 Requested Budget	\$ Change from 2023	% Change from 2023
Emergency Services										
EXPENSES										
Personnel Services & Benefits	38,532,500	1,442,200		39,974,700	1,442,200	3.7%		39,974,700	1,442,200	3.7%
Materials & Supplies	861,900	34,900		896,800	34,900	4.0%		896,800	34,900	4.0%
Capital out of Operations	15,000	12,500		27,500	12,500	83.3%		27,500	12,500	83.3%
Purchased Services	1,927,000	423,400	-12,500	2,337,900	410,900	21.3%		2,337,900	410,900	21.3%
Payments & Grants	50,700	-5,000		45,700	-5,000	-9.9%		45,700	-5,000	-9.9%
Internal Expenses & Transfers	2,397,800	1,160,900	80,700	3,639,400	1,241,600	51.8%		3,639,400	1,241,600	51.8%
Total EXPENSES	43,784,900	3,068,900	68,200	46,922,000	3,137,100	7.2%		46,922,000	3,137,100	7.2%
REVENUES										
External Revenues	-555,100	-21,200		-576,300	-21,200	-3.8%		-576,300	-21,200	-3.8%
Internal Recovery & Fund Transfers	-32,500			-32,500				-32,500		
Total REVENUES	-587,600	-21,200		-608,800	-21,200	-3.6%		-608,800	-21,200	-3.6%
Total Tax Levy	43,197,300	3,047,700	68,200	46,313,200	3,115,900	7.2%		46,313,200	3,115,900	7.2%

The total expenses for Emergency Services are \$46,922,000 and total revenues are \$608,800 resulting in a net budget of \$46,313,200 in 2024. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$39,974,700 in 2024 comprised primarily of full-time wages and benefits. The budget increased by \$1,442,200 from 2023 primarily due to contractual increases to salaries and benefits. Adjustments have been made where retirees have been replaced with new hires.

Materials & Supplies total budget is \$896,800 in 2024 comprised primarily of fire safety supplies, fuels and utilities, janitorial, and training supplies. The budget increased by \$34,900 from 2023 primarily due to increased fuel usage and janitorial supplies. Finally, increased costs have been included for department special events which are fee-recoverable from local municipalities.

Capital out of Operations total budget is \$27,500 in 2024 comprised primarily of general equipment used in fire stations. The budget increased by \$12,500 from 2023 primarily due to adding run-to-failure appliances in the fire stations.

Emergency Services

Purchased Services total budget is \$2,337,900 in 2024 comprised primarily of contracted services (Burlington Dispatch system), uniforms, personal safety supplies, group training, and insurance. The budget increased by \$410,900 from 2023 primarily due to an increase for the Burlington Dispatch communication system moving to call volume billing and NG911 legislative changes, as well as inflationary increases for Halton Police radios. Increases to group training have been added to mandated certificate training for the fire incident program and funding for the addition of a mental health peer support team. In addition, safety supplies and uniforms have been adjusted to reflect historical trends. Finally, temporary funding in 2023 for vehicle rentals due to delayed procurement of new Fire Prevention vehicles has been reversed.

Payments & Grants total budget is \$45,700 in 2024 comprised primarily of a grant for TOWARF. The budget decreased by \$5,000 from 2023 as the Ministry of Transportation fees have been reduced based on historical trends.

Internal Expenses & Transfers total budget is \$3,639,400 in 2024 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 increased by \$1,241,600 from 2023, primarily due to a \$1 million transfer to the Fire Vehicle and Equipment reserve. Over a 10 year forecast, there will be several emergency services vehicles at the end of their useful life; coupled with rising costs from inflation and supply chain issues the reserve fund was under extreme pressures. The increased transfer will return the reserve fund to a positive balance by the end of the 10 year forecast. The Building Maintenance reserve fund for Station 8 will continue to be phased in over the next several years. Transfers to the Fire Equipment reserve continue to be phased in for portable radio equipment. Finally, as a result of the FMR, the foreperson allocation has been included.

External Revenue total budget is \$576,300 in 2024 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 increased by \$21,200 from 2023 primarily due to minor adjustments that reflect recent trends. Also included is a recovery from area municipalities for their share of special event costs.

Internal Recoveries & Fund Transfers total budget is \$32,500 in 2024 comprised primarily of revenue collected through harbour fees. The budget remained the same from 2023 primarily due to revenue used to offset the TOWARF grant for a net zero impact.

2025 - 2026 Operating Budget Forecast

	2024 Requested Budget	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)
Emergency Services							
Gross Expenditures by Service							
Administration	1,459,000	1,498,900	39,900	2.7%	1,542,400	43,500	2.9%
Communications	1,370,800	1,411,900	41,100	3.0%	1,454,300	42,400	3.0%
Suppression	40,470,900	41,740,900	1,270,000	3.1%	42,875,600	1,134,700	2.7%
Training	1,322,800	1,325,900	3,100	0.2%	1,358,900	33,000	2.5%
Fire Prevention	2,250,000	2,447,600	197,600	8.8%	2,507,000	59,400	2.4%
Emergency Planning	16,000	16,500	500	3.1%	17,000	500	3.0%
TOWARF	32,500	32,500			32,500		
Total Gross Expenditures by Service	46,922,000	48,474,200	1,552,200	3.3%	49,787,700	1,313,500	2.7%
Tax Levy by Service							
Administration	1,459,000	1,498,900	39,900	2.7%	1,542,400	43,500	2.9%
Communications	1,370,800	1,411,900	41,100	3.0%	1,454,300	42,400	3.0%
Suppression	39,970,900	41,231,000	1,260,100	3.2%	42,355,500	1,124,500	2.7%
Training	1,315,600	1,318,500	2,900	0.2%	1,351,300	32,800	2.5%
Fire Prevention	2,180,900	2,376,400	195,500	9.0%	2,433,700	57,300	2.4%
Emergency Planning	16,000	16,500	500	3.1%	17,000	500	3.0%
TOWARF							
Total Tax Levy by Service	46,313,200	47,853,200	1,540,000	3.3%	49,154,200	1,301,000	2.7%
Gross Expenditures by Type							
Personnel Services & Benefits	39,974,700	41,155,700	1,181,000	3.0%	42,218,300	1,062,600	2.6%
Materials & Supplies	896,800	965,500	68,700	7.7%	1,061,100	95,600	9.9%
Capital out of Operations	27,500	28,300	800	2.9%	29,100	800	2.8%
Purchased Services	2,337,900	2,396,500	58,600	2.5%	2,480,400	83,900	3.5%
Payments & Grants	45,700	45,800	100	0.2%	45,900	100	0.2%
Internal Expenses & Transfers	3,639,400	3,882,400	243,000	6.7%	3,952,900	70,500	1.8%
Total Expenditures	46,922,000	48,474,200	1,552,200	3.3%	49,787,700	1,313,500	2.7%
Revenues by Type							
External Revenue	-576,300	-588,500	-12,200	-2.1%	-601,000	-12,500	-2.1%
Internal Recoveries & Fund Transfers	-32,500	-32,500			-32,500		
Total Revenues	-608,800	-621,000	-12,200	-2.0%	-633,500	-12,500	-2.0%
Total Tax Levy	46,313,200	47,853,200	1,540,000	3.3%	49,154,200	1,301,000	2.7%

Emergency Services

2025 - 2026 Budget Forecast Highlights

The 2025 net budget is projected to increase by \$1,540,000 for a total of \$47,853,200. The change is primarily due to inflationary increases to the cost of delivering services. Furthermore, continued phase-in of the transfer to the Building Maintenance reserve fund has been incorporated for Station 8 and transfers to the Fire Equipment reserve for portable radio equipment. 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 2024.

The 2026 net budget is projected to increase by \$1,301,000 for a total of \$49,154,200. The change is primarily due to inflationary increases to the cost of delivering services. Also included are operating impacts for the phase-in of the Station 9 transfer to the Building Maintenance reserve, utilities, and elimination of the internal facility charge for the temporary location. Finally, operating impacts for Station 4 have been added, which include a phased-in contribution to Building Maintenance reserve and utilities.

2024 Recommended Capital Budget

The 2024 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 2024 capital budget include the first phase of construction for north Oakville Station 9, the design of Station 4 expansion, and the purchase of an aerial truck to service north Oakville from Station 9. Additionally, funding is included for the purchase of three rescue trucks which have reached the end of their useful life.

	Classification	Capital Budget 2024	Operating Impacts 2024
Emergency Services			
43302311 Fire Station #9	Growth	14,055,500	
43302401 Emergency Response Vehicles & Equipment	Infrastructure Renewal	3,372,300	
43302403 Fire Station 9 - Aerial	Growth	2,414,400	
43302404 Fire Services Vehicles & Equipment	Infrastructure Renewal	271,700	
43302405 Fire Services Fitness, Equipment & Furniture	Infrastructure Renewal	130,200	
43302406 Protective Clothing Replacement	Infrastructure Renewal	221,500	
43302407 Fire Dispatch Centre, Equipment Replacement	Infrastructure Renewal	151,100	
43302409 Specialized Equipment Replacement	Infrastructure Renewal	176,200	
43302410 Specialized Equipment - New	Infrastructure Renewal	40,300	
43302411 Regional Training Centre (RTC) - Renovations	Program Initiatives	100,700	
43302412 Fire Training Facility	Infrastructure Renewal	100,700	
43302413 Station #4 Renovation and Expansion	Growth	1,922,300	
Total		22,956,900	0

Emergency Services

Political Governance Program Based Budget 2024 - 2026

Vision

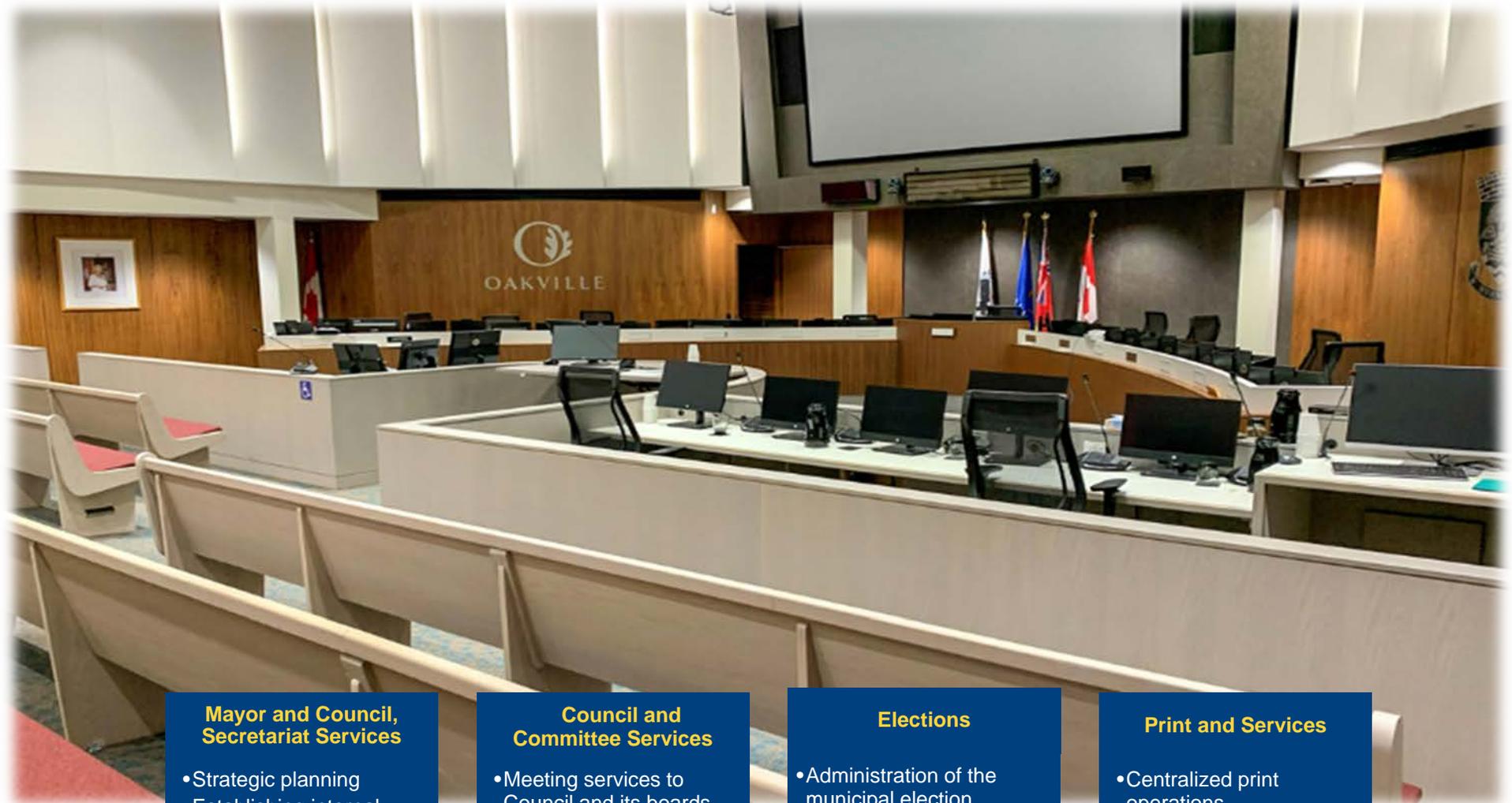
- To be the most livable town in Canada.

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:



Mayor and Council, Secretariat Services

- Strategic planning
- Establishing internal controls and policy
- Representing public interest

Council and Committee Services

- Meeting services to Council and its boards and committees
- Implementation of policies and procedures

Elections

- Administration of the municipal election process

Print and Services

- Centralized print operations
- Internal and external distribution of all non-electronic mail for the corporation

2024 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 and meetings have been made available to participants virtually and are streamed live on to the website and are also 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 and 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 and 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 and contraventions to the Code of Conduct.

Key Performance Indicators

1. Percentage of gross operating budget

2019	2020	2021	2022	2023
1.5%	1.5%	1.4%	1.8%	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

2019	2020	2021	2022	2023
0.7%	0.7%	0.5%	0.5%	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. Percentage of meeting time spent in open session

2019	2020	2021	2022	2023
88.3%	85.1%	93.1%	93%	88.9% (As of September 2023)
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	2023 Restated FTE	2024 Adjustments & Reallocations	2024 Service Level Change	2024 Growth and Capital	2024 Total FTE	Net Change 2024 vs 2023
Services/Activities:						
Mayor and Council and Secretariat	-	-	-	-	-	-
Council and Committee Services	7.5	-	-	-	7.5	-
Election	-	-	-	-	-	-
Print Centre/Mail Services	3.8	-	-	-	3.8	-
Total Political Governance	11.3	-	-	-	11.3	-

The 2024 total staff complement is 11.3 FTEs with no change from 2023.

2024 Operating Budget Overview by Service

	2023 Restated Budget	2024 Inflation & Adjustments	2024 Capital and Growth Impacts	2024 Base Budget	\$ Change from 2023	% Change from 2023	2024 Service Level Change	2024 Requested Budget	\$ Change from 2023	% Change from 2023
Political Governance										
Mayor and Council and Secretariat	1,964,800	259,400		2,224,200	259,400	13.2%	-171,000	2,053,200	88,400	4.5%
Council and Committee Services	1,068,200	140,200		1,208,400	140,200	13.1%		1,208,400	140,200	13.1%
Election	534,500	-217,500		317,000	-217,500	-40.7%		317,000	-217,500	-40.7%
Print Centre/Mail Services	629,000	11,000		640,000	11,000	1.7%		640,000	11,000	1.7%
Total Tax Levy	4,196,500	193,100		4,389,600	193,100	4.6%	-171,000	4,218,600	22,100	0.5%

The 2024 net budget for Political Governance is \$4,218,600 resulting in an increase of \$22,100 or 0.5% from 2023.

Mayor and Council and Secretariat net budget for 2024 is \$2,053,200 for an increase of \$88,400 from 2023. Additional budget increases are due to inflationary and contractual increases to salary and benefits and adjustments to services, supplies and membership dues. Service level changes are included providing budget reductions to postage, external reproductions, training and personnel in the Mayor's office. Each ward has a budget of \$10,000 funded from rate stabilization reserve which will be available for 2024.

Council and Committee Services net budget for 2024 is \$1,208,400 for an increase of \$140,200 from 2023. The change is primarily due to the annualization of the Council and Committee Coordinator and the Legislative Project Advisor added to the 2023 complement. Additional budget increases are included for inflation to salary and benefits, and adjustments to training, advertising and insurance.

Election net budget for 2024 is \$317,000 for a decrease of \$217,500 from 2023. The change is primarily due to decreases to the budget for municipal grants and temporary employment and an increased transfer to the Election reserve to fund future municipal elections.

Political Governance

Print Centre/Mail Services net budget for 2024 is \$640,000 for an increase of \$11,000 from 2023. The change is primarily due to inflationary increases to salary and benefits partially offset with a decrease for postage and courier services.

2024 Operating Budget Overview by Component

	2023 Restated Budget	2024 Inflation & Adjustments	2024 Capital and Growth Impacts	2024 Base Budget	\$ Change from 2023	% Change from 2023	2024 Service Level Change	2024 Requested Budget	\$ Change from 2023	% Change from 2023
Political Governance										
EXPENSES										
Personnel Services & Benefits	3,056,600	277,600		3,334,200	277,600	9.1%	-92,800	3,241,400	184,800	6.0%
Materials & Supplies	166,200	-700		165,500	-700	-0.4%	-54,300	111,200	-55,000	-33.1%
Capital out of Operations	2,100			2,100				2,100		
Purchased Services	556,500	15,100		571,600	15,100	2.7%	46,100	617,700	61,200	11.0%
Payments & Grants	111,000	-100,000		11,000	-100,000	-90.1%		11,000	-100,000	-90.1%
Internal Expenses & Transfers	307,600	900		308,500	900	0.3%		308,500	900	0.3%
Total EXPENSES	4,200,000	192,900		4,392,900	192,900	4.6%	-101,000	4,291,900	91,900	2.2%
REVENUES										
External Revenues	-3,500	200		-3,300	200	5.7%		-3,300	200	5.7%
Internal Recovery & Fund Transfers							-70,000	-70,000	-70,000	
Total REVENUES	-3,500	200		-3,300	200	5.7%	-70,000	-73,300	-69,800	-1,994.3%
Total Tax Levy	4,196,500	193,100		4,389,600	193,100	4.6%	-171,000	4,218,600	22,100	0.5%

The total expenses for Political Governance are \$4,291,900 and total revenues are \$73,300 resulting in a net budget of \$4,218,600 in 2024. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$3,241,400 in 2024 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$184,800 from 2023 primarily due to the annualization for a Council and Committee Coordinator and Legislative Project Advisor. Additional inflationary increases are for salary and benefits. A service level change is for gapping of staff in the Mayor's office for 2024.

Materials & Supplies total budget is \$111,200 in 2024 comprised primarily of postage, print supplies, external reproductions, and office supplies. The budget decreased by \$55,000 from 2023 primarily due to the reductions to postage and courier services and supply and services reductions to the Mayor's office which included reductions to postage and courier fees and external reproductions.

Capital out of Operations total budget is \$2,100 in 2024 comprised primarily of computer hardware and general equipment. The budget remained the same from 2023.

Political Governance

Purchased Services total budget is \$617,700 in 2024 comprised primarily of equipment rental, promotions, contract services and training. The budget increased by \$61,200 from 2023 primarily due to increases for membership dues, internet services and insurance and additional \$10,000 per ward or \$70,000 for community events funded from the Tax Rate Stabilization reserve. This was partially offset with reductions in the Mayor's office budget.

Payments & Grants total budget is \$11,000 in 2024 comprised primarily of municipal grants and accessibility costs. The budget decreased by \$100,000 from 2023 primarily due to the decrease to municipal grants for the Contribution Rebate Program for the 2022 Municipal Election. A program approved by Council in 2021.

Internal Expenses & Transfers total budget is \$308,500 in 2024 comprised primarily of transfers to the election reserve. The budget increased by \$900 from 2023 primarily due to increase transfer to the election reserve to fund future elections.

External Revenue total budget is \$3,300 in 2024 comprised primarily of miscellaneous recoveries. The budget decreased by \$200 from 2023.

Internal Recoveries and Fund Transfers total budget is \$70,000 for the transfer from Tax Rate Stabilization reserve for the \$10,000 budget per ward or \$70,000 total for community events.

2025 - 2026 Operating Budget Forecast

	2024 Requested Budget	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)
Political Governance							
Gross Expenditures by Service							
Mayor and Council and Secretariat	2,123,200	2,179,500	56,300	2.7%	2,250,500	71,000	3.3%
Council and Committee Services	1,208,400	1,238,300	29,900	2.5%	1,268,800	30,500	2.5%
Election	317,000	317,500	500	0.2%	1,283,000	965,500	304.1%
Print Centre/Mail Services	643,300	660,500	17,200	2.7%	678,000	17,500	2.6%
Total Gross Expenditures by Service	4,291,900	4,395,800	103,900	2.4%	5,480,300	1,084,500	24.7%
Tax Levy by Service							
Mayor and Council and Secretariat	2,053,200	2,179,500	126,300	6.2%	2,250,500	71,000	3.3%
Council and Committee Services	1,208,400	1,238,300	29,900	2.5%	1,268,800	30,500	2.5%
Election	317,000	317,500	500	0.2%	283,000	-34,500	-10.9%
Print Centre/Mail Services	640,000	657,200	17,200	2.7%	674,700	17,500	2.7%
Total Tax Levy by Service	4,218,600	4,392,500	173,900	4.1%	4,477,000	84,500	1.9%
Gross Expenditures by Type							
Personnel Services & Benefits	3,241,400	3,393,300	151,900	4.7%	4,015,400	622,100	18.3%
Materials & Supplies	111,200	116,000	4,800	4.3%	190,900	74,900	64.6%
Capital out of Operations	2,100	2,200	100	4.8%	2,300	100	4.5%
Purchased Services	617,700	564,800	-52,900	-8.6%	952,200	387,400	68.6%
Payments & Grants	11,000	11,000			11,000		
Internal Expenses & Transfers	308,500	308,500			308,500		
Total Expenditures	4,291,900	4,395,800	103,900	2.4%	5,480,300	1,084,500	24.7%
Revenues by Type							
External Revenue	-3,300	-3,300			-3,300		
Internal Recoveries & Fund Transfers	-70,000		70,000	100.0%	-1,000,000	-1,000,000	
Total Revenues	-73,300	-3,300	70,000	95.5%	-1,003,300	-1,000,000	-30,303.0%
Total Tax Levy	4,218,600	4,392,500	173,900	4.1%	4,477,000	84,500	1.9%

Political Governance

2025 - 2026 Budget Forecast Highlights

The 2025 net budget is projected to increase by \$173,900 for a total of \$4,372,500. The change is primarily due to inflationary increases to the costs for delivering services. Additional budget adjustments may be for the removal of the personnel gapping in the Mayor's office and the reduction of the \$70,000 budget for community events in each ward and the transfer from Rate Stabilization Reserve.

The 2026 net budget is projected to increase by \$84,500 for a total of \$4,477,000. The change is primarily due to increases to temporary employment, contract services and rental equipment required for the 2026 election. This is funded from a transfer from the Election reserve. Additional budget adjustment due to inflationary increases to costs for delivering services.

2024 Recommended Capital Budget

The capital budget for Political Governance provides funds for the photocopier replacement required for the Print Shop.

	Classification	Capital Budget 2024	Operating Impacts 2024
Political Governance			
32102404 Print Shop Equipment Replacement	Infrastructure Renewal	31,000	
Total		31,000	

Facility Services Program Based Budget 2024 - 2026

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 town buildings, about 2.2 million square feet. 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 Security

Strategy, Planning & Compliance

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

2024 Program Key Initiatives



Growth Management

- Construction of the new Community Centre and Library at the Sixteen Mile Sports Complex.
- Design and construction of Fire Station 9.
- Renovation of the Blue Rink at the Glen Abbey Community Centre.
- Accessibility improvements at various town facilities.



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.
- Updating the Oakville Universal Design Standards for Accessibility.
- Accessibility upgrades – Exterior accessibility improvements completed at Brookdale Pool, Gairloch Galleries and Glen Abbey Community Centre. Wedgewood Pool construction to commence in September, renovations include interior/exterior accessibility improvements.



Environmental Sustainability

- Continued electrification of ice resurfer and edger fleet to continue our efforts on reducing greenhouse emissions and improving health and safety.
- Conversion to LED lighting at Glen Abbey & Iroquois Ridge Community Centre.
- Update end of life HVAC equipment at Glen Abbey & Iroquois Ridge Community Centre.
- Update the Sustainable Design Standards to incorporate sustainable and eco-friendly design principles into infrastructure projects.
- Energy upgrades –Oakville Trafalgar Community Centre photovoltaic system brought online. Southeast Satellite depot exterior LED conversion. Continued town-wide air balancing further improving indoor air quality. Deep Energy Retrofit Studies of Glen Abbey, Iroquois Ridge and Sir John Colborne.



Accountable Government

- Implementation of the Facility Management Review.
- Continuation of Recreation Services Review.

Facility Services

Key Performance Indicators

1. Percentage of gross operating budget

2019	2020	2021	2022	2023
1.8%	1.9%	1.8%	1.9%	1.8%
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 FTE

2019	2020	2021	2022	2023
1.3%	1.3%	1.2%	1.3%	1.3%
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. Operations: Total cost of operating per square foot of corporate facilities managed

2019	2020	2021	2022	2023
\$5,367,005 / 1,111,823 s.f. = \$4.83 psf	\$5,713,692 / 1,102,430 s.f. = \$5.18 psf	\$5,587,798 / 1,026,479 s.f. =\$5.44 psf	\$5,319,728 / 1,074,044 s.f. =\$5.14 psf	\$5,632,319 / 1,068,528 s.f. =\$5.27 psf (projected)
Purpose: Determines the total cost of providing facility operations and can be compared both to other organizations as well as year over year. Includes utilities, maintenance costs and staffing.				
Calculation: Total operating costs divided by gross square footage managed. Does not include capital repair and replacement costs.				

4. Projects: Number of capital projects

2019	2020	2021	2022	2023
42	18	93	76	55
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 Project established per year.				

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

2019	2020	2021	2022	2023
Audit Completed 53 Bldgs.	Planning & Funding Plan Est.	19% Bldgs. Completed	47% Bldgs. Completed	53% 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.				

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

2019	2020	2021	2022	2023
6.9%	18.1% **	31.2% **	13.6%	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	2023	2024	2024	2024	2024	Net
Services/Activities:	Restated	Adjustments &	Service Level	Growth and	Total	Change
	FTE	Reallocations	Change	Capital	FTE	2024 vs 2023
Administration	1.0	-	-	-	1.0	-
Projects, Capital & Lifecycle	12.0	-	-	-	12.0	-
Operations & Maintenance	9.0	75.5	-	-	84.5	75.5
Strategy, Planning & Compliance	-	5.0	1.0	-	6.0	6.0
Total Facility Services	22.0	80.5	1.0	-	103.5	81.5

The 2024 total staff complement for Facility Services is 103.5 FTE which is an increase of 81.5 FTE over 2023.

Adjustments & Reallocations:

The primary driver of this change is the movement and conversion of facility management staff and full-time and part-time facility operations staff - totaling 80.5 FTE – from the Recreation & Culture Program to the Facility Services Program as recommended by the Facility Management Review (FMR). The net FTE impact to the town of this review is a reduction of 1.0 FTE, which is reflected in Corporate Revenue and Expenses.

Service Level Change:

1.0 FTE has been added under Strategy, Planning & Compliance for a Security Supervisor to manage the implementation and maintenance of systems as well as develop a security roadmap.

2024 Operating Budget Overview by Service

	2023 Restated Budget	2024 Inflation & Adjustments	2024 Capital and Growth	2024 Base Budget	\$ Change from 2023	% Change from 2023	2024 Service Level Change	2024 Requested Budget	\$ Change from 2023	% Change from 2023
Facility Services										
Administration	220,800	8,800	-	229,600	8,800	4.0%	-	229,600	8,800	4.0%
Projects, Capital & Lifecycle	548,800	(83,800)	-	465,000	(83,800)	(15.3%)	-	465,000	(83,800)	(15.3%)
Operations & Maintenance	2,552,900	(64,400)	-	2,488,500	(64,400)	(2.5%)	-	2,488,500	(64,400)	(2.5%)
Strategy, Planning & Compliance	-	585,800	21,000	606,800	606,800		112,500	719,300	719,300	
Total Tax Levy	3,322,500	446,400	21,000	3,789,900	467,400	14.1%	112,500	3,902,400	579,900	17.5%

The 2024 net budget for Facility Services is \$3,902,400 resulting in an increase on the tax levy of \$579,900 or 17.5% from 2023. The new operating model recommended through the Facility Management Review (FMR) has been implemented in the 2024 budget. It has resulted in the movement of 80.5 FTE to Facility Services in conjunction with the implementation of an internal charge to various town programs in recognition of services at their facilities. This has resulted in a net impact to the Facility Services Program budget of \$240,100 which represents 7.2% of the stated increase. Additionally, the new 1.0 FTE for the Security Supervisor position is included as a service level change carrying a 2024 impact of \$112,500 which represents 3.4% of the stated increase. Services and main drivers for change are discussed below:

Administration net budget for 2024 is \$229,600, which is an increase of \$8,800 from 2023. The change is primarily due to inflationary increases to salaries and benefits.

Projects, Capital & Lifecycle net budget for 2024 is \$465,000, which is a decrease of \$83,800 from 2023. This service area is primarily comprised of personnel costs for the management and implementation of the facility asset lifecycle program and new construction initiatives, as well as recoveries from associated capital projects. The net budget reduction from 2023 is primarily due to the movement of two positions which are funded substantially from operations to the Strategy, Planning & Compliance service area, replaced with two positions recovered more substantially from the capital program. Also included are inflationary increases to salaries, benefits, and labour recoveries.

Operations & Maintenance net budget for 2024 is \$2,488,500, which is a decrease of \$64,400 from 2023. This service area is now comprised primarily of personnel costs for the management and execution of operations and maintenance activities at town facilities, offsetting recoveries from the associated town programs operating out of the facilities, as well as budgets for the maintenance of Town Hall and the corporate properties. The budget reduction from 2023 is primarily due to the net impact of absorbing 75.5 facility management and operations FTE and associated employee-related costs carrying an impact of \$7,620,700, offset by new facility service recoveries from programs in recognition of these services at a net 2024 impact of \$7,864,700, both as recommended through the FMR. This is then offset by inflationary increases to salaries, benefits, and the cost of services, as well as budget increases for expected repairs and maintenance activities at Town Hall.

Facility Services

Strategy, Planning & Compliance net budget for 2024 is \$719,300 and is net new in 2024. 5.0 FTE have been assigned to this service area through the FMR for the management and implementation of standards, energy management, facilities security, contract management, and mid to long-range planning activities for town facilities. The 2024 budget also includes the new 1.0 FTE for a Security Supervisor.

2024 Operating Budget Overview by Component

	2023 Restated Budget	2024 Inflation & Adjustments	2024 Capital and Growth	2024 Base Budget	\$ Change from 2023	% Change from 2023	2024 Service Level Change	2024 Requested Budget	\$ Change from 2023	% Change from 2023
Facility Services										
EXPENSES										
Personnel Services & Benefits	2,881,000	8,290,400	-	11,171,400	8,290,400	287.8%	112,500	11,283,900	8,402,900	291.7%
Materials & Supplies	726,200	(46,900)	-	679,300	(46,900)	(6.5%)	-	679,300	(46,900)	(6.5%)
Capital out of Operations	4,000	(3,000)	-	1,000	(3,000)	(75.0%)	-	1,000	(3,000)	(75.0%)
Purchased Services	1,335,500	253,900	-	1,589,400	253,900	19.0%	-	1,589,400	253,900	19.0%
Payments & Grants	93,900	3,600	-	97,500	3,600	3.8%	-	97,500	3,600	3.8%
Internal Expenses & Transfers	42,000	363,100	-	405,100	363,100	864.5%	-	405,100	363,100	864.5%
Total EXPENSES	5,082,600	8,861,100		13,943,700	8,861,100	174.3%	112,500	14,056,200	8,973,600	176.6%
REVENUES										
External Revenues	(240,000)	(14,200)	-	(254,200)	(14,200)	(5.9%)	-	(254,200)	(14,200)	(5.9%)
Internal Recovery & Fund Transfers	(1,520,100)	(8,400,500)	21,000	(9,899,600)	(8,379,500)	(551.2%)	-	(9,899,600)	(8,379,500)	(551.2%)
Total REVENUES	(1,760,100)	(8,414,700)	21,000	(10,153,800)	(8,393,700)	(476.9%)	-	(10,153,800)	(8,393,700)	(476.9%)
Total Tax Levy	3,322,500	446,400	21,000	3,789,900	467,400	14.1%	112,500	3,902,400	579,900	17.5%

Total expenses for Facility Services are \$14,056,200 and total revenues are \$10,153,800 resulting in a net budget of \$3,902,400 in 2024. Budget components and main drivers for change are discussed below:

Personnel Services & Benefits total budget is \$11,283,900 in 2024 and is comprised primarily of full-time and part-time wages and benefits. The budget has increased \$8,402,900 from 2023 primarily due to the movement of 80.5 FTE from the Recreation & Culture Program as recommended by the FMR carrying a value of \$8,199,000. Notably, a significant amount these labour costs are offset by a recovery from various town programs totaling \$8,333,100 reflected under Internal Recovery & Fund Transfers below. Additionally, 1.0 FTE has been added as a service level change in the form of a Security Supervisor under Strategy, Planning & Compliance carrying a 2024 impact of \$112,500. Also included are inflationary and contractual increases to salaries and benefits.

Materials & Supplies total budget is \$679,300 in 2024 and is comprised primarily of utilities and maintenance supplies for Town Hall and the corporate properties. The budget has decreased \$46,900 from 2023 primarily due to continued leveling of utility budgets at Town Hall as air handling activities are refined. Some utility budgets at the corporate properties have been redistributed to contracted services to support operational needs.

Facility Services

Purchased Services total budget is \$1,589,400 in 2024 and is comprised primarily of maintenance and repair, janitorial, and security services at Town Hall and applicable corporate properties, as well as employee-related costs, insurance, and professional fees. The budget has increased \$253,900 from 2023 primarily due to redistribution of employee-related costs such as training and uniforms from the Recreation and Culture Program as part of the FMR totaling \$129,500. Additionally, increases to repairs and maintenance budgets at Town Hall in the amount of \$103,000 are included to support expected increased operational requirements in 2024. Inflationary increases to ongoing services have also been included. These costs increases are mitigated by the discontinuation of touchpoint cleaning activities at Town Hall in 2024.

Payments and Grants total budget is \$97,500 in 2024 and is comprised primarily of property tax payments for the town's leased properties. The budget has increased \$3,600 due to rate adjustments.

Internal Expenses & Transfers total budget is \$405,100 in 2024 and is comprised primarily of internal charges for the maintenance and operations of Town Hall and the corporate properties, as well as internal charges relating to fleet and winter control. The budget has increased \$363,100 from 2023 due to the implementation of the facility service internal charge as it relates to Town Hall and the corporate properties as recommended by the FMR.

External Revenue total budget is \$254,200 in 2024 and is comprised primarily of rental revenue at the town's leased properties and Town Hall. The budget has increased \$14,200 from 2023 primarily due to rate adjustments and expected occupancy adjustments.

Internal Recoveries & Fund Transfers total budget is \$9,899,600 in 2024 and is comprised primarily of recoveries from town programs for facility 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 \$8,379,500 from 2023 primarily due to the implementation of the facility service internal charge as recommended by the FMR carrying a value of \$8,333,100. Also included are adjustments to proportions of positions recovered from the capital program to align with service delivery, and inflationary adjustments to recoveries to account for inflationary increases to salaries and benefits.

2025 - 2026 Operating Budget Forecast

	2024 Requested Budget	2025 Requested Forecast	2024-2025 Change (\$)	2024-2025 Change (%)	2026 Requested Forecast	2025-2026 Change (\$)	2025-2026 Change (%)
Facility Services							
Gross Expenditures by Service							
Administration	229,600	235,400	5,800	2.5%	241,300	5,900	2.5%
Projects, Capital & Lifecycle	1,740,300	1,784,000	43,700	2.5%	1,828,600	44,600	2.5%
Operations & Maintenance	11,294,800	11,517,700	222,900	2.0%	11,805,700	288,000	2.5%
Strategy, Planning & Compliance	791,500	848,800	57,300	7.2%	869,100	20,300	2.4%
Total Gross Expenditures by Service	14,056,200	14,385,900	329,700	2.3%	14,744,700	358,800	2.5%
Tax Levy by Service							
Administration	229,600	235,400	5,800	2.5%	241,300	5,900	2.5%
Projects, Capital & Lifecycle	465,000	476,700	11,700	2.5%	488,600	11,900	2.5%
Operations & Maintenance	2,488,500	2,563,300	74,800	3.0%	2,638,300	75,000	2.9%
Strategy, Planning & Compliance	719,300	776,600	57,300	8.0%	796,900	20,300	2.6%
Total Tax Levy by Service	3,902,400	4,052,000	149,600	3.8%	4,165,100	113,100	2.8%
Gross Expenditures by Type							
Personnel Services & Benefits	11,283,900	11,595,300	311,400	2.8%	11,875,600	280,300	2.4%
Materials & Supplies	679,300	699,500	20,200	3.0%	720,400	20,900	3.0%
Capital out of Operations	1,000	1,000	-	0.0%	1,000	-	0.0%
Purchased Services	1,589,400	1,576,500	(12,900)	(0.8%)	1,625,200	48,700	3.1%
Payments & Grants	97,500	99,900	2,400	2.5%	99,900	-	0.0%
Internal Expenses & Transfers	405,100	413,700	8,600	2.1%	422,600	8,900	2.2%
Total Expenditures	14,056,200	14,385,900	329,700	2.3%	14,744,700	358,800	2.5%
Revenues by Type							
External Revenue	(254,200)	(261,800)	(7,600)	(3.0%)	(269,600)	(7,800)	(3.0%)
Internal Recoveries & Fund Transfers	(9,899,600)	(10,072,100)	(172,500)	(1.7%)	(10,310,000)	(237,900)	(2.4%)
Total Revenues	(10,153,800)	(10,333,900)	(180,100)	(1.8%)	(10,579,600)	(245,700)	(2.4%)
Total Tax Levy	3,902,400	4,052,000	149,600	3.8%	4,165,100	113,100	2.8%

The 2025 net budget is projected to increase by \$149,600 for a total net budget of \$4,052,000. The change is primarily due to inflationary increases to salaries, benefits, materials, services, and revenues, as well as the annualization of the 2024 Security Supervisor FTE in Strategy, Planning & Compliance.

The 2026 net budget is projected to increase by \$113,100 for a total net budget of \$4,165,100. The change is primarily due to inflationary increases to salaries, benefits, materials, services, and revenues.

Facility Services

2024 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, asbestos remediation, 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, accommodation strategies and renovations supporting the hybrid work environment, as well as studies relating to the Downtown Cultural Hub.

	Classification	Capital Budget 2024	Operating Impacts 2024
Facility Services			
21102205 Town-wide Security – System and Management Review and Implementation	Program Initiatives	603,600	
42102108 HVAC - Various Locations	Infrastructure Renewal	268,800	
42102201 Air Balancing for Indoor Air Quality	Infrastructure Renewal	30,200	
42102217 Properties under 12,000 SF Maintenance and Repair	Infrastructure Renewal	171,100	
42102305 Master Accommodation Plan - Hybrid Office Environment	Program Initiatives	337,100	
42102307 Town Hall - Feasibility Study	Program Initiatives	65,000	
42102312 Card Access Security	Infrastructure Renewal	1,569,300	
42102317 HVAC - Various Locations	Infrastructure Renewal	255,800	
42102401 1094 Third Line - Demolition	Infrastructure Renewal	198,300	
42102402 Accessibility Improvements	Program Initiatives	960,400	
42102403 Architectural/Structural	Infrastructure Renewal	179,200	
42102404 Asbestos Monitoring and Remediation	Infrastructure Renewal	99,100	
42102405 Structural Inspections and Condition Assessments	Infrastructure Renewal	115,700	
42102406 Electrical - Various Locations	Infrastructure Renewal	130,100	
42102407 Facility Emergency Repairs	Infrastructure Renewal	105,700	
42102408 Energy Management - Large Buildings	Infrastructure Renewal	288,800	
42102409 Electrical Safety Authority Inspections	Infrastructure Renewal	28,700	
42102410 Heritage Building Maintenance and Repair	Infrastructure Renewal	124,700	
42102411 HVAC - Various Locations	Infrastructure Renewal	1,833,200	
42102412 Properties under 12,000 SF Maintenance and Repair	Infrastructure Renewal	620,900	
42102413 Mechanical Commission	Infrastructure Renewal	58,400	
42102415 Roof Replacement - Various Locations	Infrastructure Renewal	1,128,500	
42102416 Sitework - Various Facilities (Drives)	Infrastructure Renewal	859,800	
42102418 Town Hall - Capital Replacements	Infrastructure Renewal	60,400	
42102420 Metro Marine Building - Rehab	Infrastructure Renewal	56,300	
42102421 Pine Glen Indoor Soccer Facility	Infrastructure Renewal	179,200	
46692201 OTCC Parking Garage Rehab	Infrastructure Renewal	742,200	
Total		11,070,500	-

Facility Services

Facility Initiatives in Other Programs:

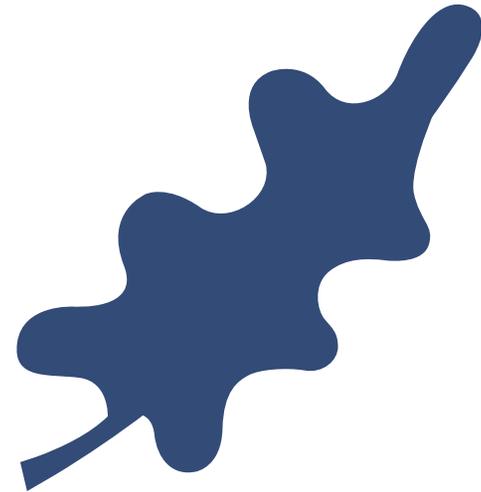
The following are capital projects in other program areas with which the Facility Services team would be involved in planning, implementation, and overall management.

	Classification	Capital Budget 2024	Operating Impacts 2024
46602302 Downtown Cultural Hub	Program Initiatives	5,431,100	
52282401 Parks Facilities Repairs	Infrastructure Renewal	249,900	
43302311 Fire Station #9	Growth	14,055,500	
43302413 Station #4 Renovation and Expansion	Growth	1,922,300	
46312304 Glen Abbey - Blue - Concrete, Dasher Boards, Doors, Glass	Infrastructure Renewal	4,026,500	
46312402 Maplegrove Arena - Capital Replacements	Infrastructure Renewal	85,800	
46312403 Ice Resurfacers Replacement - Electric	Infrastructure Renewal	166,200	3,200
46402403 Outdoor Pools - Capital Replacements	Infrastructure Renewal	385,700	
46602104 Sixteen Mile Sports Complex and Library	Growth	585,000	
46602401 Sir John Colborne - Facility Capital Replacements	Infrastructure Renewal	75,500	
46632401 River Oaks - Facility Capital Replacements	Infrastructure Renewal	15,100	
46632403 River Oaks - Squash/Raquetball Court Renovation	Infrastructure Renewal	350,100	
46632404 River Oaks - Replace Slab A Ice Rink	Infrastructure Renewal	304,900	
46642203 IRCC Pool and Lobby Renovation	Infrastructure Renewal	1,231,300	
46642401 Iroquois Ridge - Facility Capital Replacements	Infrastructure Renewal	199,300	
46652401 Glen Abbey - Facility Capital Replacements	Infrastructure Renewal	256,100	
46662401 QEPCCC - Facility Capital Replacements	Infrastructure Renewal	113,800	
46672401 Joshua's Creek Arena - Facility Capital Replacements	Infrastructure Renewal	40,600	
46682401 16 Mile - Facility Capital Replacements	Infrastructure Renewal	21,300	
46692401 Oakville Trafalgar - Facility Capital Replacements	Infrastructure Renewal	10,100	
47102401 Oakville Centre - Facility Capital Replacements	Infrastructure Renewal	90,600	
47802401 Museum - Facility Capital Replacements	Infrastructure Renewal	74,500	
53512304 Parking - Minor Repairs	Infrastructure Renewal	25,200	
51312401 Central Operations Depot Capital Replacement	Infrastructure Renewal	128,900	
51312403 Central Ops - Water Fill Station	Infrastructure Renewal	261,800	
54212306 Transit Facility Capital Repairs and Replacement	Infrastructure Renewal	201,400	
Total		30,308,500	3,200



2024 BUDGET – ENVIRONMENTAL SUSTAINABILITY

OPERATING AND CAPITAL



Parks and Open Space Program Based Budget 2024 - 2026

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

Park Planning & Development

- 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

2024 Program Key Initiatives



Growth Management

- Construction of Riverstone Park a new neighbourhood park located at 2373 Trafalgar Road
- Begin construction of neighbourhood park at Burnhamthorpe/Sixth Line
- Construct 2 Village Squares in North Oakville (Martillac & Dunoak subdivisions)
- Construct NHS trails as subdivisions receive approval



Community Belonging

- Replacement of playground and splash pad at Wynten Way Park
- Construct North Park, splash pad, playground, skate park, pump track, leash free, washroom/changeroom building
- Design North Park tennis/pickleball court areas, volleyball courts, basketball courts
- Construct a new splash pad at Aspen Forest Park
- Rehabilitate and widen north section of boardwalk at Fishermans Park
- Winterize Memorial park washroom and add cctv cameras
- Rehabilitation of gazebo at Georges Square
- Rehabilitation of South Shell, Bronte Heritage Waterfront Park parking lots
- Public consultation and design for Ridgeview Park splash pad
- Playground rehabilitation at various sites (Westbrook, Lindsay, Aldercrest, Windrush, Potters Wheel)
- Rehabilitate tennis courts at Hopedale Ardeigh, Glenashton, Bishopstoke and Glen Abbey Park
- Begin construction of washroom and mechanics building at Wallace Park
- Pathway rehabilitation at Indian Ridge Trail, Valleybrook Park, Pinery Park, 14 Mile Creek Trail, Millbank Park
- Rehabilitate west bank Heritage trail from 4th Line to Lions Valley Park



Accountable Government

- Continue implementing invasive species strategy focusing on woodlot regeneration due to Emerald Ash Borer
- Report results of Parks, Recreation & Library Services Masterplan to Council
- Continue invasive species monitoring programs
- Implement Tree Permit Review results
- Undertake study of all lit sports facilities to cost and prioritize LED conversions
- Continue rotational pruning maintenance program



Environment

- Undertake design for East 14 Mile Creek trail improvement providing connection to Bronte Green trail system
- Complete I-tree canopy study
- Expand purchase of green equipment

Key Performance Indicators

1. Percentage of gross operating budget

2019	2020	2021	2022	2023
7.2%	7.3%	7.3%	7.6%	7.7%
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

2019	2020	2021	2022	2023
9.5%	9.4%	9.7%	9.6%	9.8%
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. Hectares of open space per person

2019	2020	2021	2022	2023
.008	.008	.008	.008	.008
Purpose: Reflects the total amount of parks and open space per person.				
Calculation: 1,689 ha/214,200 pop.				

4. Kilometers of trails

2019	2020	2021	2022	2023
227	233	235	246	249
Purpose: Reflects the total number of recreational trail maintained.				
Calculation: Total km of trails from GIS, recalculated as of 2023.				

5. Percentage of ash canopy conserved

2019	2020	2021	2022	2023
46%	45%	44%	45%	43%
Purpose: It's a yardstick to measure the success of treating ash in the ash canopy conservation sub-program.				
Calculation: Calculation is the percentage of ash treated vs total municipal ash canopy on roads and active parkland prior to EAB.				

Staffing Overview

Program: Parks & Open Space	2023 Restated	2024 Adjustments & Reallocations	2024 Service Level Change	2024 Growth and Capital	2024 Total FTE	Net Change 2024 vs 2023
Services/Activities:	FTE					
Parks & Open Space Administration	2.7	-	-	-	2.7	-
Park Planning & Development	4.0	-	-	-	4.0	-
Parks Maintenance	132.4	0.3	-	2.6	135.3	2.9
Forestry	32.7	-	-	2.7	35.4	2.7
Total Parks & Open Space	171.8	0.3	-	5.3	177.4	5.6

The 2024 total staff complement is 177.4 FTEs resulting in an increase of 5.6 FTEs from 2023. These increases include 2.7 FTE for additional students to address the watering of new trees assumed in North Oakville from growth, as well as additional Students and a seasonal Sportsfield Operator required at the Sixteen Mile Sports Field.

2024 Operating Budget Overview by Service

	2023 Restated Budget	2024 Inflation & Adjustments	2024 Capital and Growth Impacts	2024 Base Budget	\$ Change from 2023	% Change from 2023	2024 Service Level	2024 Requested Budget	\$ Change from 2023	% from 2023
Parks & Open Space										
Parks & Open Space Administration	603,600	28,300	-5,700	626,200	22,600	3.7%		626,200	22,600	3.7%
Park Planning & Development	291,800	1,400		293,200	1,400	0.5%		293,200	1,400	0.5%
Parks Maintenance	16,504,700	862,800	492,900	17,860,400	1,355,700	8.2%		17,860,400	1,355,700	8.2%
Forestry	4,319,200	382,000	179,300	4,880,500	561,300	13.0%		4,880,500	561,300	13.0%
Total Tax Levy	21,719,300	1,274,500	666,500	23,660,300	1,941,000	8.9%		23,660,300	1,941,000	8.9%

The 2024 net budget for Parks and Open Space is \$23,660,300 resulting in an increase of \$1,941,000 or 8.9% from 2023. This includes capital and growth impacts of \$666,500 which consists mainly of operating impacts to support the Sixteen Mile Sports Park, village square and trail as well as growth impacts for North Oakville. Additional increases are due to inflationary adjustments and contractual obligations as well as increases in internal charges from fleet for vehicle usage.

Parks & Open Space Administration net budget for 2024 is \$626,200 for an increase of \$22,600 from 2023. The change is primarily due to increases in property taxes and inflationary adjustments and contractual obligations for personal salaries and benefits.

Park Planning & Development net budget for 2024 is \$293,200 for an increase of \$1,400 from 2023. The change is primarily due to an increase in inflationary adjustments and contractual obligations for personal salaries and benefits.

Parks and Open Space

Parks Maintenance net budget for 2024 is \$17,860,400 for an increase of \$1,355,700 from 2023. 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 increase overall as well. These increases have been partially offset by increased in sportsfield revenue.

Forestry net budget for 2024 is \$4,880,500 for an increase of \$561,300 from 2023. 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 vehicle usage.

2024 Operating Budget Overview by Component

	2023 Restated Budget	2024 Inflation & Adjustments	2024 Capital and Growth Impacts	2024 Base Budget	\$ Change from 2023	% Change from 2023	2024 Service Level Change	2024 Requested Budget	\$ Change from 2023	% Change from 2023
Parks & Open Space										
EXPENSES										
Personnel Services & Benefits	13,376,000	992,100	347,100	14,715,200	1,339,200	10.0%		14,715,200	1,339,200	10.0%
Materials & Supplies	2,679,100	32,500	171,600	2,883,200	204,100	7.6%		2,883,200	204,100	7.6%
Capital out of Operations	68,000	-500		67,500	-500	-0.7%		67,500	-500	-0.7%
Purchased Services	4,827,800	373,600	199,300	5,400,700	572,900	11.9%		5,400,700	572,900	11.9%
Payments & Grants	110,200	23,000	2,800	136,000	25,800	23.4%		136,000	25,800	23.4%
Internal Expenses & Transfers	6,173,500	743,900	36,400	6,953,800	780,300	12.6%		6,953,800	780,300	12.6%
Total EXPENSES	27,234,600	2,164,600	757,200	30,156,400	2,921,800	10.7%		30,156,400	2,921,800	10.7%
REVENUES										
External Revenues	-3,283,600	-266,200	-85,000	-3,634,800	-351,200	-10.7%		-3,634,800	-351,200	-10.7%
Internal Recovery & Fund Transfers	-2,231,700	-623,900	-5,700	-2,861,300	-629,600	-28.2%		-2,861,300	-629,600	-28.2%
Total REVENUES	-5,515,300	-890,100	-90,700	-6,496,100	-980,800	-17.8%		-6,496,100	-980,800	-17.8%
Total Tax Levy	21,719,300	1,274,500	666,500	23,660,300	1,941,000	8.9%		23,660,300	1,941,000	8.9%

The total expenses for Parks & Open Space are \$30,156,400 and total revenues are \$6,496,100 resulting in a net budget of \$23,660,300 in 2024. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$14,715,300 in 2024 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$1,339,200 from 2023 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 sports field operator and students to support Sixteen Mile Sports Park, village square and trail as well as growth impacts for North Oakville.

Parks and Open Space

Materials & Supplies total budget is \$2,883,200 in 2024 comprised primarily of expenses related to water, hydro, botanicals and building materials for both capital impacts and base increases. The budget increased by \$204,100 from 2023 primarily due to inflationary and capital impact increases for water, botanical supplies, and construction materials.

Capital out of Operations total budget is \$67,500 in 2024 comprised primarily of equipment purchases. The budget decreased by \$500 from 2023 primarily due to realigning budget to actuals.

Purchased Services total budget is \$5,400,700 in 2024 comprised primarily of contracted services, vehicle rental, and insurance. The budget increased by \$572,900 from 2023 primarily due to vehicle rentals and contracted services in the areas of horticulture, turf maintenance, winter control, and forestry 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 \$136,000 in 2024 comprised primarily of property taxes and license and permit fees. The budget increased by \$25,800 from 2023 primarily due to increased property taxes.

Internal Expenses & Transfers total budget is \$6,953,800 in 2024 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 \$780,300 from 2023 primarily due to increased labour for vehicle usage.

External Revenue total budget is \$3,634,800 in 2024 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 \$351,200 from 2023 primarily due to increases in adult and child sports field rentals as well as recoveries from Oakville Hydro and Halton Region.

Internal Recoveries & Fund Transfers total budget is \$2,861,300 in 2024 comprised primarily of an internal supervisor allocation for staff time and interdepartmental recoveries and transfers from reserves. The budget increased by \$629,600 from 2023 primarily due to funding from the tax stabilization reserve to fund the Winter Recreation Strategy one-time.

2025 - 2026 Operating Budget Forecast

	2024 Requested Budget	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)
Parks & Open Space							
Gross Expenditures by Service							
Parks & Open Space Administration	771,100	789,600	18,500	2.4%	808,700	19,100	2.4%
Park Planning & Development	614,300	629,700	15,400	2.5%	645,500	15,800	2.5%
Parks Maintenance	22,728,200	23,871,200	1,143,000	5.0%	25,088,200	1,217,000	5.1%
Forestry	6,042,800	6,258,600	215,800	3.6%	6,429,800	171,200	2.7%
Total Gross Expenditures by Service	30,156,400	31,549,100	1,392,700	4.6%	32,972,200	1,423,100	4.5%
Tax Levy by Service							
Parks & Open Space Administration	626,200	603,000	-23,200	-3.7%	615,300	12,300	2.0%
Park Planning & Development	293,200	302,100	8,900	3.0%	311,400	9,300	3.1%
Parks Maintenance	17,860,400	19,466,400	1,606,000	9.0%	20,589,100	1,122,700	5.8%
Forestry	4,880,500	5,059,700	179,200	3.7%	5,198,700	139,000	2.7%
Total Tax Levy by Service	23,660,300	25,431,200	1,770,900	7.5%	26,714,500	1,283,300	5.0%
Gross Expenditures by Type							
Personnel Services & Benefits	14,715,200	15,085,100	369,900	2.5%	15,660,100	575,000	3.8%
Materials & Supplies	2,883,200	3,252,600	369,400	12.8%	3,593,900	341,300	10.5%
Capital out of Operations	67,500	69,500	2,000	3.0%	71,500	2,000	2.9%
Purchased Services	5,400,700	5,811,800	411,100	7.6%	6,225,500	413,700	7.1%
Payments & Grants	136,000	140,700	4,700	3.5%	143,900	3,200	2.3%
Internal Expenses & Transfers	6,953,800	7,189,400	235,600	3.4%	7,277,300	87,900	1.2%
Total Expenditures	30,156,400	31,549,100	1,392,700	4.6%	32,972,200	1,423,100	4.5%
Revenues by Type							
External Revenue	-3,634,800	-3,727,400	-92,600	-2.5%	-3,829,000	-101,600	-2.7%
Internal Recoveries & Fund Transfers	-2,861,300	-2,390,500	470,800	16.5%	-2,428,700	-38,200	-1.6%
Total Revenues	-6,496,100	-6,117,900	378,200	5.8%	-6,257,700	-139,800	-2.3%
Total Tax Levy	23,660,300	25,431,200	1,770,900	7.5%	26,714,500	1,283,300	5.0%

Parks and Open Space

2025 - 2026 Budget Forecast Highlights

The 2025 net budget is projected to increase by \$1,770,900 for a total of \$25,431,200. 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. These are partially offset by additional revenue for adult and youth sports fields.

The 2026 net budget is projected to increase by \$1,283,300 for a total of \$26,714,500. 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.

2024 Recommended Capital Budget

The capital budget will provide funds to maintain park infrastructure in a state of good repair and provide parks and trails in new communities. The 2024 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 2024	Operating Impacts 2024
Parks and Open Space			
52212007 Wallace Park Redev and Washroom Exp/Reno	Program Initiatives	2,170,000	
52212102 Sixteen Mile Sports Park - South Parcel	Growth	2,923,300	179,600
52212301 Neighbourhood Park 11 (Riverstone Park)	Growth	2,881,300	
52212303 Neighbourhood Park 9 (Emgo/Crystal)	Growth	3,595,800	
52212402 Bronte Beach Redevelopment	Program Initiatives	1,455,800	
52212405 Park Signs - New Growth	Growth	16,600	
52212406 Neighbourhood Park 5	Growth	528,500	
52212407 Parkland Acquisition	Growth	21,537,800	
52222402 Martillac Estates Village Square	Growth	756,100	
52222404 Dunoak Village Square	Growth	795,200	
52232401 Star Oak Core 7 NHS Trail	Growth	211,400	
52232404 Capoak NHS Trail	Growth	264,300	
52232405 NHS - Trail	Growth	264,400	3,000
52242111 Ardleigh Park Minor Repairs	Infrastructure Renewal	80,000	
52242112 Hopedale Park Repairs	Infrastructure Renewal	54,000	
52242208 Coronation Park Renewal	Infrastructure Renewal	528,500	
52242316 Glenashton Park Renewal	Infrastructure Renewal	80,000	

Parks and Open Space

	Classification	Capital Budget 2024	Operating Impacts 2024
Parks and Open Space			
52242401 Ridgeview Park Splash Pad	Program Initiatives	33,200	
52242405 Playground Accessibility Improvements	Infrastructure Renewal	61,300	
52242406 Sportsfield Irrigation	Infrastructure Renewal	61,300	
52242407 Electrical Lighting Rehab	Infrastructure Renewal	110,700	
52242408 Bishopstoke Park Renewal	Infrastructure Renewal	237,900	
52242409 George Savage Park Renewal	Infrastructure Renewal	55,400	
52242410 Glen Abbey Park Renewal	Infrastructure Renewal	422,800	
52242411 Kingsford Gardens Renewal	Infrastructure Renewal	77,500	
52242412 Old Abbey Lane Park Renewal	Infrastructure Renewal	111,000	
52242413 Windrush Park Renewal	Infrastructure Renewal	110,700	
52252209 Fisherman's Wharf Park Renewal	Infrastructure Renewal	449,300	
52252301 Bronte Heritage Park Renewal	Infrastructure Renewal	728,500	
52252402 George'S Square Renewal	Infrastructure Renewal	158,600	
52252403 Potters Wheel Park Renewal	Infrastructure Renewal	110,700	
52252404 Sixteen Mile Creek Trl. N. Umr Renewal	Infrastructure Renewal	38,700	
52252405 South Shell Waterfront Park Renewal	Infrastructure Renewal	422,800	
52262202 Bridges and Stairs	Infrastructure Renewal	1,070,800	
52262401 Cul-de-sac Rehabilitation	Infrastructure Renewal	335,200	
52262402 Pathway Rehabilitation	Infrastructure Renewal	596,700	
52262403 Bridges and Stairs	Infrastructure Renewal	533,300	
52262404 Recreational Trail Accessibility Program	Program Initiatives	237,900	
52272302 Tree Permit Review	Program Initiatives	95,700	
52272401 Invasive Species Management Plan	Infrastructure Renewal	151,100	
52272402 I-Tree	Infrastructure Renewal	226,600	
52272403 Gypsy Moth Aerial Spray Program	Program Initiatives	329,300	
52272404 Preventative Maintenance Pruning	Infrastructure Renewal	840,000	
52272405 Woodlot Preventative Maintenance-North Oakville	Infrastructure Renewal	127,900	
52272406 Invasive Species Audit/Control	Infrastructure Renewal	435,000	
52272407 Woodlot Preventative Maintenance	Infrastructure Renewal	143,000	
52272408 Street Tree Planting	Infrastructure Renewal	529,200	9,500
52272409 Parks Tree Planting	Infrastructure Renewal	314,200	
52272410 EAB Management Program	Program Initiatives	1,655,900	
52282401 Parks Facilities Repairs	Infrastructure Renewal	249,900	
52292401 Parks Vehicle Replacement	Infrastructure Renewal	2,223,300	
52292402 Parks Equipment Replacement	Infrastructure Renewal	478,300	
52292403 Park Signage	Infrastructure Renewal	79,000	
52292404 Parks Growth Vehicles and Equipment	Growth	1,573,900	254,700
Total		53,559,600	536,500

Parks and Open Space

Harbours Program Based Budget 2024 - 2026

Vision

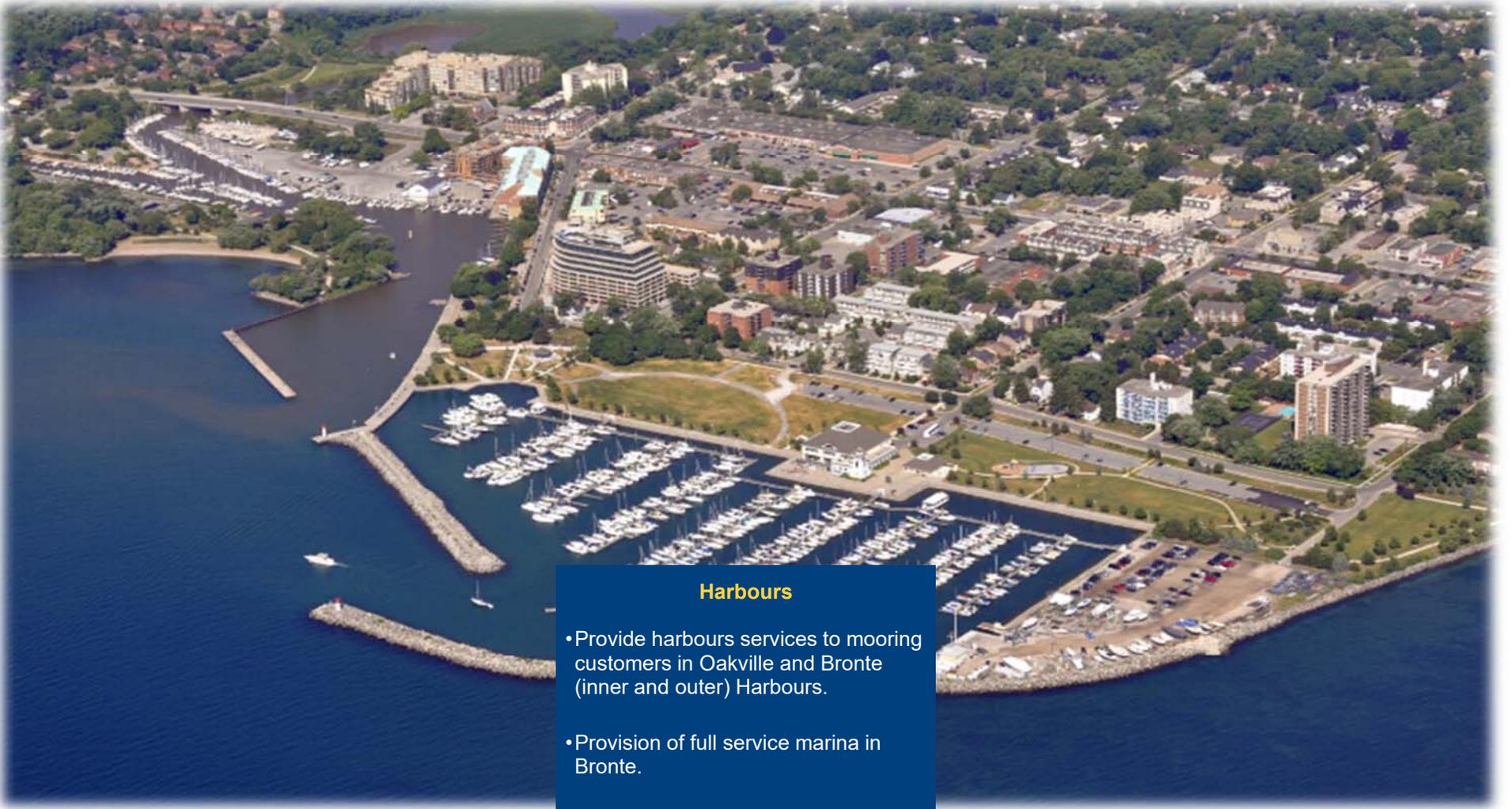
• A commitment to a better quality of life for individuals, families, businesses - today and tomorrow, and to make Oakville the most livable town in Canada by developing and managing a safe and sustainable open space system for all our citizens to use and enjoy.

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.

2024 Program Key Initiatives



Growth Management

- Continue detail design on Phase 4 of West Sixteen Mile Landscape Rehabilitation
- Initiate final detail design of Bronte Beach rehabilitation Phase 2 and tender project



Engaged Community

- Undertake construction of new seawall in Bronte Inner Harbour (Berta Point) and armourstone rehabilitation at Swan Cove
- Rehabilitate parking lots at Bronte Heritage Waterfront Park and access driveway to Bronte Outer Harbour.
- Install new security gate at Bronte Outer Harbour
- Install new docks at Oakville Harbour (Oyster Bay 3)



Environmental Sustainability

- Investigate weed harvesting to deal with weed problems within Bronte Outer Harbour
- Undertake maintenance dredge at Bronte inner and outer harbour
- Undertake bathymetry studies in both Oakville and Bronte harbour.



Accountable Government

- Continue dialogue with Dept. Fisheries & Oceans (Small Craft Harbours) regarding acquisition of federal lands in Bronte
- Report back to Council on pilot evening fishing program

Key Performance Indicators

1. Percentage of gross operating budget

2019	2020	2021	2022	2023
0.7%	0.7%	1.2%	1.2%	1.2%
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

2019	2020	2021	2022	2023
0.5%	0.5%	0.97%	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	2023	2024	2024	2024	2024	Net
Services/Activities:	Restated	Adjustments &	Service Level	Growth and	Total	Change
	FTE	Reallocations	Change	Capital	FTE	2024 vs 2023
Harbours	19.5	(0.1)	-	-	19.4	(0.1)
Total Harbours	19.5	(0.1)	-	-	19.4	(0.1)

The 2024 total staff complement is 19.4 FTEs with 0.1 FTE change from 2023 because of a supervision reallocation.

2024 Operating Budget Overview by Service

	2023	2024	2024	2024	\$ Change	% Change	2024	2024	\$ Change	%
	Restated	Inflation &	Capital and	Base	from	from	Service	Requested	from	from
	Budget	Adjustments	Growth Impacts	Budget	2023	2023	Level	Budget	2023	2023
Harbours										
Harbours										
HARBOURS ADMINISTRATION	1,025,400	274,000	-1,500	1,297,900	272,500	26.6%		1,297,900	272,500	26.6%
OAKVILLE HARBOUR	-485,100	39,400		-445,700	39,400	8.1%		-445,700	39,400	8.1%
BRONTE INNER HARBOUR	-412,200	41,300	1,500	-369,400	42,800	10.4%		-369,400	42,800	10.4%
BRONTE OUTER HARBOUR	-128,100	-354,700		-482,800	-354,700	-276.9%		-482,800	-354,700	-276.9%
Total Tax Levy										

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. Although the Harbours program does not impact the tax levy, changes to the net budget have an impact to the Harbour reserve balance which may affect future capital purchases or projects.

2024 Operating Budget Overview by Component

	2023 Restated Budget	2024 Inflation & Adjustments	2024 Capital and Growth Impacts	2024 Base Budget	\$ Change from 2023	% Change from 2023	2024 Service Level Change	2024 Requested Budget	\$ Change from 2023	% Change from 2023
Harbours										
EXPENSES										
Personnel Services & Benefits	1,577,400	70,100		1,647,500	70,100	4.4%		1,647,500	70,100	4.4%
Materials & Supplies	607,800	-106,000	700	502,500	-105,300	-17.3%		502,500	-105,300	-17.3%
Capital out of Operations		8,000		8,000	8,000			8,000	8,000	
Purchased Services	571,400	-80,700	800	491,500	-79,900	-14.0%		491,500	-79,900	-14.0%
Payments & Grants	585,000	90,600		675,600	90,600	15.5%		675,600	90,600	15.5%
Internal Expenses & Transfers	507,200	310,200	-1,500	815,900	308,700	60.9%		815,900	308,700	60.9%
Total EXPENSES	3,848,800	292,200		4,141,000	292,200	7.6%		4,141,000	292,200	7.6%
REVENUES										
External Revenues	-3,781,900	-290,300		-4,072,200	-290,300	-7.7%		-4,072,200	-290,300	-7.7%
Internal Recovery & Fund Transfers	-66,900	-1,900		-68,800	-1,900	-2.8%		-68,800	-1,900	-2.8%
Total REVENUES	-3,848,800	-292,200		-4,141,000	-292,200	-7.6%		-4,141,000	-292,200	-7.6%
Total Tax Levy										

The total expenses for Harbours are \$4,141,000 and total revenues are \$4,141,000 resulting in a net transfer to the Harbours reserve of \$456,900. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$1,647,500 in 2024 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$70,100 from 2023 primarily due to inflationary increases for salaries and benefits

Materials & Supplies total budget is \$502,500 in 2024 comprised primarily of fuel purchases. The budget decreased by \$105,300 from 2023 primarily due to less fuel purchases for the Bronte Outer Harbour.

Purchased Services total budget is \$491,500 in 2024 comprised primarily of equipment rental to operate the harbours. The budget decreased by \$79,900 from 2023 primarily due to a decrease in payments to the Federal Government.

Payments & Grants total budget is \$675,600 in 2024 comprised primarily of bank service charges and debt charges. The budget increased by \$90,600 from 2023 primarily due to increased debt charges.

Internal Expenses & Transfers total budget is \$815,900 in 2024 comprised primarily of transfer to various harbours reserves and internal vehicle charges. The budget increased by \$308,700 from 2023 primarily due to an increase of the transfer to the Harbours reserve to balance the program.

Harbours

External Revenue total budget is \$4,072,200 in 2024 comprised primarily of service fees, rentals and sales revenue. The budget increased by \$290,300 from 2023 primarily due an increase in storage revenue as well as the inflationary increases.

Internal Recoveries & Fund Transfers total budget is \$68,800 in 2024 comprised primarily of internal recoveries from other departments. The budget increased by \$1,900 from 2023 primarily due to inflationary increases.

2025 - 2026 Operating Budget Forecast

	2024 Requested Budget	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)
Harbours							
Gross Expenditures by Service							
Harbours	4,141,000	4,274,500	133,500	3.2%	4,405,100	130,600	3.1%
Total Gross Expenditures by Service	4,141,000	4,274,500	133,500	3.2%	4,405,100	130,600	3.1%
Tax Levy by Service							
Harbours							
Total Tax Levy by Service							
Gross Expenditures by Type							
Personnel Services & Benefits	1,647,500	1,686,700	39,200	2.4%	1,726,600	39,900	2.4%
Materials & Supplies	502,500	517,500	15,000	3.0%	532,800	15,300	3.0%
Capital out of Operations	8,000	8,200	200	2.5%	8,400	200	2.4%
Purchased Services	491,500	506,200	14,700	3.0%	521,100	14,900	2.9%
Payments & Grants	675,600	1,089,000	413,400	61.2%	1,088,900	-100	-
Internal Expenses & Transfers	815,900	466,900	-349,000	-42.8%	527,300	60,400	12.9%
Total Expenditures	4,141,000	4,274,500	133,500	3.2%	4,405,100	130,600	3.1%
Revenues by Type							
External Revenue	-4,072,200	-4,205,700	-133,500	-3.3%	-4,336,300	-130,600	-3.1%
Internal Recoveries & Fund Transfers	-68,800	-68,800			-68,800		
Total Revenues	-4,141,000	-4,274,500	-133,500	-3.2%	-4,405,100	-130,600	-3.1%
Total Tax Levy							

2025 - 2026 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.

2024 Recommended Capital Budget

The 2024 capital budget includes capital works for the seawalls at Berta Point. Additional work includes dredging, Harbours Sediment & SAR management plan, and dock replacement.

	Classification	Capital Budget 2024	Operating Impacts 2024
Harbours			
52212008 Seawall Installation - Berta Point - Bronte Harbour	Infrastructure Renewal	151,100	
52902304 Dock Replacement	Infrastructure Renewal	60,400	
52902401 BOH Equipment Replacement	Infrastructure Renewal	27,200	
52902402 BIH/Oakville Harbours Equip Replacement	Infrastructure Renewal	216,500	
52902403 BIH/Oakville Harbours Dockage and Property	Infrastructure Renewal	65,500	
52902405 Dock Replacement	Infrastructure Renewal	176,200	
52902408 Harbours Sediment & SAR Management Program	Infrastructure Renewal	25,400	
52902415 Harbours Hydraulic Trailer	Program Initiatives	65,300	
52902417 BOH-Dockage and Property	Infrastructure Renewal	65,500	
Total		853,100	

Cemeteries Program Based Budget 2024 - 2026

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.

2024 Program Key Initiatives



Community Belonging

Install replacement fencing at Trafalgar Lawn Cemetery
Install fencing at Pioneer Cemeteries (Merton)



Environmental Sustainability

- Continue pioneer cemetery monument restoration program



Accountable Government

- Implement new Cemeteries software program
- Work with Transportation and Engineering on culvert replacement at St. Judes Cemetery
- Design culvert replacement and obtain necessary CH permit at Trafalgar Lawn Cemetery

Key Performance Indicators

1. Percentage of gross operating budget

2019	2020	2021	2022	2023
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

2019	2020	2021	2022	2023
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	2023	2024	2024	2024	2024	Net
	Restated	Adjustments &	Service Level	Growth and	Total	Change
Services/Activities:	FTE	Reallocations	Change	Capital	FTE	2024 vs 2023
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 2024 total staff complement is 5.4 FTEs with no change from 2023.

2024 Operating Budget Overview by Service

	2023	2024	2024	2024	\$ Change	% Change	2024	2024	\$ Change	%
	Restated	Inflation &	Capital and	Base	from	from	Service	Requested	from	from
	Budget	Adjustments	Growth Impacts	Budget	2023	2023	Level	Budget	2023	2023
Cemeteries										
Administration	-53,200	63,300	-92,800	-82,700	-29,500	-55.5%		-82,700	-29,500	-55.5%
Maintenance - Active Cemeteries	271,500	45,800		317,300	45,800	16.9%		317,300	45,800	16.9%
Burials - Active Cemeteries	-218,300	-16,300		-234,600	-16,300	-7.5%		-234,600	-16,300	-7.5%
Pioneer Cemeteries	185,600	-1,700		183,900	-1,700	-0.9%		183,900	-1,700	-0.9%
Total Tax Levy	185,600	91,100	-92,800	183,900	-1,700	-0.9%		183,900	-1,700	-0.9%

The 2024 net budget for Cemeteries is \$183,900 resulting in a decrease of \$1,700 or 0.9% from 2023. 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 2024 is -\$82,700 (Credit Balance) for a decrease of \$29,500 from 2023. The change is primarily due to operating impacts from capital for increased revenues associated with the new columbarium.

Maintenance - Active Cemeteries net budget for 2024 is \$317,300 for an increase of \$45,800 from 2023. The change is primarily due to increased costs associated with vehicle usage from Fleet Services.

Burials - Active Cemeteries net budget for 2024 is -\$234,600 (Credit Balance) for a decrease of \$16,300 from 2023. The change is primarily due to increased revenues from service fees.

Cemeteries

Pioneer Cemeteries net budget for 2024 is \$183,900 for a decrease of \$1,700 from 2023. The change is primarily due to increased revenues from service fees.

2024 Operating Budget Overview by Component

	2023 Restated Budget	2024 Inflation & Adjustments	2024 Capital and Growth Impacts	2024 Base Budget	\$ Change from 2023	% Change from 2023	2024 Service Level Change	2024 Requested Budget	\$ Change from 2023	% Change from 2023
Cemeteries										
EXPENSES										
Personnel Services & Benefits	450,800	18,300		469,100	18,300	4.1%		469,100	18,300	4.1%
Materials & Supplies	94,300	-1,800		92,500	-1,800	-1.9%		92,500	-1,800	-1.9%
Capital out of Operations	2,500			2,500				2,500		
Purchased Services	215,300	15,700		231,000	15,700	7.3%		231,000	15,700	7.3%
Payments & Grants	24,500	500		25,000	500	2.0%		25,000	500	2.0%
Internal Expenses & Transfers	340,100	41,300		381,400	41,300	12.1%		381,400	41,300	12.1%
Total EXPENSES	1,127,500	74,000		1,201,500	74,000	6.6%		1,201,500	74,000	6.6%
REVENUES										
External Revenues	-779,500	92,500	-92,800	-779,800	-300	-		-779,800	-300	-
Internal Recovery & Fund Transfers	-162,400	-75,400		-237,800	-75,400	-46.4%		-237,800	-75,400	-46.4%
Total REVENUES	-941,900	17,100	-92,800	-1,017,600	-75,700	-8.0%		-1,017,600	-75,700	-8.0%
Total Tax Levy	185,600	91,100	-92,800	183,900	-1,700	-0.9%		183,900	-1,700	-0.9%

The total expenses for Cemeteries are \$1,201,500 and total revenues are \$1,017,600 resulting in a net budget of \$183,900 in 2024. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$469,100 in 2024 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$18,300 from 2023 primarily due to contractual increases for staff.

Materials & supplies total budget is \$92,500 in 2024 comprised primarily of cemetery marker purchases and fuel. The budget decreased by \$1,800 from 2023 primarily due to decreases in the fuel budget.

Purchased Services total budget is \$231,000 in 2024 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 \$15,700 from 2023 primarily due to an increase in inflationary increases in contracted services and vehicle rental rates.

Payments & Grants total budget is \$25,000 in 2024 comprised primarily of bank service charges and licence fees. The budget increased by \$500 from 2023 primarily due to license fees.

Cemeteries

Internal Expenses & Transfers total budget is \$381,400 in 2024 comprised primarily of internal charges for vehicle and equipment maintenance as well transfers to reserves. The budget increased by \$41,300 from 2023 primarily due to an increase in internal vehicle usage.

External Revenue total budget is \$779,800 in 2024 comprised primarily of plot sales, perpetual care fees and other service fees. The budget increased by \$300 from 2023 primarily due to an increase in service fees that was almost entirely offset by a decrease in plot sales.

Internal Recoveries & Fund Transfers total budget is \$237,800 in 2024 comprised primarily of transfers from reserves. The budget increased by \$75,400 from 2023 due to the increase of the transfer from reserves from 2023 needed to balance the budget.

2025 - 2026 Operating Budget Forecast

	2024 Requested Budget	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)
Cemeteries							
Gross Expenditures by Service							
Administration	364,700	370,800	6,100	1.7%	377,100	6,300	1.7%
Maintenance - Active Cemeteries	439,200	441,000	1,800	0.4%	450,300	9,300	2.1%
Burials - Active Cemeteries	69,200	70,700	1,500	2.2%	72,300	1,600	2.3%
Pioneer Cemeteries	328,400	343,900	15,500	4.7%	353,100	9,200	2.7%
Total Gross Expenditures by Service	1,201,500	1,226,400	24,900	2.1%	1,252,800	26,400	2.2%
Tax Levy by Service							
Administration	-82,700	-77,200	5,500	6.7%	-79,100	-1,900	-2.5%
Maintenance - Active Cemeteries	317,300	319,100	1,800	0.6%	328,400	9,300	2.9%
Burials - Active Cemeteries	-234,600	-241,900	-7,300	-3.1%	-249,300	-7,400	-3.1%
Pioneer Cemeteries	183,900	196,000	12,100	6.6%	201,700	5,700	2.9%
Total Tax Levy by Service	183,900	196,000	12,100	6.6%	201,700	5,700	2.9%
Gross Expenditures by Type							
Personnel Services & Benefits	469,100	481,500	12,400	2.6%	494,100	12,600	2.6%
Materials & Supplies	92,500	95,100	2,600	2.8%	97,800	2,700	2.8%
Capital out of Operations	2,500	2,600	100	4.0%	2,700	100	3.8%
Purchased Services	231,000	237,700	6,700	2.9%	244,700	7,000	2.9%
Payments & Grants	25,000	25,200	200	0.8%	25,400	200	0.8%
Internal Expenses & Transfers	381,400	384,300	2,900	0.8%	388,100	3,800	1.0%
Total Expenditures	1,201,500	1,226,400	24,900	2.1%	1,252,800	26,400	2.2%
Revenues by Type							
External Revenue	-779,800	-849,600	-69,800	-9.0%	-873,600	-24,000	-2.8%
Internal Recoveries & Fund Transfers	-237,800	-180,800	57,000	24.0%	-177,500	3,300	1.8%
Total Revenues	-1,017,600	-1,030,400	-12,800	-1.3%	-1,051,100	-20,700	-2.0%
Total Tax Levy	183,900	196,000	12,100	6.6%	201,700	5,700	2.9%

Cemeteries

2025 - 2026 Budget Forecast Highlights

The 2025 net budget is projected to increase by \$12,100 for a total of \$196,000. The change is primarily due to inflationary adjustments and contractual obligations, the transfer from reserves has also been decreased to offset these adjustments.

The 2026 net budget is projected to increase by \$5,700 for a total of \$201,700. The change is primarily due to inflationary adjustments and contractual obligations, the transfer from reserves has also been decreased to offset these adjustments.

2024 Recommended Capital Budget

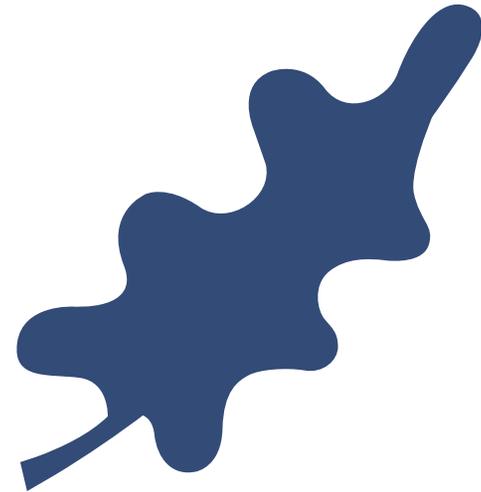
	Classification	Capital Budget 2024	Operating Impacts 2024
Cemeteries			
52712101 Cemeteries Software Replacement	Infrastructure Renewal	172,200	
52712401 Pioneer Cemeteries Capital Replacement	Infrastructure Renewal	45,300	
52712403 TLC Culvert and Roadway Rehab	Infrastructure Renewal	150,000	
52712405 TLC - Fencing Rehabilitation	Infrastructure Renewal	20,100	
52712406 Pioneer Cemeteries - Fencing Rehabilitation	Infrastructure Renewal	30,200	
52712407 TLC Cemeteries Annual Provision	Infrastructure Renewal	15,200	
52712409 Pioneer Cemetery Annual Provision	Infrastructure Renewal	35,200	
Total		468,200	

The 2024 Capital budget for Cemeteries includes funding to keep the cemeteries and equipment in a state of good repair.



2024 BUDGET – ACCOUNTABLE GOVERNMENT

OPERATING AND CAPITAL



Administrative Executive Leadership Program Based Budget 2024 - 2026

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

2024 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

2019	2020	2021	2022	2023
0.8%	0.8%	1.0%	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

2019	2020	2021	2022	2023
0.6%	0.6%	0.8%	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. Annual overall tax rate increase

2019	2020	2021	2022	2023
1.53%	2.00%	1.63%	1.50%	3.79%
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. Percentage of citizens surveyed satisfied with town programs and services

2019	2020	2021	2022	2023
96% (2019 survey)	96% (2019 survey)	96% (2019 survey)	93% (2022 survey)	93% (2022 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. conducted a 27-minute survey of 811 residents on behalf of the town in 2022. Next survey will be conducted in 2024.				

5. Employee turnover rate

2019	2020	2021	2022	2023
5.2%	7.5%	4.3%	9.7%	4.5% (August 31, 2023)
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.				

Staffing Overview

Program: Admin Executive Leadership	2023	2024	2024	2024	2024	Net
Services/Activities:	Restated	Adjustments &	Service Level	Growth and	Total	Change
	FTE	Reallocations	Change	Capital	FTE	2024 vs 2023
CAO/Executive Management	11.0	-	3.0	-	14.0	3.0
Total Admin Executive Leadership	11.0	-	3.0	-	14.0	3.0

The 2024 total staff complement is 14.0 FTEs. 3.0 full-time FTE's are added to the budget for an initiatives and business support team to work on continuous improvement and strategic priorities work for the Community Services and Corporate Services Commissions in 2024.

2024 Operating Budget Overview by Service

	2023	2024	2024	2024	\$ Change	% Change	2024	2024	\$ Change	% Change
	Restated	Inflation &	Capital and	Base	from	from	Service	Requested	from	from
	Budget	Adjustments	Growth Impacts	Budget	2023	2023	Level Change	Budget	2023	2023
Administrative Executive Leadership										
CAO/Executive Leadership	2,140,400	86,500		2,226,900	86,500	4.0%	135,000	2,361,900	221,500	10.3%
Total Tax Levy	2,140,400	86,500		2,226,900	86,500	4.0%	135,000	2,361,900	221,500	10.3%

The 2024 net budget for Administrative Executive Leadership is \$2,361,900 resulting in an increase of \$221,500 or 10.3% from 2023. 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.

2024 Operating Budget Overview by Component

	2023 Restated Budget	2024 Inflation & Adjustments	2024 Capital and Growth Impacts	2024 Base Budget	\$ Change from 2023	% Change from 2023	2024 Service Level Change	2024 Requested Budget	\$ Change from 2023	% Change from 2023
Administrative Executive Leadership										
EXPENSES										
Personnel Services & Benefits	2,084,300	61,500		2,145,800	61,500	3.0%	195,000	2,340,800	256,500	12.3%
Materials & Supplies	4,400	-200		4,200	-200	-4.5%		4,200	-200	-4.5%
Capital out of Operations	900			900				900		
Purchased Services	403,400	200		403,600	200		-60,000	343,600	-59,800	-14.8%
Total EXPENSES	2,493,000	61,500		2,554,500	61,500	2.5%	135,000	2,689,500	196,500	7.9%
REVENUES										
Internal Recovery & Fund Transfers	-352,600	25,000		-327,600	25,000	7.1%		-327,600	25,000	7.1%
Total REVENUES	-352,600	25,000		-327,600	25,000	7.1%		-327,600	25,000	7.1%
Total Tax Levy	2,140,400	86,500		2,226,900	86,500	4.0%	135,000	2,361,900	221,500	10.3%

The total expenses for Administrative Executive Leadership are \$2,689,500 and total revenues are \$327,600 resulting in a net budget of \$2,361,900 in 2024. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$2,340,800 in 2024 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$256,500 from 2023 and includes 3 new positions for an initiatives and business support team to work on continuous improvement and strategic priorities work in Corporate Services and Community Services, as well as inflation and adjustments on personnel services and benefits.

Materials & Supplies total budget is \$4,200 in 2024 comprised primarily of postage and courier and office supplies. The budget decreased by \$200 from 2023 due to a reduction in the budget for postage.

Capital out of Operations total budget is \$900 in 2023 comprised primarily of office equipment. The budget remained the same from 2023.

Purchased Services total budget is \$343,600 in 2024 comprised primarily of training and development and professional fees. The budget decreased by \$59,800 from 2023 primarily due to a \$60,000 reduction in the professional fees budget with research now planned to be done by the Research Analyst positions added to the Strategy, Policy and Communications program budget.

Internal Recoveries & Fund Transfers total budget is \$327,600 in 2024 comprised of a 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. The budgeted transfer decreased by \$25,000 from 2023 with savings that were found through the Facility Management Review. The 2024 budget includes the balance of \$327,600 in tax stabilization funding with further efficiencies to be identified in the 2025 budget.

Administrative Executive Leadership

2025 - 2026 Operating Budget Forecast

	2024 Requested Budget	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)
Administrative Executive Leadership							
Gross Expenditures by Service							
CAO/Executive Leadership	2,689,500	3,019,900	330,400	12.3%	3,156,800	136,900	4.5%
Total Gross Expenditures by Service	2,689,500	3,019,900	330,400	12.3%	3,156,800	136,900	4.5%
Tax Levy by Service							
CAO/Executive Leadership	2,361,900	2,692,300	330,400	14.0%	2,829,200	136,900	5.1%
Total Tax Levy by Service	2,361,900	2,692,300	330,400	14.0%	2,829,200	136,900	5.1%
Gross Expenditures by Type							
Personnel Services & Benefits	2,340,800	2,660,900	320,100	13.7%	2,787,300	126,400	4.8%
Materials & Supplies	4,200	4,200			4,200		
Capital out of Operations	900	900			900		
Purchased Services	343,600	353,900	10,300	3.0%	364,400	10,500	3.0%
Total Expenditures	2,689,500	3,019,900	330,400	12.3%	3,156,800	136,900	4.5%
Revenues by Type							
Internal Recoveries & Fund Transfers	-327,600	-327,600			-327,600		
Total Revenues	-327,600	-327,600			-327,600		
Total Tax Levy	2,361,900	2,692,300	330,400	14.0%	2,829,200	136,900	5.1%

2025 - 2026 Budget Forecast Highlights

The 2025 net budget is projected to increase by \$330,400 for a total of \$2,692,300. The change is primarily for the six-month annualization of the 3 new positions included in the 2024 budget, and inflation on personnel services and benefits and purchased services.

The 2026 net budget is projected to increase by \$136,900 for a total of \$2,829,200. The change is primarily due to the six-month annualization of a new position, and inflation on personnel services and benefits and purchased services.

Administrative Executive Leadership

2024 Capital Budget

The 2024 capital budget for Administrative Executive Leadership includes the Downtown Cultural Hub capital project. This project provides funds that will allow for detailed design of the new Central Library location at the old Post Office site. As well, a feasibility study and environmental studies will be completed for the Centennial Square site to determine opportunities for the site.

	Classification	Capital Budget 2024	Operating Impacts 2024
Administrative Executive Leadership			
46602302 Downtown Cultural Hub	Program Initiatives	5,431,100	
Total		5,431,100	

Strategy, Policy and Communications Program Based Budget 2024 - 2026

Vision

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

Mission

- Provide leadership and develop strategic solutions that advance corporate priorities, engage the community and enhance the customer experience

Program Services

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



Administration

- Establish overall department direction and provide leadership and guidance

Communication

- Provide communication engagement and creative solutions

Corporate Strategy

- Provide analysis and development of corporate strategy, policies and government relations

Climate Action

- Set the framework to embed climate action across the corporation

Strategic Initiatives

- Inform and further corporate priorities, customer experience, service delivery and continuous improvement goals

Service Oakville

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

Strategy, Policy and Communications

2024 Program Key Initiatives



Community Belonging

- 2024 citizen survey
- Inclusion, Diversity, Accessibility and Equity multi-year plan and year 1 implementation
- Public engagement policy and procedure update



Environmental Sustainability

- Task Force on Climate-Related Financial Disclosure implementation
- District Energy
- Electric vehicle and equipment plan and policies



Accountable Government

- Data management pilots and governance model
- Public identity and access management
- Establishment of Initiatives and Business Support team for Community Services and Corporate Services Commissions
- Establishment of a Communications and Customer Experience department

Key Performance Indicators

1. Percentage of gross operating budget

2019	2020	2021	2022	2023
0.5%	1.3%	1.5%	1.5%	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

2019	2020	2021	2022	2023
0.6%	1.5%	1.7%	1.7%	1.9%
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 satisfied with the amount of information received by the town

2019	2020	2021	2022	2023
80% (2019 survey)	80% (2019 survey)	80% (2019 survey)	78% (2022 survey)	78% (2022 survey)
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 2022 Forum Research Inc. conducted a 27-minute telephone survey among 811 randomly selected residents of the Town of Oakville. The next survey will take place in 2024.				

4. Percentage Increase in Oakville.ca page views

2019	2020	2021	2022	2023
4.8%	-7.8%	21.8%	38.9%	4.8% (YTD comparison)
Purpose: Oakville.ca is the town's primary tool to provide information to residents and 61 percent of respondents to the town's 2022 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

2019	2020	2021	2022	2023
				59%
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. Climate Action: Corporate Greenhouse Gas Emissions

2019	2020	2021	2022	2023
6.9%	18.1%	31.2%	13.6%	TBD
7,438 tonnes CO2e	7,178 tonnes CO2e	5,773 tonnes CO2e	7,243 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 2024 (not including Fleet or Transit).				
Calculation: Reduction in tonnes of CO2e based on 2015 baseline shown as a percentage. The target is a 30% reduction by 2024 (not including Fleet or Transit).				

7. Climate Action: Corporate Energy Use

2019	2020	2021	2022	2023
7.4%	19.9%	24.5%	15.4%	TBD
74,623,930 ekWh	64,562,561 ekWh	60,834,392 ekWh	68,188,293ekWh	
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 based on 2015 baseline. The target is a 20% reduction by 2024.				

8. Climate Action: Air Quality Health Index Oakville

2019	2020	2021	2022	2023
35	27	41	37	60
Purpose: The Air Quality Health Index is a measure designed to help link 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: Numbers reflect the days above "low risk" (1-3) air quality rating as reported by the province.				

9. Percentage of calls answered within 30 seconds

2019	2020	2021	2022	2023
75.5%	70.3%	64.9%	62.7%	83.4% (as of September 30)
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.				
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.				

10. Case closure rate within service level

2019	2020	2021	2022	2023
93%	90%	90%	86%	86% (as of September 30)
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.				

12. Percentage of inquiries submitted via Report a Problem

2019	2020	2021	2022	2023
4.6%	4.9%	4.3%	5.4%	7.6%
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: Strategy, Policy and Communications	2023	2024	2024	2024	2024	Net
Services/Activities:	Restated FTE	Adjustments & Reallocations	Service Level Change	Growth and Capital	Total FTE	Change 2024 vs 2023
Administration	1.0	-	1.0	-	2.0	1.0
Communications	6.8	-	-	-	6.8	-
Corporate Strategy and Policy	4.0	-	1.0	-	5.0	1.0
Climate Action	2.6	-	-	-	2.6	-
Strategic Initiatives	2.0	-	1.0	-	3.0	1.0
Service Oakville	15.8	-	2.0	-	17.8	2.0
Total Strategy, Policy and Communications	32.3	-	5.0	-	37.3	5.0

The 2024 total staff complement is 37.3 FTEs. 5.0 new FTE's have been added to the budget including a full-time Director, Communications and Customer Experience, a Research Analyst in Corporate Strategy and Policy, a Strategic Business Advisor in Strategic Initiatives and 2 Web Editors in Service Oakville.

2024 Operating Budget Overview by Service

	2023 Restated Budget	2024 Inflation & Adjustments	2024 Capital and Growth Impacts	2024 Base Budget	\$ Change from 2023	% Change from 2023	2024 Service Level Change	2024 Requested Budget	\$ Change from 2023	% Change from 2023
Strategy, Policy and Communications										
Administration	272,100	9,500		281,600	9,500	3.5%	110,000	391,600	119,500	43.9%
Communications	877,200	56,400		933,600	56,400	6.4%		933,600	56,400	6.4%
Corporate Strategy and Policy	591,000	69,400		660,400	69,400	11.7%	105,000	765,400	174,400	29.5%
Climate Action	455,400	12,100		467,500	12,100	2.7%		467,500	12,100	2.7%
Strategic Initiatives	314,900	16,400		331,300	16,400	5.2%	67,500	398,800	83,900	26.6%
Service Oakville	1,487,200	98,900		1,586,100	98,900	6.7%	127,500	1,713,600	226,400	15.2%
Total Tax Levy	3,997,800	262,700		4,260,500	262,700	6.6%	410,000	4,670,500	672,700	16.8%

The 2024 net budget for Strategy Policy and Communications is \$4,670,500 resulting in an increase of \$672,700 or 16.8% from 2023. The main driver of the increase is due to 5.0 new full-time positions being added in the program. This budget represents the costs to support the implementation of Council's long-term strategy and four-year action plan and to create awareness, promote the town's many diverse programs and services through strategic communication plans and materials, overall direction on climate action and sustainability, 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.

Strategy, Policy and Communications

Administration net budget for 2024 is \$391,600 for an increase of \$119,500 from 2023. The change includes inflation and adjustments on personnel services and benefits and the addition of a new Director of Communications and Customer Experience position, starting in July 2024.

Communications net budget for 2024 is \$933,600 for an increase of \$56,400 from 2023. The change is primarily due to inflation and adjustments on personnel services and benefits.

Corporate Strategy and Policy net budget for 2024 is \$765,400 for an increase of \$174,400 from 2023. The change includes inflation and adjustments on personnel services and benefits as well the addition of a full-time Research Analyst starting in January 2024 and a contract Research Analyst for 1.5 years, starting in July 2024.

Climate Action net budget for 2024 is \$467,500 for an increase of \$12,100 from 2023. The change is primarily due to inflation and adjustments on personnel services and benefits.

Strategic Initiatives net budget for 2024 is \$398,800 for an increase of \$83,900 from 2023. The change includes inflation and adjustments on personnel services and benefits as well as the addition of a Strategic Business Advisor position, starting in July 2024.

Service Oakville net budget for 2024 is \$1,713,600 for an increase of \$226,400 from 2023. The change includes inflation and adjustments on personnel services and benefits as well the addition of two new Corporate Web Editor positions starting in July 2024.

2024 Operating Budget Overview by Component

	2023 Restated Budget	2024 Inflation & Adjustments	2024 Capital and Growth Impacts	2024 Base Budget	\$ Change from 2023	% Change from 2023	2024 Service Level Change	2024 Requested Budget	\$ Change from 2023	% Change from 2023
Strategy, Policy and Communications										
EXPENSES										
Personnel Services & Benefits	3,862,600	253,600		4,126,000	263,400	6.8%	462,500	4,588,500	725,900	18.8%
Materials & Supplies	20,500	1,900		22,400	1,900	9.3%		22,400	1,900	9.3%
Capital out of Operations	1,800			1,800				1,800		
Purchased Services	342,500	-2,400		340,100	-2,400	-0.7%		340,100	-2,400	-0.7%
Payments & Grants	1,000			1,000				1,000		
Internal Expenses & Transfers		100		100	100			100	100	
Total EXPENSES	4,228,400	253,200		4,491,400	263,000	6.2%	462,500	4,953,900	725,500	17.2%
REVENUES										
External Revenues	-3,700	-100		-3,800	-100	-2.7%		-3,800	-100	-2.7%
Internal Recovery & Fund Transfers	-226,900	9,600		-227,100	-200	-0.1%	-52,500	-279,600	-52,700	-23.2%
Total REVENUES	-230,600	9,500		-230,900	-300	-0.1%	-52,500	-283,400	-52,800	-22.9%
Total Tax Levy	3,997,800	262,700		4,260,500	262,700	6.6%	410,000	4,670,500	672,700	16.8%

Strategy, Policy and Communications

The total expenses for Strategy, Policy and Communications are \$4,953,900 and total revenues are \$283,400 resulting in a net budget of \$4,670,500 in 2024. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$4,588,500 in 2024 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$725,900 from 2023 primarily due to the addition of 5.0 new full-time FTE's and a temporary Research Analyst position, as well as inflation and adjustments to personnel services and benefits.

Materials & Supplies total budget is \$22,400 in 2024 comprised primarily of postage, printing and office supplies. The budget increased by \$1,900 from 2023 primarily due to adjustments in the office supplies budgets.

Capital out of Operations total budget is \$1,800 in 2024 comprised primarily of communication equipment for Service Oakville. The budget remains the same from 2023.

Purchased Services total budget is \$340,100 in 2024 comprised primarily of budgets for training and development, consultants and professional fees, advertising, and promotion. The budget decreased by \$2,400 from 2023 due to the removal of the one-time \$15,000 budget for 2023 for media training for the new Council, offset by increases in professional fees, membership dues and subscriptions and sponsorship and partner development.

Payments & Grants total budget is \$1,000 in 2024 comprised of costs to make documents accessible for online access. The budget remains the same from 2023.

External Revenue total budget is \$3,800 in 2024 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 2023 due to inflation.

Internal Recoveries & Fund Transfers total budget is \$279,600 in 2024 comprised primarily of recoveries from Parking Operations for Customer Service Representative work done on behalf of that department. The budget increased by \$52,700 from 2023 primarily for the transfer from Tax Stabilization reserve to fund the temporary Research Analyst position.

2025 - 2026 Operating Budget Forecast

	2024 Requested Budget	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)
Strategy, Policy and Communications							
Gross Expenditures by Service							
Administration	391,600	511,200	119,600	30.5%	520,900	9,700	1.9%
Communications	972,700	997,100	24,400	2.5%	1,022,100	25,000	2.5%
Corporate Strategy and Policy	817,900	890,400	72,500	8.9%	805,800	-84,600	-9.5%
Climate Action	467,500	479,800	12,300	2.6%	492,500	12,700	2.6%
Strategic Initiatives	398,800	476,300	77,500	19.4%	486,400	10,100	2.1%
Service Oakville	1,905,400	2,080,400	175,000	9.2%	2,129,100	48,700	2.3%
Total Gross Expenditures by Service	4,953,900	5,435,200	481,300	9.7%	5,456,800	21,600	0.4%
Tax Levy by Service							
Administration	391,600	511,200	119,600	30.5%	520,900	9,700	1.9%
Communications	933,600	958,000	24,400	2.6%	983,000	25,000	2.6%
Corporate Strategy and Policy	765,400	785,400	20,000	2.6%	805,800	20,400	2.6%
Climate Action	467,500	479,800	12,300	2.6%	492,500	12,700	2.6%
Strategic Initiatives	398,800	476,300	77,500	19.4%	486,400	10,100	2.1%
Service Oakville	1,713,600	1,888,500	174,900	10.2%	1,937,100	48,600	2.6%
Total Tax Levy by Service	4,670,500	5,099,200	428,700	9.2%	5,225,700	126,500	2.5%
Gross Expenditures by Type							
Personnel Services & Benefits	4,588,500	5,059,600	471,100	10.3%	5,070,800	11,200	0.2%
Materials & Supplies	22,400	22,900	500	2.2%	23,400	500	2.2%
Capital out of Operations	1,800	1,800			1,800		
Purchased Services	340,100	349,800	9,700	2.9%	359,700	9,900	2.8%
Payments & Grants	1,000	1,000			1,000		
Internal Expenses & Transfers	100	100			100		
Total Expenditures	4,953,900	5,435,200	481,300	9.7%	5,456,800	21,600	0.4%
Revenues by Type							
External Revenue	-3,800	-3,900	-100	-2.6%	-4,000	-100	-2.6%
Internal Recoveries & Fund Transfers	-279,600	-332,100	-52,500	-18.8%	-227,100	105,000	31.6%
Total Revenues	-283,400	-336,000	-52,600	-18.6%	-231,100	104,900	31.2%
Total Tax Levy	4,670,500	5,099,200	428,700	9.2%	5,225,700	126,500	2.5%

Strategy, Policy and Communications

2025 - 2026 Budget Forecast Highlights

The 2025 net budget is projected to increase by \$428,700 for a total of \$5,099,200. The change is primarily due to the annualization of the FTEs added to the 2024 budget. It also includes inflation on personnel services and benefits and purchased services.

The 2026 net budget is projected to increase by \$126,500 for a total of \$5,225,700. The change is primarily due to inflation on personnel services and benefits and purchased services.

2024 Recommended Capital Budget

The 2024 recommended capital budget includes continued funding for the Website Rebuild project to support the newly designed Oakville.ca on a new content management system as well as the migration of the town's other key public-facing websites. Projects included in the budget below will allow the town to continue its efforts towards being a leader in innovation in the municipal sector. Projects also build on work that is already underway in the town, including the Data Management, Lean process reviews and expansion of the town's CRM.

	Classification	Capital Budget 2024	Operating Impacts 2024
Strategy, Policy and Communications			
21101801 Website Rebuild	Program Initiatives	355,500	
21112202 Data Management	Program Initiatives	447,200	
21112303 Lean Staff Experience Process Improvement	Program Initiatives	100,500	
21112401 Expansion of CRM	Program Initiatives	100,500	
22102001 Future Energy Oakville	Program Initiatives	50,400	
36101906 Salesforce Upgrade and Enhancement	Infrastructure Renewal	27,200	
Total		1,081,300	

Corporate Asset Management Program Based Budget 2024 - 2026

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:



2024 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 asset performance and condition to ensure infrastructure is maintained and available for community use.



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

- Continue to develop the town's Strategic Asset Management plan to conform with O Reg 288/2017 Requirements with Non-Core assets to be completed by July 2024.
- 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 2025 Budget.
- Continue to ensure integrity of asset management data sets to facilitate monitoring and implementation of operational maintenance activities and appropriate life cycle replacements.

Corporate Asset Management

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

2019	2020	2021	2022	2023
		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

2019	2020	2021	2022	2023
		0.8%	0.8%	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

2019	2020	2021	2022	2023
	77%	99%	160%	161% (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.				
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	2019	2020	2021	2022	2023 (as of June)
Good		60%	72%	69%	71% (Estimate)
Fair		31%	17%	19%	19% (Estimate)
Poor		9%	11%	12%	10 % (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

2019	2020	2021	2022	2023
97%	70%	74%	77%	82 % (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 90% in good condition and 82% 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

2019	2020	2021	2022	2023
8.7%	11.5%	11.9%	10.8%	10.2%

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 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	2023	2024	2024	2024	2024	Net
	Restated	Adjustments &	Service Level	Growth and	Total	Change
Services/Activities:	FTE	Reallocations	Change	Capital	FTE	2024 vs 2023
Administration	1.0	-	-	-	1.0	
Asset Management	7.0	-	-	-	7.0	-
Infrastructure Planning	5.0	-	-	-	5.0	
Total Corporate Asset Management	13.0	-	-	-	13.0	-

The 2024 total staff complement is 13 FTEs with no change from 2023.

2024 Operating Budget Overview by Service

	2023 Restated Budget	2024 Inflation & Adjustments	2024 Capital and Growth Impacts	2024 Base Budget	\$ Change from 2023	% Change from 2023	2024 Service Level Change	2024 Requested Budget	\$ Change from 2023	% Change from 2023
Corporate Asset Management										
Administration	257,800	8,900		266,700	8,900	3.5%		266,700	8,900	3.5%
Asset Management	975,800	26,800		1,002,600	26,800	2.7%		1,002,600	26,800	2.7%
Infrastructure Planning	494,700	13,800		508,500	13,800	2.8%		508,500	13,800	2.8%
Total Tax Levy	1,728,300	49,500		1,777,800	49,500	2.9%		1,777,800	49,500	2.9%

The 2024 budget for Corporate Asset Management is \$1,777,800 resulting in an increase of \$49,500 or 2.9% from 2023. 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 2024 is \$266,700 for an increase of \$8,900 from 2023, primarily due to inflationary and contractual increases in personnel.

Asset Management budget for 2024 is \$1,002,600 for an increase of \$26,800 from 2023, primarily due to inflationary and contractual increases in personnel.

Infrastructure Planning budget for 2024 is \$508,500 for an increase of \$13,800 from 2023, primarily due to inflationary and contractual increases in personnel and the related staff recoveries from capital.

2024 Operating Budget Overview by Component

	2023 Restated Budget	2024 Inflation & Adjustments	2024 Capital and Growth Impacts	2024 Base Budget	\$ Change from 2023	% Change from 2023	2024 Service Level Change	2024 Requested Budget	\$ Change from 2023	% Change from 2023
Corporate Asset Management										
EXPENSES										
Personnel Services & Benefits	1,888,600	55,300		1,943,900	55,300	2.9%		1,943,900	55,300	2.9%
Materials & Supplies	5,500			5,500				5,500		
Purchased Services	43,800			43,800				43,800		
Total EXPENSES	1,937,900	55,300		1,993,200	55,300	2.9%		1,993,200	55,300	2.9%
REVENUES										
Internal Recovery & Fund Transfers	-209,600	-5,800		-215,400	-5,800	-2.8%		-215,400	-5,800	-2.8%
Total REVENUES	-209,600	-5,800		-215,400	-5,800	-2.8%		-215,400	-5,800	-2.8%
Total Tax Levy	1,728,300	49,500		1,777,800	49,500	2.9%		1,777,800	49,500	2.9%

The total expenses for Corporate Asset Management are \$1,993,200 and total revenues are \$215,400 resulting in a net budget of \$1,777,800 in 2024. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$1,943,900 in 2024 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$55,300 from 2023 primarily due to inflationary and contractual increases.

Materials & Supplies total budget is \$5,500 in 2024, the budget remained the same from 2023.

Purchased Services total budget is \$43,800 in 2024, the budget remained the same from 2023.

Internal Recoveries & Fund Transfers total budget is \$215,400 in 2024, the budget increased by \$5,800 from 2023 primarily due to revised capital recovery for Infrastructure Planning staff to reflect salary and wages inflationary increases.

2025 - 2026 Operating Budget Forecast

	2024 Requested Budget	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)
Corporate Asset Management							
Gross Expenditures by Service							
Administration	266,700	273,500	6,800	2.5%	280,500	7,000	2.6%
Asset Management	1,002,600	1,027,700	25,100	2.5%	1,053,400	25,700	2.5%
Infrastructure Planning	723,900	741,900	18,000	2.5%	760,200	18,300	2.5%
Total Gross Expenditures by Service	1,993,200	2,043,100	49,900	2.5%	2,094,100	51,000	2.5%
Tax Levy by Service							
Administration	266,700	273,500	6,800	2.5%	280,500	7,000	2.6%
Asset Management	1,002,600	1,027,700	25,100	2.5%	1,053,400	25,700	2.5%
Infrastructure Planning	508,500	521,000	12,500	2.5%	533,700	12,700	2.4%
Total Tax Levy by Service	1,777,800	1,822,200	44,400	2.5%	1,867,600	45,400	2.5%
Gross Expenditures by Type							
Personnel Services & Benefits	1,943,900	1,992,500	48,600	2.5%	2,042,200	49,700	2.5%
Materials & Supplies	5,500	5,700	200	3.6%	5,900	200	3.5%
Purchased Services	43,800	44,900	1,100	2.5%	46,000	1,100	2.4%
Total Expenditures	1,993,200	2,043,100	49,900	2.5%	2,094,100	51,000	2.5%
Revenues by Type							
Internal Recoveries & Fund Transfers	-215,400	-220,900	-5,500	-2.6%	-226,500	-5,600	-2.5%
Total Revenues	-215,400	-220,900	-5,500	-2.6%	-226,500	-5,600	-2.5%
Total Tax Levy	1,777,800	1,822,200	44,400	2.5%	1,867,600	45,400	2.5%

2025 - 2026 Budget Forecast Highlights

The 2025 net budget is projected to increase by \$44,400 for a total of \$1,822,200. The change is primarily due to inflationary increases to the cost of delivering services.

The 2026 net budget is projected to increase by \$45,400 for a total of \$1,867,600. The change is primarily due to inflationary increases to the cost of delivering services.

2024 Recommended Capital Budget

The 2024 budget is shown below. Funding is included to perform condition audits for various town infrastructure such as roads, bridges, and stormwater management. In addition, \$201,400 has been included to explore alternative funding sources to support the 30 year Rainwater Management plan and develop an implementation plan.

	Classification	Capital Budget 2024	Operating Impacts 2024
Corporate Asset Management			
53381402 Storm Water Rates Feasibility Study	Program Initiatives	201,400	
55102202 Ditching Program – Condition Assessments	Infrastructure Renewal	100,700	
55102401 Infrastructure Assessment and Engineering Studies	Infrastructure Renewal	100,700	
55102402 Bridge and Culvert Condition Assessments	Infrastructure Renewal	100,700	
55102403 Pavement Condition and Geotechnical Assessments	Infrastructure Renewal	151,100	
55102404 SWM Pond Monitoring	Infrastructure Renewal	60,400	
55102405 Storm Sewer Condition Assessments	Infrastructure Renewal	302,100	
55102406 ECA Monitoring Program	Infrastructure Renewal	503,500	
Total		1,520,600	

Regulatory Services Program Based Budget 2024 - 2026

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

2024 Program Key Initiatives



Community Belonging

- Provide services to residents supporting various life events.
- Facilitate access and protection to Town records.
- Provide marriage licenses and civil marriage services to couples.
- Provide commissionings and verify Proof of Life forms for Pensioners.
- Provide lottery licenses for charities 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.

Key Performance Indicators

1. Percentage of gross operating budget

2019	2020	2021	2022	2023
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

2019	2020	2020	2022	2023
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.				

Staffing Overview

Program: Regulatory Services	2023 Restated FTE	2024 Adjustments & Reallocations	2024 Service Level Change	2024 Growth and Capital	2024 Total FTE	Net Change 2024 vs 2023
Services/Activities:						
Legislative Services	6.3	-	1.0	-	7.3	1.0
Total Regulatory Services	6.3	-	1.0	-	7.3	1.0

The 2024 total staff complement is 7.3 FTEs with an increase of 1.0 FTE from 2023. An Access and Privacy Officer has been added and the position will be responsible for implementing and overseeing access to information and privacy policies, procedures, and practices across all departments.

2024 Operating Budget Overview by Service

	2023 Restated Budget	2024 Inflation & Adjustments	2024 Capital and Growth Impacts	2024 Base Budget	\$ Change from 2023	% Change from 2023	2024 Service Level Change	2024 Requested Budget	\$ Change from 2023	% Change from 2023
Regulatory Services										
Legislative Services	398,800	-17,200		381,600	-17,200	-4.3%	101,500	483,100	84,300	21.1%
Total Tax Levy	398,800	-17,200		381,600	-17,200	-4.3%	101,500	483,100	84,300	21.1%

The 2024 net budget for Regulatory Services is \$483,100 resulting in an increase of \$84,300 or 21.1% from 2023.

Legislative Services net budget for 2024 is \$483,100 for an increase of \$84,300 from 2023. The change is primarily due to the addition of an Access and Privacy Officer to handle information access and privacy related matters such as privacy impact assessments, audits and providing guidance on data handling and ensuring compliance with all privacy laws and regulations. Additional inflationary increases to personnel and benefits, adjustments for training and contracted services for records management are offset with increases to marriage and lottery license fees.

2024 Operating Budget Overview by Component

	2023 Restated Budget	2024 Inflation & Adjustments	2024 Capital and Growth Impacts	2024 Base Budget	\$ Change from 2023	% Change from 2023	2024 Service Level Change	2024 Requested Budget	\$ Change from 2023	% Change from 2023
Regulatory Services										
EXPENSES										
Personnel Services & Benefits	729,500	22,800		752,300	22,800	3.1%	100,900	853,200	123,700	17.0%
Purchased Services	69,900	10,100		80,000	10,100	14.4%	600	80,600	10,700	15.3%
Payments & Grants	33,600			33,600				33,600		
Total EXPENSES	833,000	32,900		865,900	32,900	3.9%	101,500	967,400	134,400	16.1%
REVENUES										
External Revenues	-434,200	-50,100		-484,300	-50,100	-11.5%		-484,300	-50,100	-11.5%
Total REVENUES	-434,200	-50,100		-484,300	-50,100	-11.5%		-484,300	-50,100	-11.5%
Total Tax Levy	398,800	-17,200		381,600	-17,200	-4.3%	101,500	483,100	84,300	21.1%

The total expenses for Regulatory Services are \$967,400 and total revenues are \$484,300 resulting in a net budget of \$483,100 in 2024. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$853,200 in 2024 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$123,700 from 2023 primarily due to the addition of an Access and Privacy Officer and inflationary increases for salary and benefits.

Purchased Services total budget is \$80,600 in 2024 comprised primarily of contract services required for records management, training and professional fees. The budget increased by \$10,700 from 2023 primarily due to increase to contract services and training.

Payments & Grants total budget is \$33,600 in 2024 comprised primarily of government document. The budget remained the same from 2023.

External Revenue total budget is \$484,300 in 2024 comprised primarily of lottery licenses, marriage licenses, marriage fees and service fees. The budget increased by \$50,100 from 2023 primarily due to rate and volume increases to marriage and lottery licenses.

2025 - 2026 Operating Budget Forecast

	2024 Requested Budget	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)
Regulatory Services							
Gross Expenditures by Service							
Legislative Services	967,400	1,024,700	57,300	5.9%	1,049,800	25,100	2.4%
Total Gross Expenditures by Service	967,400	1,024,700	57,300	5.9%	1,049,800	25,100	2.4%
Tax Levy by Service							
Legislative Services	483,100	525,900	42,800	8.9%	536,000	10,100	1.9%
Total Tax Levy by Service	483,100	525,900	42,800	8.9%	536,000	10,100	1.9%
Gross Expenditures by Type							
Personnel Services & Benefits	853,200	908,200	55,000	6.4%	930,900	22,700	2.5%
Purchased Services	80,600	82,900	2,300	2.9%	85,300	2,400	2.9%
Payments & Grants	33,600	33,600			33,600		
Total Expenditures	967,400	1,024,700	57,300	5.9%	1,049,800	25,100	2.4%
Revenues by Type							
External Revenue	-484,300	-498,800	-14,500	-3.0%	-513,800	-15,000	-3.0%
Total Revenues	-484,300	-498,800	-14,500	-3.0%	-513,800	-15,000	-3.0%
Total Tax Levy	483,100	525,900	42,800	8.9%	536,000	10,100	1.9%

2025 - 2026 Budget Forecast Highlights

The 2025 net budget is projected to increase by \$42,800 for a total of \$525,900. The change is primarily due to the annualization of the Access and Privacy Officer added to the 2024 complement and inflationary increases to the cost for delivering service.

The 2026 net budget is projected to increase by \$10,100 for a total of \$536,000. The change is primarily due to inflationary increases to the cost for delivering service.

2024 Recommended Capital Budget

The 2024 capital budget for Regulatory Services includes a project for By-Law Search and Findability which is the continuation of the By-Law Consolidation project. This implementation phase will improve finding and accessing current, consolidated and historical by-laws. The Corporate Records and Information Management project is included to address the need to modernize and improve the Town's electronic records and information management program as SharePoint Online is implemented and files are migrated from network drives and SharePoint 2013.

	Classification	Capital Budget 2024	Operating Impacts 2024
Clerks			
32102201 By-Law Search and Findability	Program Initiatives	273,300	
32102402 Corporate Records and Information Management Phase 1	Program Initiatives	276,900	
Total		550,200	

Financial Services Program Based Budget 2024 - 2026

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

- Budgets & Financial Planning
- Development Financing (Growth)

Operations

- Property Tax Administration & Collection
- Accounting & Financial Reporting
- Purchasing & Payables
- Revenue Services
- Payroll and Benefit Services
- Risk Management

2024 Program Key Initiatives



Growth Management

- Assist departments in 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 greening the Transit fleet.
- Assist the Climate Action team in aligning with recommendations from the Task Force on Climate-Related Financial Disclosures.



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.
- Introduce new property tax software with online self-serve capabilities.

Key Performance Indicators

1. Percentage of gross operating budget

2019	2020	2021	2022	2023
2.6%	2.6%	2.6%	2.6%	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

2019	2020	2021	2022	2023
3.5%	3.5%	2.9%	3.0%	3.1%
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. Stabilization Reserves as a percentage of own source revenue

2019	2020	2021	2022	2023
22%	26%	26%	26%	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)

2019	2020	2021	2022	2023
4.18%	4.39%	4.06%	2.42%	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.				
*Metric updated in 2023 to reflect current figures instead of the Ministry's calculations which are based on previous years' figures.				

5. Own source revenue as a percentage of total revenue (ISO 37120 Supporting Indicator 9.3)

2019	2020	2021	2022	2023
74.1%	67.0%	77.2%	58.2%	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)

2019	2020	2021	2022	2023
97.3%	95.3%	94.4%	94.4%	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.				

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

2019	2020	2021	2022	2023
1.3%	4.0%	5.1%	7.2%	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

2019	2020	2021	2022	2023
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

2019	2020	2021	2022	2023
2.63%	2.4%	1.8%	2.5%	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	2023	2024	2024	2024	2024	Net
	Restated	Adjustments &	Service Level	Growth and	Total	Change
Services/Activities:	FTE	Reallocations	Change	Capital	FTE	2024 vs 2023
Administration	1.0	0.3	-	-	1.3	0.3
Accounting Operations	8.3	(0.3)	-	-	8.0	(0.3)
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	(0.0)	-	-	53.6	-

The 2024 total staff complement is 53.6 FTEs with no change from 2023. There is a minor adjustment of a 0.3 part-time FTE transferred from the Accounting Operations service to Administration.

2024 Operating Budget Overview by Service

	2023 Restated Budget	2024 Inflation & Adjustments	2024 Capital and Growth Impacts	2024 Base Budget	\$ Change from 2023	% Change from 2023	2024 Service Level Change	2024 Requested Budget	\$ Change from 2023	% Change from 2023
Financial Services										
Administration	287,100	29,500		316,600	29,500	10.3%		316,600	29,500	10.3%
Accounting Operations	913,300	55,100		968,400	55,100	6.0%		968,400	55,100	6.0%
Payroll & Benefit Services	762,700	34,100		796,800	34,100	4.5%		796,800	34,100	4.5%
Financial Planning & Policy	766,900	30,700		797,600	30,700	4.0%		797,600	30,700	4.0%
Revenue & Taxation	820,000	34,700		854,700	34,700	4.2%		854,700	34,700	4.2%
Development Financing & Investments	300,500	17,600		318,100	17,600	5.9%		318,100	17,600	5.9%
Purchasing & Risk Management	1,290,500	74,300		1,364,800	74,300	5.8%		1,364,800	74,300	5.8%
Total Tax Levy	5,141,000	276,000		5,417,000	276,000	5.4%		5,417,000	276,000	5.4%

The 2024 net budget for Financial Services is \$5,417,000 resulting in an increase of \$276,000 or 5.4% from 2023. 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 2024 is \$316,600 for an increase of \$29,500 from 2023. The increase is primarily due the 0.3 part-time FTE from the Accounting Operations service being transferred to Administration. Insurance costs for 2024 have also increased and inflationary and contractual increases on personnel have also been included.

Accounting Operations net budget for 2024 is \$968,400 for an increase of \$55,100 from 2023. The increase is primarily due to inflationary and contractual increases in personnel. In addition, the 2024 budget also increased due to the re-grading of the AP Clerk positions within 2023.

Payroll & Benefit Services net budget for 2024 is \$796,800 for an increase of \$34,100 from 2023. The increase is primarily due to inflationary and contractual increases in personnel.

Financial Planning & Policy net budget for 2024 is \$797,600 for an increase of \$30,700 from 2023. The increase is primarily due to inflationary and contractual increases in personnel and internal labour recoveries from capital.

Revenue & Taxation net budget for 2024 is \$854,700 for an increase of \$34,700 from 2023. The increase is primarily due to inflationary increases and adjustments to full-time salaries, part-time wages, and benefits. The Revenue Services & Taxation position approved by the Budget Committee for 2023 was only partially funded in 2023 with the 2024 amount increased to capture the full year. Inflationary increases and adjustments to service fees for tax statements, ownership change fees, and arrears fees have also been included as is an increase to External Revenues.

Financial Services

Development Financing & Investments net budget for 2024 is \$318,100 for an increase of \$17,600 from 2023. The increase is primarily due to inflationary and contractual increases in personnel and internal labour recoveries from capital. An increase to Training & Development for 2024 has also been included.

Purchasing & Risk Management net budget for 2024 is \$1,364,800 for an increase of \$74,300 from 2023. The increase is primarily due to inflationary increases and adjustments to full-time salaries, part-time wages, and benefits. The new position in Purchasing approved by Budget Committee in 2023 was only partially funded in 2023 with the 2024 amount increased to capture the full year. The revenue for internal labour recovery from capital has also seen an inflationary increase for 2024.

2024 Operating Budget Overview by Component

	2023 Restated Budget	2024 Inflation & Adjustments	2024 Capital and Growth Impacts	2024 Base Budget	\$ Change from 2023	% Change from 2023	2024 Service Level Change	2024 Requested Budget	\$ Change from 2023	% Change from 2023
Financial Services										
EXPENSES										
Personnel Services & Benefits	6,574,300	334,100		6,908,400	334,100	5.1%		6,908,400	334,100	5.1%
Materials & Supplies	210,700			210,700				210,700		
Capital out of Operations	1,800			1,800				1,800		
Purchased Services	156,700	4,100		160,800	4,100	2.6%		160,800	4,100	2.6%
Payments & Grants	16,000			16,000				16,000		
Total EXPENSES	6,959,500	338,200		7,297,700	338,200	4.9%		7,297,700	338,200	4.9%
REVENUES										
External Revenues	-763,100	-21,800		-784,900	-21,800	-2.9%		-784,900	-21,800	-2.9%
Internal Recovery & Fund Transfers	-1,055,400	-40,400		-1,095,800	-40,400	-3.8%		-1,095,800	-40,400	-3.8%
Total REVENUES	-1,818,500	-62,200		-1,880,700	-62,200	-3.4%		-1,880,700	-62,200	-3.4%
Total Tax Levy	5,141,000	276,000		5,417,000	276,000	5.4%		5,417,000	276,000	5.4%

The total expenses for Financial Services are \$7,297,700 and total revenues are \$1,880,700 resulting in a net budget of \$5,417,000 for 2024. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$6,908,400 in 2024 for an increase of \$334,100 from 2023. The increase is primarily due to inflationary and contractual increases in personnel as well as the re-grading of the Accounts Payable Clerk positions. The positions in Revenue Services & Taxation and Purchasing & Risk Management approved by the Budget Committee in 2023 were only partially funded in 2023 with the 2024 amount increased to capture the full year.

Purchased Services total budget is \$160,800 for 2024 for an increase of \$4,100 from 2023. This is primarily due to an increase in training and development within the Development Finance & Investment section.

External Revenue total budget is \$784,900 in 2024 comprised primarily of fees for tax statements, tax special charges and ownership change fees. The budget increased by \$21,800 from 2023 primarily due to current trends and forecasted volumes.

Internal Recoveries & Fund Transfers total budget is \$1,095,800 in 2024 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 \$40,400 from 2023 primarily due to inflation.

2025 - 2026 Operating Budget Forecast

	2024 Requested Budget	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)
Financial Services							
Gross Expenditures by Service							
Administration	316,600	324,600	8,000	2.5%	332,800	8,200	2.5%
Accounting Operations	968,400	992,500	24,100	2.5%	1,017,200	24,700	2.5%
Payroll & Benefit Services	796,800	816,400	19,600	2.5%	836,400	20,000	2.4%
Financial Planning & Policy	1,345,100	1,378,600	33,500	2.5%	1,412,800	34,200	2.5%
Revenue & Taxation	1,700,300	1,744,300	44,000	2.6%	1,789,200	44,900	2.6%
Development Financing & Investments	689,700	707,000	17,300	2.5%	724,700	17,700	2.5%
Purchasing & Risk Management	1,480,800	1,517,000	36,200	2.4%	1,553,900	36,900	2.4%
Total Gross Expenditures by Service	7,297,700	7,480,400	182,700	2.5%	7,667,000	186,600	2.5%
Tax Levy by Service							
Administration	316,600	324,600	8,000	2.5%	332,800	8,200	2.5%
Accounting Operations	968,400	992,500	24,100	2.5%	1,017,200	24,700	2.5%
Payroll & Benefit Services	796,800	816,400	19,600	2.5%	836,400	20,000	2.4%
Financial Planning & Policy	797,600	817,400	19,800	2.5%	837,600	20,200	2.5%
Revenue & Taxation	854,700	875,200	20,500	2.4%	896,000	20,800	2.4%
Development Financing & Investments	318,100	326,100	8,000	2.5%	334,300	8,200	2.5%
Purchasing & Risk Management	1,364,800	1,398,100	33,300	2.4%	1,432,000	33,900	2.4%
Total Tax Levy by Service	5,417,000	5,550,300	133,300	2.5%	5,686,300	136,000	2.5%
Gross Expenditures by Type							
Personnel Services & Benefits	6,908,400	7,079,700	171,300	2.5%	7,254,800	175,100	2.5%
Materials & Supplies	210,700	217,100	6,400	3.0%	223,600	6,500	3.0%
Capital out of Operations	1,800	1,800			1,800		
Purchased Services	160,800	165,300	4,500	2.8%	169,800	4,500	2.7%
Payments & Grants	16,000	16,500	500	3.1%	17,000	500	3.0%
Total Expenditures	7,297,700	7,480,400	182,700	2.5%	7,667,000	186,600	2.5%
Revenues by Type							
External Revenue	-784,900	-808,500	-23,600	-3.0%	-832,700	-24,200	-3.0%
Internal Recoveries & Fund Transfers	-1,095,800	-1,121,600	-25,800	-2.4%	-1,148,000	-26,400	-2.4%
Total Revenues	-1,880,700	-1,930,100	-49,400	-2.6%	-1,980,700	-50,600	-2.6%
Total Tax Levy	5,417,000	5,550,300	133,300	2.5%	5,686,300	136,000	2.5%

Financial Services

2025 - 2026 Budget Forecast Highlights

The 2025 net budget is projected to increase by \$133,300 for a total of \$5,550,300. The change is primarily due to inflationary increases to the cost of delivering services.

The 2026 net budget is projected to increase by \$136,000 for a total of \$5,686,300. The change is primarily due to inflationary increases to the cost of delivering services.

Human Resources Program Based Budget 2024 - 2026

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:



Administration and Policy Development

- Strategic HR Programs (i.e. Diversity & Inclusion, Workforce Planning, etc.)
- Best Practices
- Policy & Procedure Development
- Equity in application

Advisory Services

- HR Advice & Consultation
- Recruitment & Selection
- Return to Work & Disability Management
- Employee & Labour Relations

Reward and Recognition

- Compensation
- Benefits
- Job Evaluation
- Performance Appraisal Systems
- Recognition Programs
- Data Analytics
- HR Systems

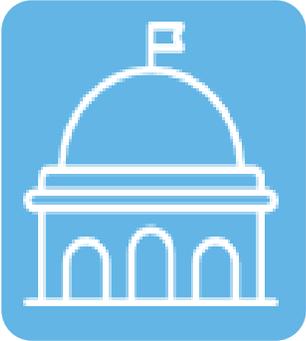
Organizational Development

- Change Management
- Team Effectiveness
- Employee Engagement
- Leadership Development
- Training and Career Development Programs

Health, Safety & Wellness

- Legislative Compliance
- Training
- Inspections & Joint Committees
- Employee Wellness

2024 Program Key Initiatives



Accountable Government

Develop a diverse, talented, engaged and appropriately resourced municipal workforce by:

- Building skills and experience in areas of strategic importance.
- Recruiting, retaining, and training staff that is reflective of the community to maintain municipal service delivery standards.
- Developing a career path framework.
- Supporting and promoting employee psychological well-being and safety.
- Facilitating workforce plans and implementing risk mitigation strategies, identify gaps, and provide options to support talent management.
- Being a key partner in the development and implementation of the IDEA multi-year plan.

Key Performance Indicators

1. Percentage of gross operating budget

2019	2020	2021	2022	2023
1.2%	1.2%	1.2%	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

2019	2020	2021	2022	2023
1.0%	1.0%	0.9%	0.9%	1.0%
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

2019	2020	2021	2022	2023
30.4	32.4	47.2*	44.5*	35.6 (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

2019	2020	2021	2022	2023
98%	93.4%	96%	94.9%	92.4% (to August 31, 2023)
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

2019	2020	2021	2022	2023
99%	92%	96.7%	81%*	100% (to August 31, 2023)
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)				
*COVID-19 vaccination policy related grievances have impacted the 2022 KPI				

6. Health and Safety – Lost time frequency rate

2019	2020	2021	2022	2023
2.4	2.7	2.8	2.0	2.6 (to August 31, 2023)
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

2019	2020	2021	2022	2023
1	2	2	0	0 (to August 31, 2023)
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	2023	2024	2024	2024	2024	Net
	Restated	Adjustments &	Service Level	Growth and	Total	Change
Services/Activities:	FTE	Reallocations	Change	Capital	FTE	2024 vs 2023
Administration and Policy Development	1.0	-	-	1.0	2.0	1.0
Advisory Services	11.0	-	-	1.0	12.0	1.0
Organizational Development	2.0	-	-	-	2.0	-
Reward and Recognition	2.0	-	-	-	2.0	-
Health, Safety & Wellness	1.1	-	-	-	1.1	-
Total Human Resources	17.1	-	-	2.0	19.1	2.0

The 2024 total staff complement is 19.1 FTEs which represents an increase of 2.0 FTEs from 2023.

The 2.0 new FTEs have been approved for 2024 in Administration and Policy Development and Advisory Services as follows:

- Manager, HR Strategy & Program Development
- Supervisor, HR Programs Integration & Talent Acquisition

2024 Operating Budget Overview by Service

	2023	2024	2024	2024	\$ Change	% Change	2024	2024	\$ Change	% Change
Restated Budget		Inflation & Adjustments	Capital and Growth Impacts	Base Budget	from 2023	from 2023	Service Level Change	Requested Budget	from 2023	from 2023
Human Resources										
Administration and Policy Development	290,500	35,700	143,000	469,200	178,700	61.5%		469,200	178,700	61.5%
Advisory Services	1,821,000	154,000	148,100	2,123,100	302,100	16.6%		2,123,100	302,100	16.6%
Organizational Development	488,100	10,600		498,700	10,600	2.2%		498,700	10,600	2.2%
Reward and Recognition	353,500	-29,800		323,700	-29,800	-8.4%		323,700	-29,800	-8.4%
Health, Safety & Wellness	337,100	21,500		358,600	21,500	6.4%		358,600	21,500	6.4%
Total Tax Levy	3,290,200	192,000	291,100	3,773,300	483,100	14.7%		3,773,300	483,100	14.7%

The 2024 budget for Human Resources is \$3,773,300 resulting in an increase of \$483,100 or 14.7% from 2023. The budget reflects a careful consideration of expenditures required to fulfill the business plan.

Administration and Policy Development net budget for 2024 is \$469,200 for an increase of \$178,700 from 2023. The increase is primarily due to the new Manager, HR Strategy & Program Development FTE. Inflationary increases and adjustments for personnel have been included and as well as an increase to membership dues & subscriptions to account for the increased costs from McLean & Company, an advisory, research, learning solutions and employee diagnostic/survey resource.

Advisory Services net budget for 2024 is \$2,123,100 for an increase of \$302,100 from 2023. The increase is primarily due to adding a new Supervisor, HR Programs Integration & Talent Acquisition FTE. Two additional part time FTEs have been included in the 2024 budget; however, these positions will be fully funded through Tax Stabilization for a period of three years. Inflationary increases and adjustments for personnel have also been included for 2024. In addition, there is a decrease within external agency/honorariums for the one-time 2023 contract Associate, Supervisor and Assistant positions and for the 2-year (2022/2023) contract Senior Consultant, Employee and Labour Relations position, all of which were funded by Tax Stabilization.

Organizational Development net budget for 2024 is \$498,700 for an increase of \$10,600 from 2023. The increase is primarily due to inflationary and contractual increases in personnel.

Reward and Recognition net budget for 2024 is \$323,700 for a decrease of \$29,800 from 2023. The decrease is primarily due to the Senior HR Consultant position conversion to a Compensation and Job Evaluation Advisor position at a lower compensation rate. Inflationary and contractual increases on personnel have also been included.

Health, Safety & Wellness net budget for 2024 is \$358,600 for an increase of \$21,500 from 2023. The increase is primarily due to inflationary and contractual increases in personnel. There have also been increases to the budget for books, periodicals & subscriptions and professional fees to account for higher costs associated with our EFAP provider (Telus Health) and Corporate Health & Safety for increased management competency training in 2024.

Human Resources

2024 Operating Budget Overview by Component

	2023 Restated Budget	2024 Inflation & Adjustments	2024 Capital and Growth Impacts	2024 Base Budget	\$ Change from 2023	% Change from 2023	2024 Service Level Change	2024 Requested Budget	\$ Change from 2023	% Change from 2023
Human Resources										
EXPENSES										
Personnel Services & Benefits	2,741,300	-370,800	555,600	2,926,100	184,800	6.7%		2,926,100	184,800	6.7%
Materials & Supplies	15,800	1,800		17,600	1,800	11.4%		17,600	1,800	11.4%
Capital out of Operations	33,100			33,100				33,100		
Purchased Services	1,020,100	42,900		1,063,000	42,900	4.2%		1,063,000	42,900	4.2%
Internal Expenses & Transfers	2,000	100		2,100	100	5.0%		2,100	100	5.0%
Total EXPENSES	3,812,300	-326,000	555,600	4,041,900	229,600	6.0%		4,041,900	229,600	6.0%
REVENUES										
External Revenues	-4,100			-4,100				-4,100		
Internal Recovery & Fund Transfers	-518,000	518,000	-264,500	-264,500	253,500	48.9%		-264,500	253,500	48.9%
Total REVENUES	-522,100	518,000	-264,500	-268,600	253,500	48.6%		-268,600	253,500	48.6%
Total Tax Levy	3,290,200	192,000	291,100	3,773,300	483,100	14.7%		3,773,300	483,100	14.7%

The total expenses for Human Resources are \$4,041,900 and total revenues are \$268,600 resulting in a net budget of \$3,773,300 in 2023. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$2,926,100 in 2024 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$184,800 from 2023 primarily due to the addition of a new Manager, HR Strategy & Program Development and Supervisor, HR Programs Integration & Talent Acquisition FTEs. Two additional part time FTEs have been included in the 2024 budget, however, these positions will be fully funded through Tax Stabilization for a period of three years. In addition, there is a decrease within external agency/honorariums for the one-time 2023 contract Associate, Supervisor and Assistant positions and for the 2-year (2022/2023) contract Senior Consultant, Employee and Labour Relations position, all of which were funded by Tax Stabilization.

Materials & Supplies total budget is \$17,600 in 2024 for an increase of \$1,800 from 2023 primarily due to an increase for books, periodicals and subscriptions.

Purchased Services total budget is \$1,063,000 in 2024 for an increase of \$42,900 from 2023. The one-time costs for the HR Talent Strategy funded by Tax Stabilization have been removed for 2024, however, Advisory Services have increased the budget within recruitment costs to fund the ongoing Linked In program that was piloted in 2023. Legal fees and professional fees have increased for 2024 to bring them in line with the 3-year average. Membership dues & subscriptions have also increased because of the increased costs from McLean & Company. Additional funding has also been added to Corporate Health & Safety for management competency training.

Internal Recoveries & Fund Transfers total budget is \$264,500 in 2024 for a decrease of \$253,500 from 2023. The Tax Stabilization funding has been removed for 2024 as relates to the above mentioned one and two-year contract positions and the HR Talent Strategy one time funding. Two additional Part Time FTEs have been included in the 2024 budget which will be fully funded through Tax Stabilization for a period of three years.

Human Resources

2025 - 2026 Operating Budget Forecast

	2024 Requested Budget	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)
Human Resources							
Gross Expenditures by Service							
Administration and Policy Development	469,200	528,900	59,700	12.7%	541,000	12,100	2.3%
Advisory Services	2,387,600	2,449,900	62,300	2.6%	2,513,900	64,000	2.6%
Organizational Development	498,700	512,400	13,700	2.7%	526,500	14,100	2.8%
Reward and Recognition	323,700	332,300	8,600	2.7%	341,100	8,800	2.6%
Health, Safety & Wellness	362,700	372,500	9,800	2.7%	382,500	10,000	2.7%
Total Gross Expenditures by Service	4,041,900	4,196,000	154,100	3.8%	4,305,000	109,000	2.6%
Tax Levy by Service							
Administration and Policy Development	469,200	528,900	59,700	12.7%	541,000	12,100	2.3%
Advisory Services	2,123,100	2,178,800	55,700	2.6%	2,236,000	57,200	2.6%
Organizational Development	498,700	512,400	13,700	2.7%	526,500	14,100	2.8%
Reward and Recognition	323,700	332,300	8,600	2.7%	341,100	8,800	2.6%
Health, Safety & Wellness	358,600	368,300	9,700	2.7%	378,200	9,900	2.7%
Total Tax Levy by Service	3,773,300	3,920,700	147,400	3.9%	4,022,800	102,100	2.6%
Gross Expenditures by Type							
Personnel Services & Benefits	2,926,100	3,046,700	120,600	4.1%	3,121,400	74,700	2.5%
Materials & Supplies	17,600	18,200	600	3.4%	18,800	600	3.3%
Capital out of Operations	33,100	34,100	1,000	3.0%	35,100	1,000	2.9%
Purchased Services	1,063,000	1,094,900	31,900	3.0%	1,127,600	32,700	3.0%
Internal Expenses & Transfers	2,100	2,100			2,100		
Total Expenditures	4,041,900	4,196,000	154,100	3.8%	4,305,000	109,000	2.6%
Revenues by Type							
External Revenue	-4,100	-4,200	-100	-2.4%	-4,300	-100	-2.4%
Internal Recoveries & Fund Transfers	-264,500	-271,100	-6,600	-2.5%	-277,900	-6,800	-2.5%
Total Revenues	-268,600	-275,300	-6,700	-2.5%	-282,200	-6,900	-2.5%
Total Tax Levy	3,773,300	3,920,700	147,400	3.9%	4,022,800	102,100	2.6%

Human Resources

2025 - 2026 Budget Forecast Highlights

The 2025 net budget is projected to increase by \$147,400 for a total of \$3,920,700. The change is primarily due to inflationary increases to the cost of delivering services.

The 2026 net budget is projected to increase by \$102,100 for a total of \$4,022,800. The change is primarily due to inflationary increases to the cost of delivering services.

2024 Recommended Capital Budget

The 2024 budget is shown below. Funding is included for the Learning Management System Review which is for the implementation of a new learning management system.

	Classification	Capital Budget 2024	Operating Impacts 2024
Human Resources			
24102203 Learning Management System Review	Program Initiatives	292,000	
Total		292,000	

Information Technology Solutions Program Based Budget 2024 - 2026

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:



Administration

- Technology vision and strategic planning and risk management for the town
- IT policies, processes and standards for the town

Infrastructure Operations

- Support and maintenance of town's core hardware infrastructure and endpoint assets and services, including but not limited to servers, storage, network/telecom, data centres, personal computers, printers, smart phones, PC applications and operating systems

Projects and Portfolio Delivery

- Business enablement, project management as a service
- Business requirements acquisition
- Project status reporting
- Communication and training
- Transitioning (project to support)
- Budget control

Application Support & Development

- Support and maintenance of town's business application software assets and services, including but not limited to development of reports and enhancements

IT Security

- Support and maintenance of town's IT security assets and services, including but not limited to appliances, software, disaster recovery and emergency preparedness

2024 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 town while minimizing technology sprawl and optimizing use of existing technologies



Community Belonging

- Operational management of core digital infrastructure to provide quality, robust management of town on-line services and content through digital means. Reliable and quality technology platforms



Environmental Sustainability

- Through multiple programs and projects -paper reduction through continued 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



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

Key Performance Indicators

1. Percentage of gross operating budget

2019	2020	2021	2022	2023
4.9%	4.9%	5.1%	5.1%	5.1%
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

2019	2020	2021	2022	2023
3.5%	3.4%	3.4%	3.4%	3.3%
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 calls resolved within 24 hours

2019	2020	2021	2022	2023
67.1%	52.2%	48.9%	54.6%	68% (as of August)
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 help desk requests (as an average # of help desk tickets per year per town employee with log-in rights)

2019	2020	2021	2022	2023
2771 login staff 11,883 tickets 4.4 tickets per employee	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	2322 login staff 10,843 tickets (as of August) 4.7 tickets per employee
Purpose: Demonstrates systems stability and effective support model working with increase in number of staff supported.				
Calculation: Number of help desk tickets created/ number of staff with login rights to give the average number of tickets per user.				

5. Client satisfaction with support

2019	2020	2021	2022	2023
95% Satisfied to Very Satisfied	96% Satisfied to Very Satisfied	N/A	N/A	N/A
Purpose: Indicates that staff believe that ITS can help with the technical issues and that they were satisfied with the support they received.				
Calculation: Stats based on online survey that is emailed after each Help Desk ticket is completed and closed.				

6. Internal network availability - percentage of network uptime

	2019	2020	2021	2022	2023
Total Time (hrs)	8760	8760	5087	8760	5832 (as of August)
# Downtime Events	4	10	2	21	17 (as of August)
Total Downtime (Hrs)	100.2	106.75	13.25	133	151 (as of August)
Percent Uptime	98.86%	98.78%	99.74%	98.9%	97.4% (as of August)
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	2023	2024	2024	2024	2024	Net
Services/Activities:	Restated	Adjustments &	Service Level	Growth and	Total	Change
	FTE	Reallocations	Change	Capital	FTE	2024 vs 2023
Administration	2.0	-	-	-	2.0	-
Project & Portfolio Delivery	7.0	-	-	-	7.0	-
Infrastructure Operations	20.1	3.1	-	-	23.2	3.1
Application Support & Development	24.0	(1.0)	-	-	23.0	(1.0)
IT Security	5.0	-	2.0	-	7.0	2.0
Total Information Technology Solutions	58.1	2.1	2.0	-	62.2	4.1

The 2024 total staff complement is 62.2 FTEs, resulting in an increase of 4.1 FTEs from 2023. Changes consist of three permanent part-time technology support positions added for a total of 2.1 FTEs. These positions are to support extended Information Technology Solutions (ITS) service counter hours and to complete/close backlogged ITS standard service requests during these hours. Also included is a service level change, which consist of two new Senior Security Administrators to administer the town's cybersecurity program.

2024 Operating Budget Overview by Service

	2023	2024	2024	2024	\$ Change	% Change	2024	2024	\$ Change	%
	Restated	Inflation &	Capital and	Base	from	from	Service	Requested	from	from
	Budget	Adjustments	Growth Impacts	Budget	2023	2023	Level Change	Budget	2023	2023
Information Technology Solutions										
Administration	378,700	800		379,500	800	0.2%		379,500	800	0.2%
Project & Portfolio Delivery	457,700	5,800		463,500	5,800	1.3%		463,500	5,800	1.3%
Infrastructure Operations	4,816,200	373,400	58,500	5,248,100	431,900	9.0%		5,248,100	431,900	9.0%
Application Support & Development	6,290,300	172,900	301,900	6,765,100	474,800	7.5%		6,765,100	474,800	7.5%
IT Security	1,275,800	508,800	150,000	1,934,600	658,800	51.6%	216,500	2,151,100	875,300	68.6%
Total Tax Levy	13,218,700	1,061,700	510,400	14,790,800	1,572,100	11.9%	216,500	15,007,300	1,788,600	13.5%

The 2024 net budget for Information Technology Solutions is \$15,007,300 resulting in an increase of \$1,788,600 or 13.5% from 2023. Of the 13.5% increase, 3.85% or \$510,400 comes from capital impacts. Without these impacts, the Information Technology Solutions (ITS) 2024 budget increase would be 9.7% year over year. The largest component of the budget increase is contract services at \$1,072,600. These contract services are mainly comprised of software maintenance, software as a service, and equipment service fees that support town programs and services. The 2024 increase is primarily driven by software maintenance and 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 2024 is \$379,500 for an increase of \$800 from 2023. The change is primarily due to contractual and inflationary increases in wages and benefits which was mitigated by a reduction in training and development.

Project & Portfolio Delivery net budget for 2024 is \$463,500 for an increase of \$5,800 from 2023. 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 reduction in training and development has also been included based on historical trends.

Infrastructure Operations net budget for 2024 is \$5,248,100 for an increase of \$431,900 from 2023. The change is primarily due to adjustments to contracted services, software maintenance, software as a service, toner, and equipment repairs based on historical trends and vendor contracts. Savings in training, internet, and long-distance expenses partially offset increased costs. Three permanent part-time positions (2.1 FTEs) have been added to accommodate extended hours for the ITS service counter and to complete/close backlogged ITS standard service requests during these hours. One FTE, a Senior Network Administrator was reallocated from the ITS Security Department. Increases for contractual and inflationary obligations to wages and benefits have also been included. A capital impact of \$58,500 for cellular charges has been included due to the Cellular Enablement project. Finally, all increases in program costs have been partially reduced by the reallocation of some contracted services (penetration testing) to IT Security, reflecting the updated requirements of the department to operate under a new service level structure implemented in 2022.

Application Support & Development net budget for 2024 is \$6,765,100 for an increase of \$474,800 from 2023. The change is primarily due to \$301,900 in capital impacts mainly for software services related to the Transit real-time and integrated scheduling upgrades and Plan-IT E-services software. Also included are increases for the service cloud which is partially mitigated with savings for various software maintenance contracts. Finally, contractual, and inflationary increases to wages and benefits, are offset by the reallocation of an Application Support Technician to ITS Security Services.

IT Security net budget for 2024 is \$2,151,100 for an increase of \$875,300 from 2023. The change is primarily due to the ITS department restructure in 2022 resulting in reallocation of contracted services from ITS Infrastructure to the ITS Security department. Personnel expenses include a service level change, adding two new Security Network Administrators to administer the town's cyber security program; and contractual and inflationary increases to wages and benefits were included for all existing positions. Capital impacts of \$150,000 have been added to upgrade the town's enterprise security detection response and identity and access management.

2024 Operating Budget Overview by Component

	2023 Restated Budget	2024 Inflation & Adjustments	2024 Capital and Growth Impacts	2024 Base Budget	\$ Change from 2023	% Change from 2023	2024 Service Level Change	2024 Requested Budget	\$ Change from 2023	% Change from 2023
Information Technology Solutions										
EXPENSES										
Personnel Services & Benefits	7,330,000	405,500		7,735,500	405,500	5.5%	216,500	7,952,000	622,000	8.5%
Materials & Supplies	127,000	90,000		217,000	90,000	70.9%		217,000	90,000	70.9%
Purchased Services	6,388,000	591,500	510,400	7,489,900	1,101,900	17.2%		7,489,900	1,101,900	17.2%
Payments & Grants	45,000			45,000				45,000		
Internal Expenses & Transfers	26,700	-200		26,500	-200	-0.7%		26,500	-200	-0.7%
Total EXPENSES	13,916,700	1,086,800	510,400	15,513,900	1,597,200	11.5%	216,500	15,730,400	1,813,700	13.0%
REVENUES										
External Revenues	-45,000			-45,000				-45,000		
Internal Recovery & Fund Transfers	-653,000	-25,100		-678,100	-25,100	-3.8%		-678,100	-25,100	-3.8%
Total REVENUES	-698,000	-25,100		-723,100	-25,100	-3.6%		-723,100	-25,100	-3.6%
Total Tax Levy	13,218,700	1,061,700	510,400	14,790,800	1,572,100	11.9%	216,500	15,007,300	1,788,600	13.5%

The total expenses for Information Technology Solutions are \$15,730,400 and total revenues are \$723,100 resulting in a net budget of \$15,007,300 in 2024. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$7,952,000 in 2024 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$622,000 from 2023 primarily due to inflationary and contractual increases in salaries and benefits. Additional factors include 4.1 new FTEs, two new Network Security Administrators and three permanent part-time technology support positions.

Materials & Supplies total budget is \$217,000 in 2024 comprised primarily of office supplies and toner. The budget increased by \$90,000 from 2023 primarily due to increased toner costs.

Purchased Services total budget is \$7,489,900 in 2024 comprised primarily of telephone & office services and contract services such as software maintenance and software as a service. The budget increased by \$1,101,900 from 2023 primarily due to analysis completed of all contractual agreements. A net adjustment was made to software maintenance, equipment maintenance, and software-as-a-service along with inflation for a net impact of \$591,500. In addition, impacts from various program capital projects in software maintenance and software as a service of \$510,400 have been included.

Payments & Grants total budget is \$45,000 in 2024 comprised primarily of licensing fees. The budget remained the same from 2023.

Internal Expenses & Transfers total budget is \$26,500 in 2024 comprised primarily of transfers to capital reserves and interdepartmental charges. The budget decreased by \$200 from 2023 primarily due to minor adjustments.

Information Technology Solutions

External Revenue total budget is \$45,000 in 2024 comprised primarily of ITS support to various clubs and organizations. The budget remained the same from 2023.

Internal Recoveries & Fund Transfers total budget is \$678,100 in 2024 comprised primarily of partial recovery of 5 permanent FTE's time spent on capital projects. The budget increased by \$25,100 from 2023 for recoverable increases for wages and benefits from inflationary and contractual agreements.

2025 - 2026 Operating Budget Forecast

	2024 Requested Budget	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)
Information Technology Solutions							
Gross Expenditures by Service							
Administration	424,500	435,200	10,700	2.5%	446,200	11,000	2.5%
Project & Portfolio Delivery	1,078,600	1,105,700	27,100	2.5%	1,133,300	27,600	2.5%
Infrastructure Operations	5,248,100	5,708,600	460,500	8.8%	6,040,100	331,500	5.8%
Application Support & Development	6,828,100	7,512,300	684,200	10.0%	7,883,300	371,000	4.9%
IT Security	2,151,100	2,358,700	207,600	9.7%	2,415,300	56,600	2.4%
Total Gross Expenditures by Service	15,730,400	17,120,500	1,390,100	8.8%	17,918,200	797,700	4.7%
Tax Levy by Service							
Administration	379,500	390,200	10,700	2.8%	401,200	11,000	2.8%
Project & Portfolio Delivery	463,500	472,100	8,600	1.9%	480,700	8,600	1.8%
Infrastructure Operations	5,248,100	5,708,600	460,500	8.8%	6,040,100	331,500	5.8%
Application Support & Development	6,765,100	7,449,300	684,200	10.1%	7,820,300	371,000	5.0%
IT Security	2,151,100	2,358,700	207,600	9.7%	2,415,300	56,600	2.4%
Total Tax Levy by Service	15,007,300	16,378,900	1,371,600	9.1%	17,157,600	778,700	4.8%
Gross Expenditures by Type							
Personnel Services & Benefits	7,952,000	8,219,600	267,600	3.4%	8,419,600	200,000	2.4%
Materials & Supplies	217,000	223,500	6,500	3.0%	230,200	6,700	3.0%
Purchased Services	7,489,900	8,695,900	1,206,000	16.1%	9,288,300	592,400	6.8%
Payments & Grants	45,000	-45,000	-90,000	-200.0%	-46,400	-1,400	-3.1%
Internal Expenses & Transfers	26,500	26,500			26,500		
Total Expenditures	15,730,400	17,120,500	1,390,100	8.8%	17,918,200	797,700	4.7%
Revenues by Type							
External Revenue	-45,000	-45,000			-45,000		
Internal Recoveries & Fund Transfers	-678,100	-696,600	-18,500	-2.7%	-715,600	-19,000	-2.7%
Total Revenues	-723,100	-741,600	-18,500	-2.6%	-760,600	-19,000	-2.6%
Total Tax Levy	15,007,300	16,378,900	1,371,600	9.1%	17,157,600	778,700	4.8%

Information Technology Solutions

2025 - 2026 Budget Forecast Highlights

The 2025 net budget is projected to increase by \$1,371,600 for a total of \$16,378,900. The change is primarily due to impacts from various program capital projects relating to software maintenance, software as a service, and contracted services which are partially mitigated with savings of licenses and repairs of equipment for a total of \$832,200. Also included are inflationary increases to salaries and benefits, materials, and purchased services.

The 2026 net budget is projected to increase by \$778,700 for a total of \$17,157,600. The change is primarily due to inflationary increases to salaries and benefits, materials, and purchased services as well as \$178,000 in impacts from various capital projects for software as a service and software maintenance.

2024 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 2024 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, planned maintenance of corporate applications, upgrades to the Enterprise Payment Program, and implementation and enhancement of strategic priorities in cyber security. Also included is the File Share and Records Enablement project to migrate files to SharePoint Online enabling staff to access files easily on any device.

	Classification	Capital Budget 2024	Operating Impacts 2024
Information Technology Solutions			
36102220 Enterprise Payment Program	Program Initiatives	1,006,000	
36102405 File Share and Records Enablement	Program Initiatives	644,400	
36102407 Identity and Access Management	Program Initiatives	80,400	20,000
36102408 Managed Security Service Provider	Program Initiatives	20,100	130,000
36102409 Operational Technology Segmentation	Program Initiatives	70,500	
36102410 Privileged Access Management	Program Initiatives	70,500	
36102411 Hardware - Servers	Infrastructure Renewal	372,600	
36102412 Software-Large Complex Business Applications	Infrastructure Renewal	1,136,800	
36102413 Software-Other Business Applications	Infrastructure Renewal	131,900	
36102414 Software - Databases	Infrastructure Renewal	158,100	
36102415 Hardware - SAN/Storage/Backup	Infrastructure Renewal	15,100	
36102416 Hardware - Network/Telecom	Infrastructure Renewal	603,600	
36102417 Hardware - Endpoints	Infrastructure Renewal	714,300	
36102418 Hardware - Security Appliances	Infrastructure Renewal	221,500	
36102419 Hardware-Datacentre Power, HVAC, Racks, Other	Infrastructure Renewal	10,100	
36102420 Software - Security	Infrastructure Renewal	10,100	
36102421 Software - IT Management	Infrastructure Renewal	20,100	
36102422 Software - Endpoints	Infrastructure Renewal	25,200	
36102423 Growth - Hardware	Infrastructure Renewal	50,400	
36102424 Growth - Software	Infrastructure Renewal	30,200	
Total		5,391,900	150,000

Legal Services Program Based Budget 2024 - 2026

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:



Legal Services

- 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

Realty Services

- 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

Corporate Hearings & Litigation

- Litigation and advocacy before the courts, administrative tribunals, and other adjudicative authorities

2024 Program Key Initiatives



Community Belonging

- Rental Housing Protection By-law and Demolition Control By-law to safeguard and improve rental housing supply in Oakville, especially affordable rental housing stock, and provide enhanced tenant protection.



Accountable Government

- Provide continuing legal services and advice to Council and staff regarding legislative and regulatory changes, including significant Municipal Act and Planning Act amendments.

Key Performance Indicators

1. Percentage of gross operating budget

2019	2020	2021	2022	2023
1.0%	1.0%	1.0%	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

2019	2020	2021	2022	2023
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

2019	2020	2021	2022	2023
22	30	18	16	16 (As of September 19, 2023)
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

2019	2020	2021	2022	2023
\$23,289,093	\$10,840,680	\$31,977,700	\$7,048,708	\$16,073,200 (As of September 13, 2023)
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

2019	2020	2021	2022	2023
93%	82%	86%	92%	94% (As of September 14, 2023)
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	2023 Restated FTE	2024 Adjustments & Reallocations	2024 Service Level Change	2024 Growth and Capital	2024 Total FTE	Net Change 2024 vs 2023
Services/Activities:						
Legal Services	9.3	-	-	-	9.3	-
Realty Services	1.0	-	-	-	1.0	-
Corporate Hearings & Litigation	-	-	-	-	-	-
Total Legal Services	10.3	-	-	-	10.3	-

The 2024 total staff complement is 10.3 FTE's. The complement is unchanged from 2023.

2024 Operating Budget Overview by Service

	2023 Restated Budget	2024 Inflation & Adjustments	2024 Capital and Growth Impacts	2024 Base Budget	\$ Change from 2023	% Change from 2023	2024 Service Level Change	2024 Requested Budget	\$ Change from 2023	% Change from 2023
Legal Services										
Legal Services	1,722,000	61,800		1,783,800	61,800	3.6%		1,783,800	61,800	3.6%
Realty Services	256,000	5,400		261,400	5,400	2.1%		261,400	5,400	2.1%
Corporate Hearings & Litigation	500,000			500,000				500,000		
Total Tax Levy	2,478,000	67,200		2,545,200	67,200	2.7%		2,545,200	67,200	2.7%

The 2024 net budget for Legal Services is \$2,545,200 resulting in an increase of \$67,200 or 2.7% from 2023.

Legal Services net budget for 2024 is \$1,783,800 for an increase of \$61,800 from 2023. The change is primarily due to inflationary adjustments to salary and benefits and an increase to training and registration and filing fees. The budget for internal labour recovery has decreased for services provided to Municipal Enforcement.

Realty Services net budget for 2024 is \$261,400 for an increase of \$5,400 from 2023. The change is primarily due to inflationary increases to salary and benefits and a decrease to membership dues.

Corporate Hearings & Litigation net budget for 2024 is \$500,000 with no change from 2023.

Legal Services

2024 Operating Budget Overview by Component

	2023 Restated Budget	2024 Inflation & Adjustments	2024 Capital and Growth Impacts	2024 Base Budget	\$ Change from 2023	% Change from 2023	2024 Service Level Change	2024 Requested Budget	\$ Change from 2023	% Change from 2023
Legal Services										
EXPENSES										
Personnel Services & Benefits	1,816,400	58,900		1,875,300	58,900	3.2%		1,875,300	58,900	3.2%
Materials & Supplies	53,000	2,500		55,500	2,500	4.7%		55,500	2,500	4.7%
Purchased Services	678,900	5,100		684,000	5,100	0.8%		684,000	5,100	0.8%
Payments & Grants	5,100	1,000		6,100	1,000	19.6%		6,100	1,000	19.6%
Total EXPENSES	2,553,400	67,500		2,620,900	67,500	2.6%		2,620,900	67,500	2.6%
REVENUES										
External Revenues	-21,500	-1,000		-22,500	-1,000	-4.7%		-22,500	-1,000	-4.7%
Internal Recovery & Fund Transfers	-53,900	700		-53,200	700	1.3%		-53,200	700	1.3%
Total REVENUES	-75,400	-300		-75,700	-300	-0.4%		-75,700	-300	-0.4%
Total Tax Levy	2,478,000	67,200		2,545,200	67,200	2.7%		2,545,200	67,200	2.7%

The total expenses for Legal Services are \$2,620,900 and total revenues are \$75,700 resulting in a net budget of \$2,545,200 in 2024. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$1,875,300 in 2024 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$58,900 from 2023 primarily due to inflationary increases to salary and benefits.

Materials & Supplies total budget is \$55,500 in 2024 comprised primarily of postage, office supplies, books and periodicals. The budget increased by \$2,500 from 2023 due to an increase for books and periodicals.

Purchased Services total budget is \$684,000 in 2024 comprised primarily of legal fees, professional fees, insurance and various employee costs including mileage, training and professional dues. The budget increased by \$5,100 from 2023 due to an increase for training and insurance.

Payments & Grants total budget is \$6,100 in 2024 comprised primarily of registration and filing fees. The budget increased by \$1,000 from 2023 for registration and filing fees.

External Revenue total budget is \$22,500 in 2024 comprised primarily of service fees and miscellaneous recoveries. The budget increased by \$1,000 from 2023 for miscellaneous recoveries and development agreement fees.

Legal Services

Internal Recoveries & Fund Transfers total budget is \$53,200 in 2024 comprised primarily of internal labour recovery. The budget decreased by \$700 from 2023 primarily due to the decrease for the labour recovery from Municipal Enforcement for services provided by Screening Officers.

2025 - 2026 Operating Budget Forecast

	2024 Requested Budget	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)
Legal Services							
Gross Expenditures by Service							
Legal Services	1,839,500	1,887,700	48,200	2.6%	1,937,000	49,300	2.6%
Realty Services	281,400	288,800	7,400	2.6%	296,300	7,500	2.6%
Corporate Hearings & Litigation	500,000	500,000			500,000		
Total Gross Expenditures by Service	2,620,900	2,676,500	55,600	2.1%	2,733,300	56,800	2.1%
Tax Levy by Service							
Legal Services	1,783,800	1,831,900	48,100	2.7%	1,881,100	49,200	2.7%
Realty Services	261,400	268,800	7,400	2.8%	276,300	7,500	2.8%
Corporate Hearings & Litigation	500,000	500,000			500,000		
Total Tax Levy by Service	2,545,200	2,600,700	55,500	2.2%	2,657,400	56,700	2.2%
Gross Expenditures by Type							
Personnel Services & Benefits	1,875,300	1,922,100	46,800	2.5%	1,970,000	47,900	2.5%
Materials & Supplies	55,500	57,100	1,600	2.9%	58,700	1,600	2.8%
Purchased Services	684,000	691,000	7,000	1.0%	698,100	7,100	1.0%
Payments & Grants	6,100	6,300	200	3.3%	6,500	200	3.2%
Total Expenditures	2,620,900	2,676,500	55,600	2.1%	2,733,300	56,800	2.1%
Revenues by Type							
External Revenue	-22,500	-22,600	-100	-0.4%	-22,700	-100	-0.4%
Internal Recoveries & Fund Transfers	-53,200	-53,200			-53,200		
Total Revenues	-75,700	-75,800	-100	-0.1%	-75,900	-100	-0.1%
Total Tax Levy	2,545,200	2,600,700	55,500	2.2%	2,657,400	56,700	2.2%

2025 - 2026 Budget Forecast Highlights

The 2025 net budget is projected to increase by \$55,500 for a total of \$2,600,700. The change is primarily due to inflationary increases to the costs for delivering services.

Legal Services

The 2026 net budget is projected to increase by \$56,700 for a total of \$2,657,400. The change is primarily due to inflationary increases to the costs for delivering services.

2024 Recommended Capital Budget

The 2024 capital budget for Legal Services has a capital budget for the continuation 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 2024	Operating Impacts 2024
Legal			
35102301 Land Acquisition and Disposition Strategy	Program Initiatives	100,700	
Total		100,700	

Strategic Business Services Program Based Budget 2024 - 2026

Vision

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

Mission

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

Program Services

Strategic Business Services provides services through the following activities:



Strategic Business Solutions

- Geospatial Information & Data Management
- Data Analytics & Visualization
- Business Solutions Management
- Continuous Improvement Management

2024 Program Key Initiatives



Accountable Government

- Continue implementation of electronic plan review for planning and development
- Develop and implement online solutions for film and patio permits
- Implement changes to online services to comply with legislative changes (Bill 23, 97)
- Begin implementation of the property development digital plan
- Enhance 3D visualization products to support planning
- Continue to implement interactive mapping applications

Key Performance Indicators

1. Percentage of gross operating budget

2019	2020	2021	2022	2023
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

2019	2020	2021	2022	2023
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. Percentage of projects and service requests completed based on total submitted

2019	2020	2021	2022	2023
85%	90%	85%	90%	85% (August , 2023)
Purpose: Projects and service requests completed increase the effectiveness and efficiency of the program areas that SBS supports.				
Calculation: As per Strategic Business Services (SBS) Service Request & Project Tracking Systems.				

Staffing Overview

Program: Strategic Business Services	2023 Approved FTE	2024 Adjustments Reallocations	2024 Service Level Change	2024 Growth and Capital	2024 Total FTE	Net Change 2024 vs 2023
Strategic Business Services	10.0	-	1.0	-	11.0	0.0
Total Strategic Business Services	10.0	0.0	1.0	0.0	11.0	0.0

The 2024 total staff complement is 11 FTEs resulting in an increase of 1.0 FTEs from 2023. A Strategic Business Advisor has been added to help mitigate pressures in the Community Development Commission from changes in provincial legislation.

2024 Operating Budget Overview by Service

	2023 Restated Budget	2024 Inflation & Adjustments	2024 Capital and Growth Impacts	2024 Base Budget	\$ Change from 2023	% Change from 2023	2024 Service Level Change	2024 Requested Budget	\$ Change from 2023	% Change from 2023
Strategic Business Services										
Strategic Business Services	342,000	-3,200		338,800	-3,200	-0.9%	150,500	489,300	147,300	43.1%
Total Tax Levy	342,000	-3,200		338,800	-3,200	-0.9%	150,500	489,300	147,300	43.1%

The program provides support to the Community Development Commission (CDC) and Community Infrastructure Commission (CIC).

Strategic Business Services net budget for 2024 is \$489,300 for an increase of \$147,300 or 43.1% from 2023. The increase is primarily due to a service level change, adding a Strategic Business Advisor to assist with the increased workload from provincial housing legislative changes. 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.

2024 Operating Budget Overview by Component

	2023 Restated Budget	2024 Inflation & Adjustments	2024 Capital and Growth Impacts	2024 Base Budget	\$ Change from 2023	% Change from 2023	2024 Service Level Change	2024 Requested Budget	\$ Change from 2023	% Change from 2023
Strategic Business Services										
EXPENSES										
Personnel Services & Benefits	1,317,200	51,000		1,368,200	51,000	3.9%	150,500	1,518,700	201,500	15.3%
Materials & Supplies	800			800				800		
Capital out of Operations	1,100			1,100				1,100		
Purchased Services	20,000			20,000				20,000		
Total EXPENSES	1,339,100	51,000		1,390,100	51,000	3.8%	150,500	1,540,600	201,500	15.0%
REVENUES										
Internal Recovery & Fund Transfers	-997,100	-54,200		-1,051,300	-54,200	-5.4%		-1,051,300	-54,200	-5.4%
Total REVENUES	-997,100	-54,200		-1,051,300	-54,200	-5.4%		-1,051,300	-54,200	-5.4%
Total Tax Levy	342,000	-3,200		338,800	-3,200	-0.9%	150,500	489,300	147,300	43.1%

The total expenses for Strategic Business Services are \$1,540,600 and total revenues are \$1,051,300 resulting in a net budget of \$489,300 in 2024. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$1,518,700 in 2024 comprised primarily of full-time wages and benefits. The budget increased by \$201,500 from 2023 primarily due to the addition of one new FTE as well as inflationary and contractual increases.

Materials & Supplies total budget is \$800 in 2024 comprised primarily of office supplies and periodicals. The budget remained the same from 2023.

Capital out of Operations total budget is \$1,100 in 2024 comprised primarily of computer hardware. The budget remained the same from 2023.

Purchased Services total budget is \$20,000 in 2024 comprised primarily of training and professional dues. The budget remained the same from 2023.

Internal Recoveries & Fund Transfers total budget is \$1,051,300 in 2024 comprised primarily of time spent on activities that are fee recoverable. The budget increased by \$54,200 from 2023 due to increased recovery related to adding a Strategic Business Advisor and inflationary increases.

Strategic Business Services

2025 - 2026 Operating Budget Forecast

	2024 Requested Budget	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)	2026 Requested Forecast	2025 - 2026 Change (\$)	2025 - 2026 Change (%)
Strategic Business Services							
Gross Expenditures by Service							
Strategic Business Services	1,540,600	1,578,900	38,300	2.5%	1,618,000	39,100	2.5%
Total Gross Expenditures by Service	1,540,600	1,578,900	38,300	2.5%	1,618,000	39,100	2.5%
Tax Levy by Service							
Strategic Business Services	489,300	499,100	9,800	2.0%	508,900	9,800	2.0%
Total Tax Levy by Service	489,300	499,100	9,800	2.0%	508,900	9,800	2.0%
Gross Expenditures by Type							
Personnel Services & Benefits	1,518,700	1,556,500	37,800	2.5%	1,595,100	38,600	2.5%
Materials & Supplies	800	800			800		
Capital out of Operations	1,100	1,100			1,100		
Purchased Services	20,000	20,500	500	2.5%	21,000	500	2.4%
Total Expenditures	1,540,600	1,578,900	38,300	2.5%	1,618,000	39,100	2.5%
Revenues by Type							
Internal Recoveries & Fund Transfers	-1,051,300	-1,079,800	-28,500	-2.7%	-1,109,100	-29,300	-2.7%
Total Revenues	-1,051,300	-1,079,800	-28,500	-2.7%	-1,109,100	-29,300	-2.7%
Total Tax Levy	489,300	499,100	9,800	2.0%	508,900	9,800	2.0%

2025 - 2026 Budget Forecast Highlights

The 2025 net budget is projected to increase by \$9,800 for a total of \$499,100. The change is primarily due to inflationary increases in the cost of delivering services.

The 2026 net budget is projected to increase by \$9,800 for a total of \$508,900. The change is primarily due to inflationary increases in the cost of delivering services.

Strategic Business Services

Corporate Revenue and Expenses

Program Based Budget

2024 – 2026

Vision

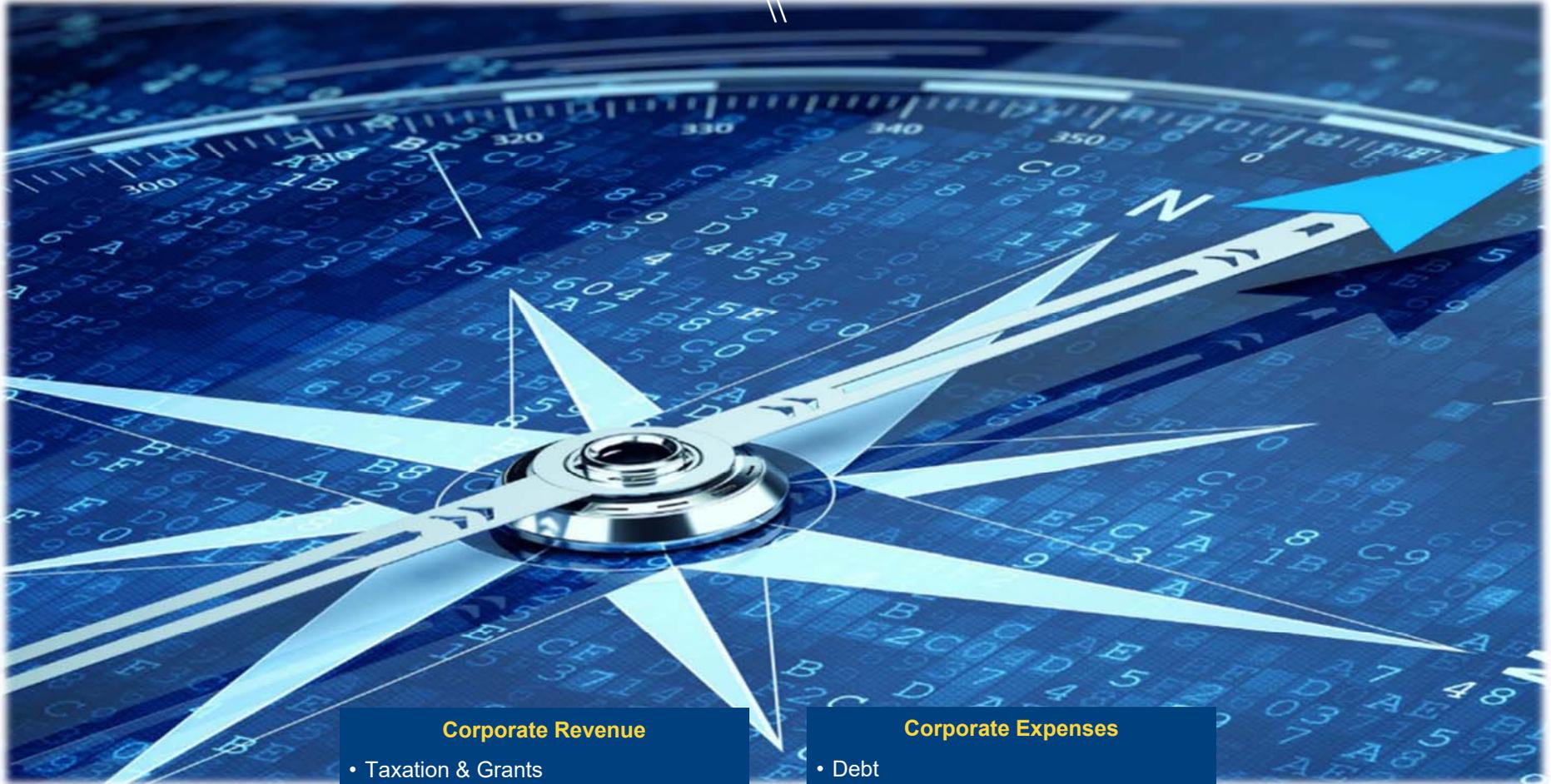
- The Corporate Revenue and Expenses program pertains to the town operations as a whole and includes all revenues and expenditures not identified within specific programs.

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**
- Taxation & Grants
 - Payments-in-lieu of Tax
 - Fines and Penalties
 - Interest Earned
 - Miscellaneous Revenues

- Corporate Expenses**
- Debt
 - Capital Funding
 - Corporate Expenses
 - WSIB Self Insurance
 - Town Grants

Corporate Revenue and Expenses

2024-2026 Operating Budget Overview by Component

	2023	2024	2024	2024	2024	2024	\$ Change	% Change	2025	2024-2025	2026	2025-2026
	Restated	Inflation and	Capital and	Base	Service Level	Requested	from	from	Forecast	Change	Forecast	Change
	Budget	Adjustments	Growth Impacts	Budget	Change	Budget	2023	2023		(%)		(%)
Corporate Expenses												
Personnel Services & Benefits	1,104,600	-448,500		656,100		656,100	-448,500	-40.6%	1,108,800	69.0%	1,179,300	6.4%
Materials & Supplies	5,000	0		5,000		5,000	0	0.0%	5,200	4.0%	5,400	3.8%
Purchased Services	2,565,800	218,300		2,784,100		2,784,100	218,300	8.5%	2,837,700	1.9%	2,892,900	1.9%
Payments & Grants	8,522,000	755,200		9,277,200		9,277,200	755,200	8.9%	14,623,500	57.6%	15,530,500	6.2%
Internal Expenses & Transfers	71,931,000	23,447,400		95,378,400		95,378,400	23,447,400	32.6%	92,371,300	-3.2%	91,439,700	-1.0%
Total Corporate Expenses	84,128,400	23,972,400		108,100,800		108,100,800	23,972,400	28.5%	110,946,500	2.6%	111,047,800	0.1%
Corporate Revenue												
Supplementary Taxes	1,250,000	1,200,000		2,450,000		2,450,000	1,200,000	96.0%	2,450,000	0.0%	2,450,000	0.0%
Payments-in-lieu of Tax	4,474,700			4,474,700		4,474,700	0	0.0%	4,474,700	0.0%	4,474,700	0.0%
POA Halton Court Fines	366,000	3,400		369,400		369,400	3,400	0.9%	380,500	3.0%	391,900	3.0%
ASE Program Revenue	929,400	898,700		1,828,100		1,828,100	898,700	0.0%	2,793,600	52.8%	2,877,400	3.0%
Penalties & Interest on Tax	3,300,000	700,000		4,000,000		4,000,000	700,000	21.2%	4,000,000	0.0%	4,000,000	0.0%
Interest Income	16,772,200	22,075,700		38,847,900		38,847,900	22,075,700	131.6%	38,821,000	-0.1%	38,792,600	-0.1%
Hydro Dividend	6,100,000			6,100,000		6,100,000	0	0.0%	6,100,000	0.0%	6,100,000	0.0%
Fund Transfers	12,129,200	-1,163,600	28,500	10,994,100		10,994,100	-1,135,100	-9.4%	15,011,800	36.5%	14,845,700	-1.1%
Internal Recoveries and Other	7,912,500	177,000		8,089,500		8,089,500	177,000	2.2%	8,299,800	2.6%	8,516,400	2.6%
Total Corporate Revenue	53,234,000	23,891,200	28,500	77,153,700		77,153,700	23,919,700	44.9%	82,331,400	6.7%	82,448,700	0.1%
Total Tax Levy	30,894,400	81,200	-28,500	30,947,100		30,947,100	52,700	0.2%	28,615,100	-7.5%	28,599,100	-0.1%
TAXATION	239,760,700	19,498,500		259,259,200		259,259,200	19,498,500	8.1%	271,157,600	4.6%	281,243,700	3.7%

Corporate Expenses consist primarily of personnel related corporate costs in Personnel Services & Benefits; postage and other supplies in Materials & Supplies; 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 \$23,972,400 or 28.5% from 2023 to 2024. This is primarily due to the 1% capital levy increase and the additional interest income budgeted as a transfer to reserves and reserve funds. The additional interest income is reflected in the Corporate Revenue section.

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; Automated Speed Enforcement (ASE) Program Revenue for the expected revenue for the program; 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 \$23,919,700 or 44.9% from 2023 to 2024 primarily due to additional interest income given the higher interest rates. Other significant budget drivers include adjustments to Supplementary Taxes, ASE Program Revenue, and Penalties & Interest on Tax to reflect expected revenue in 2024.

Corporate Revenue and Expenses

Appendix I

Schedule of Full-time Equivalent Complement

Summary of Total 2024 FTE by Program (rounded to 0.1 FTE)

Program	Full-time Restated	Part-time Restated	Reallocations and Adjustments	Service Level Change	Capital Impact and Growth	2024 Proposed FTE
Political Governance	11.0	0.3	-	-	-	11.3
Administrative Executive Leadership	11.0	-	-	3.0	-	14.0
Strategy, Policy and Communications	28.0	4.3	-	5.0	-	37.3
Economic Development	4.0	-	-	-	0.3	4.3
Human Resources	17.0	0.1	-	-	2.0	19.1
Regulatory Services	6.0	0.3	-	1.0	-	7.3
Municipal Enforcement	11.5	0.3	-	-	-	11.8
Corporate Asset Management	13.0	-	-	-	-	13.0
Financial Services	52.0	1.6	-	-	-	53.6
Legal Services	8.6	1.7	-	-	-	10.3
Information Technology Solutions	54.0	4.1	2.1	2.0	-	62.2
Facility Services	21.0	1.0	80.5	1.0	-	103.5
Emergency Services	250.0	0.4	-	-	-	250.4
Recreation and Culture	149.0	221.7	(81.5)	-	-	289.2
Parks & Open Space	82.1	87.7	0.3	-	5.3	175.4
Cemeteries	3.7	1.7	-	-	-	5.4
Harbours	10.0	9.5	(0.1)	-	-	19.4
Infrastructure Maintenance	104.3	39.0	-	-	2.4	145.7
Infrastructure Planning & Improvements	29.0	3.4	-	-	3.0	35.4
Parking	19.9	1.6	-	4.0	-	25.5
Oakville Transit	185.0	56.2	0.2	-	3.5	244.9
Strategic Business Services	10.0	-	-	1.0	-	11.0
Building Services	44.0	1.5	-	2.0	-	47.5
Planning Services	32.0	0.6	-	-	-	32.6
Development Services	22.0	1.5	-	4.0	-	27.5
Other	5.0	-	1.0	-	-	6.0
Total - Town	1,183.0	438.4	2.6	23.0	16.5	1,663.6
Oakville Public Library	56.0	54.0	(0.6)	-	1.0	110.4
Forestry Temporary Arborists	2.0	-	-	-	-	2.0
Building Temporary Positions	4.0	-	-	-	-	4.0
Consolidated Total	1,245.0	492.5	2.0	23.0	17.5	1,780.0

Schedule of Continuous Full-time Positions (rounded to 0.1 FTE)

Program	2022 Restated	2023 Restated	Reallocations and Adjustments	Service Level Change	Capital Impact and Growth	2024 Proposed FTE
Political Governance	9.0	11.0	-	-	-	11.0
Administrative Executive Leadership	11.0	11.0	-	3.0	-	14.0
Strategy, Policy and Communications	26.0	28.0	-	5.0	-	33.0
Economic Development	4.0	4.0	-	-	-	4.0
Human Resources	16.0	17.0	-	-	2.0	19.0
Regulatory Services	6.0	6.0	-	1.0	-	7.0
Municipal Enforcement	11.5	11.5	-	-	-	11.5
Corporate Asset Management	13.0	13.0	-	-	-	13.0
Financial Services	50.0	52.0	-	-	-	52.0
Legal Services	8.6	8.6	-	-	-	8.6
Information Technology Solutions	54.0	54.0	-	2.0	-	56.0
Facility Services	21.0	21.0	74.0	1.0	-	96.0
Emergency Services	250.0	250.0	-	-	-	250.0
Recreation and Culture	149.0	149.0	(75.0)	-	-	74.0
Parks & Open Space	81.1	82.1	-	-	4.1	86.2
Cemeteries	3.7	3.7	-	-	-	3.7
Harbours	10.0	10.0	-	-	-	10.0
Infrastructure Maintenance	100.3	104.3	-	-	3.9	108.2
Infrastructure Planning & Improvements	27.8	29.0	-	-	3.0	32.0
Parking	20.2	19.9	-	4.0	-	23.9
Oakville Transit	212.0	185.0	-	-	1.0	186.0
Strategic Business Services	10.0	10.0	-	1.0	-	11.0
Building Services	43.0	44.0	-	2.0	-	46.0
Planning Services	29.0	32.0	-	-	-	32.0
Development Services	23.0	22.0	-	4.0	-	26.0
Other	3.0	5.0	1.0	-	-	6.0
Total - Town	1,192.0	1,183.0	-	23.0	14.0	1,220.0
Oakville Public Library	54.0	56.0	2.0	-	1.0	59.0
Forestry Temporary Arborists	2.0	2.0	-	-	-	2.0
Building Temporary Positions	4.0	4.0	-	-	-	4.0
Consolidated Total	1,252.0	1,245.0	2.0	23.0	15.0	1,285.0

Schedule of Seasonal and Part-time Staff Stated as Full-time Equivalents (rounded to 0.1 FTE)

Program	2022 Restated	2023 Restated	Reallocations and Adjustments	Service Level Change	Capital Impact and Growth	2024 Proposed FTE
Political Governance	0.3	0.3	-	-	-	0.3
Administrative Executive Leadership	-	-	-	-	-	-
Strategy, Policy and Communications	3.9	4.3	-	-	-	4.3
Economic Development	-	-	-	-	0.3	0.3
Human Resources	0.1	0.1	-	-	-	0.1
Regulatory Services	0.3	0.3	-	-	-	0.3
Municipal Enforcement	0.3	0.3	-	-	-	0.3
Corporate Asset Management	-	-	-	-	-	-
Financial Services	1.6	1.6	-	-	-	1.6
Legal Services	1.3	1.7	-	-	-	1.7
Information Technology Solutions	4.1	4.1	2.1	-	-	6.2
Facility Services	1.0	1.0	6.5	-	-	7.5
Emergency Services	0.4	0.4	-	-	-	0.4
Recreation and Culture	220.0	221.7	(6.5)	-	-	215.2
Parks & Open Space	82.9	87.7	0.3	-	1.2	89.2
Cemeteries	1.7	1.7	-	-	-	1.7
Harbours	9.0	9.5	(0.1)	-	-	9.4
Infrastructure Maintenance	40.0	39.0	-	-	(1.5)	37.5
Infrastructure Planning & Improvements	3.4	3.4	-	-	-	3.4
Parking	1.6	1.6	-	-	-	1.6
Oakville Transit	25.5	56.2	0.2	-	2.5	58.9
Strategic Business Services	-	-	-	-	-	-
Building Services	1.5	1.5	-	-	-	1.5
Planning Services	0.0	0.6	-	-	-	0.6
Development Services	1.5	1.5	-	-	-	1.5
Other	-	-	-	-	-	-
Total - Town	400.4	438.4	2.6	-	2.5	443.6
Oakville Public Library	54.3	54.0	(2.6)	-	-	51.4
Consolidated Total	454.7	492.5	0.0	-	2.5	495.0

Appendix II

Schedule of Reserves, Reserve Funds and Debt

2024 Projected Reserves, Reserve Funds Balance (\$ Millions)

Reserve/Reserve Fund	Projected 2023 Ending Balance	2024 Activity					Interest	Projected 2024 Ending Balance
		Transfers to/(from) Reserve from Operating	Capital Commitments ¹	Development Charges/ Revenues	Debt Financing	Total		
Obligatory Reserve Funds:								
Development Charges	245.5	(2.1)	(169.9)	65.7	-	139.1	5.4	144.6
Parkland	88.4	-	(24.5)	4.0	-	67.9	2.0	69.8
Community Benefits Charge ²	8.1	-	(0.5)	2.8	-	10.5	0.2	10.7
CCBF ³ /Ontario Gas Tax	28.2	(1.9)	(35.5)	9.3	-	0.0	0.4	0.4
sub-total	370.2	(4.0)	(230.5)	81.8	-	217.5	8.0	225.5
Discretionary Reserve Funds:								
Town Building Replacement	16.1	5.2	(8.1)	-	-	13.2	0.4	13.6
Parking	0.1	(0.0)	(1.5)	-	-	(1.5)	-	(1.5)
Harbours	(6.3)	0.4	(0.5)	0.0	-	(6.3)	-	(6.3)
Employment Liability	26.7	0.4	-	-	-	27.0	0.7	27.7
Other	0.3	0.0	-	-	-	0.3	0.0	0.3
sub-total	36.9	6.0	(10.1)	0.0	-	32.8	1.0	33.8
Total Reserve Funds	407.1	1.9	(240.6)	81.8	-	250.2	9.0	259.3
Town Reserves:								
Operational Reserves	43.4	4.8	(3.2)	0.5	-	45.5	-	45.5
Equipment Reserves	9.9	14.8	(18.6)	-	-	6.1	0.2	6.3
Capital Reserves	142.0	59.9	(77.0)	(0.0)	-	124.8	3.3	128.2
Stabilization Reserves	84.2	0.7	-	-	-	84.9	-	84.9
Total Reserves	279.4	80.2	(98.8)	0.5	-	261.3	3.5	264.8
Total Reserves, Reserve Funds	686.5	82.1	(339.3)	82.3	-	511.5	12.6	524.1

* 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) Community Benefits Charge (CBC) includes Bonus Zoning, CBC collections and balance from the prior Parking DC's.

3) Canada Community-Building Fund (CCBF), formerly known as Federal Gas Tax.

2024 Projected Outstanding Debt Principal (\$ '000s)

	2023 Outstanding Debt	Prior Year Debt Approved Not Issued Yet	2024 Proposed Debt	2024 Debt Principal Payment	2024 Projected Outstanding Debt
Tax Levy Supported Debt:					
Roads	3,707	-	-	508	3,199
LED Streetlight Conversion	5,301	-	-	1,108	4,192
Transit	-	18,000	-	-	18,000
sub-total	\$ 9,008	\$ 18,000	\$ -	\$ 1,616	\$ 25,392
Self Supported Debt:					
Harbours	1,672	2,637	237	295	4,251
Development (16 Mile)	9,130	41,000	-	893	49,237
Parking	-	4,093	-	-	4,093
Pine Glen Soccer Club	4,135	-	-	556	3,579
sub-total	\$ 14,937	\$ 47,730	\$ 237	\$ 1,744	\$ 61,159
Hospital Debt:					
Oakville Trafalgar Memorial Hospital ¹	76,361	-	-	1,816	74,544
sub-total	\$ 76,361	\$ -	\$ -	\$ 1,816	\$ 74,544
TOTAL	\$ 100,306	\$ 65,730	\$ 237	\$ 5,176	\$ 161,095

1) Debt Principal Payment for Oakville Trafalgar Memorial Hospital reflects the contribution to the sinking fund.