

# Town of Oakville 2019-2028 Capital Forecast and Financing Plan



# Executive Summary

## Introduction

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

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

The 2019-2028 capital forecast and financing strategy continues to implement objectives set out in the various master plans and asset management plans which are built on the foundation of Council's strategic goals. Over the past several months, staff have been reviewing capital plans and making revisions to timing of projects and cost estimates to reflect recent pricing information. As a result, there were several pressures that had to be accommodated such as rising cost of materials, impacts of housing development on development charge revenues and capacity to deliver projects in a timely manner.

Many of the materials and supplies that are construction related are driven by market conditions and more recently tariffs. Over the past year, the construction price index for Toronto has increased by 5.2% from Q3 2017 to Q3 2018 resulting in a significant impact on the cost of materials. In particular, many of the projects for roads and facilities have seen increased pricing estimates in the 10 – 20% range. In addition, over the course the year staff have been monitoring housing development in comparison to the projections in the 2018 Development Charges (DC) study. The 2017 and 2018 results indicate that residential and multi-residential units are well below expected levels which results in lower than anticipated DC funding available. Finally, with the number of large construction projects being undertaken in the next few years, a strategic approach was taken to overall project management to ensure realistic delivery/completion dates for projects.



# Executive Summary

## Capital Budget Development/Program Needs

Overall, the 2019-2028 capital forecast and financing plan identifies the capital needs necessary to ensure service levels are maintained for the various programs offered across the town. A comprehensive capital forecast not only plans for renewal and replacement of existing infrastructure used to support town services, but also takes into consideration future needs. Plans also need to set out desired service levels and outcomes to be achieved from each asset category while aligning appropriate financial strategies to ensure fiscal health of the municipality is maintained. Determining how available funding should be allocated towards each of the capital related activities can be a difficult task. Strategies on how to evaluate or prioritize capital projects within the town have been developed which consider the benefit of the project to the community, health and safety or legislative requirements and alignment of the project with council's strategic goals.

The 2019-2028 Infrastructure Renewal portion of the capital forecast has been developed using asset specific data in the Corporate Information System (CIS). Annual condition assessments of the various asset categories have been incorporated into the budget process and guide the decision making along with age of the asset and type of use/demand on the asset. The Growth, Strategic Priorities and Community Enhancement portions of the capital forecast incorporate projects identified through one or more of the town's multi-year master plans that were developed to support the development and future outlook of the town.

Major elements include:

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

# Executive Summary

## Capital Budget Framework

The 2019-2028 capital forecast is built on a framework based on “drivers” in which to review and assess capital project needs. All financial tools available to the town need to be managed as a whole with the overall fiscal picture in mind. Therefore, the framework which was developed grouped projects into 5 categories:

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

Located on the town’s website are the Asset Management Plan as well as project detail sheets for each capital project in the 2019-2028 capital forecast and include the project description, capital budget by year and project financing. Also on the website is a link to an interactive GIS map which plots various 2019 capital projects on the map illustrating the location and access to the detailed information about the project.

# Executive Summary

## Capital Financing Policies and Assumptions

The 2019-2028 capital forecast and financing plan has been developed with the following financing policies and assumptions. These financial strategies form the basis of the town's strong financial position and are monitored to ensure the town's long-term financial position is sustained into the future:

- Debt re-payment levels including the hospital commitment remain within the council approved policy limits;
- Outstanding debt to reserve levels do not exceed the 1:1 ratio required to maintain AAA credit rating;
- The 1% Capital levy increase is maintained over the 10 year period;
- Timing of Growth projects aligns with anticipated residential and non-residential development;
- Development Charge reserve funds maintain a surplus position;
- Capital reserves are maintained at sufficient levels to minimize risk, support future initiatives and provide for unknown contingencies;
- Equipment reserves are maintained at sufficient levels to support on-going life cycle replacements;
- Building replacement reserve contributions are maintained and as new facilities are built contributions are increased phased over 5 years.

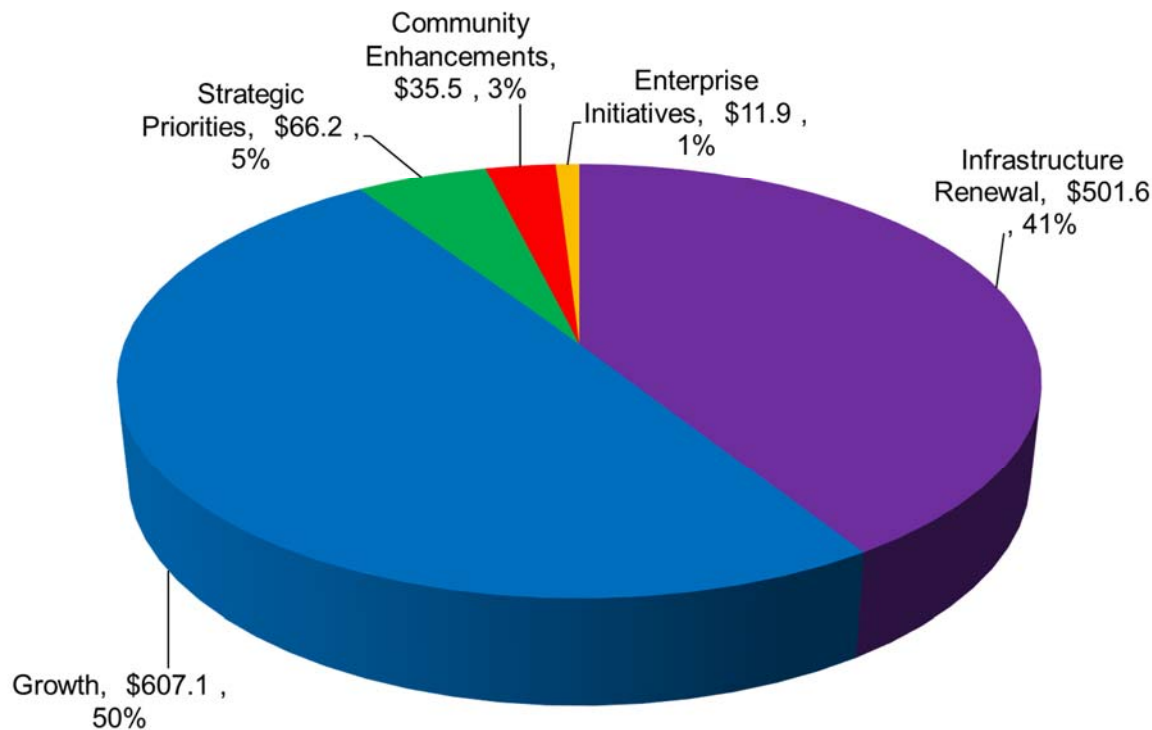


# Capital Budget Overview and Financing Summary

## 2019-2028 Capital Plan by Category

The 2019-2028 capital forecast and financial plan continues to implement objectives set out in the various master plans and strategic goals while maintaining fiscal sustainability and ensuring fiscal policies are adhered to. This next section will provide an overview of the 10 Year capital program and financing strategy. The 2019-2028 capital forecast totals \$1.2 billion over 10 years, of which \$116.3 million in gross expenditures is recommended for 2019. The following chart illustrates a breakdown of the total ten year program by category.

### 2019-2028 Capital Plan by Category (millions)



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

# Capital Budget Overview and Financing Summary

## Infrastructure Renewal, \$501.6 million



As illustrated in the chart, the forecast for Infrastructure Renewal is \$501.9 million representing 41% of the total budget. Infrastructure renewal projects consist of various repairs and replacement for town facilities, vehicles and equipment as well as continuous improvements to roads, bridges, park amenities and systems and network infrastructure. These projects are necessary in order to ensure that the town's existing infrastructure remains in a state of good repair so that service delivery to Oakville residents is not impacted. Significant Infrastructure Renewal investments include:

- Facility Renewal - \$106.6M
- Vehicle & Equipment Replacements - \$102.1M
- Road Preservation Program - \$98.5M
- Storm Water and Erosion Control - \$53.8M
- Park & Trail Rehabilitation - \$49.7M
- Road & Bridge Improvements - \$40.9M

## Growth, \$607.1 million



Projects supporting growth of the town are of great importance with \$607.1 million allocated in this category and represent the largest portion of the budget with 50% allocated in this category. As the town grows it is important that new infrastructure is in place to maintain current levels of service for its residents. Funding for new growth infrastructure has been allocated to:

- Kerr Street Widening and Grade Separation - \$52.3M
- New Parks and Parkettes - \$41.5M
- New Buses, Vehicles and Equipment - \$38.9M
- Fire Stations 4, 8 and 9 - \$33.2M
- 6<sup>th</sup> Line – Dundas to William Halton Parkway - \$22.1
- Sixteen Mile Community Centre - \$22.0M
- Burloak Drive Grade Separation - \$15.5M

# Capital Budget Overview and Financing Summary

## Strategic Priorities, \$66.2 million



These are projects that have been initiated by staff in order to achieve the goals set out in Council's strategic plan. Funding for this category totals \$66.2 million. Significant projects include:

- Downtown Lakeshore Reconstruction/Streetscape - \$21.6M
- EAB Management and Tree Renewal Program - \$17.8M
- Web Based Services, Phase 2 - \$4.4M

## Community Enhancements, \$35.5 million



This category includes \$35.5 million in improvements or enhancements to the community that increase the current level of service but are not entirely driven by growth. The timing of these projects has been carefully reviewed to ensure they are co-ordinated with other developments and include the following:

- South East Community Centre - \$29.6M
- Park and Trail Improvements - \$4.2M



# Capital Budget Overview and Financing Summary

## Enterprise Initiatives, \$11.9 million



A total of \$11.9 million has been included in the capital plan to support ongoing initiatives in the town's three self-supported programs: Harbours, Cemeteries and Parking.

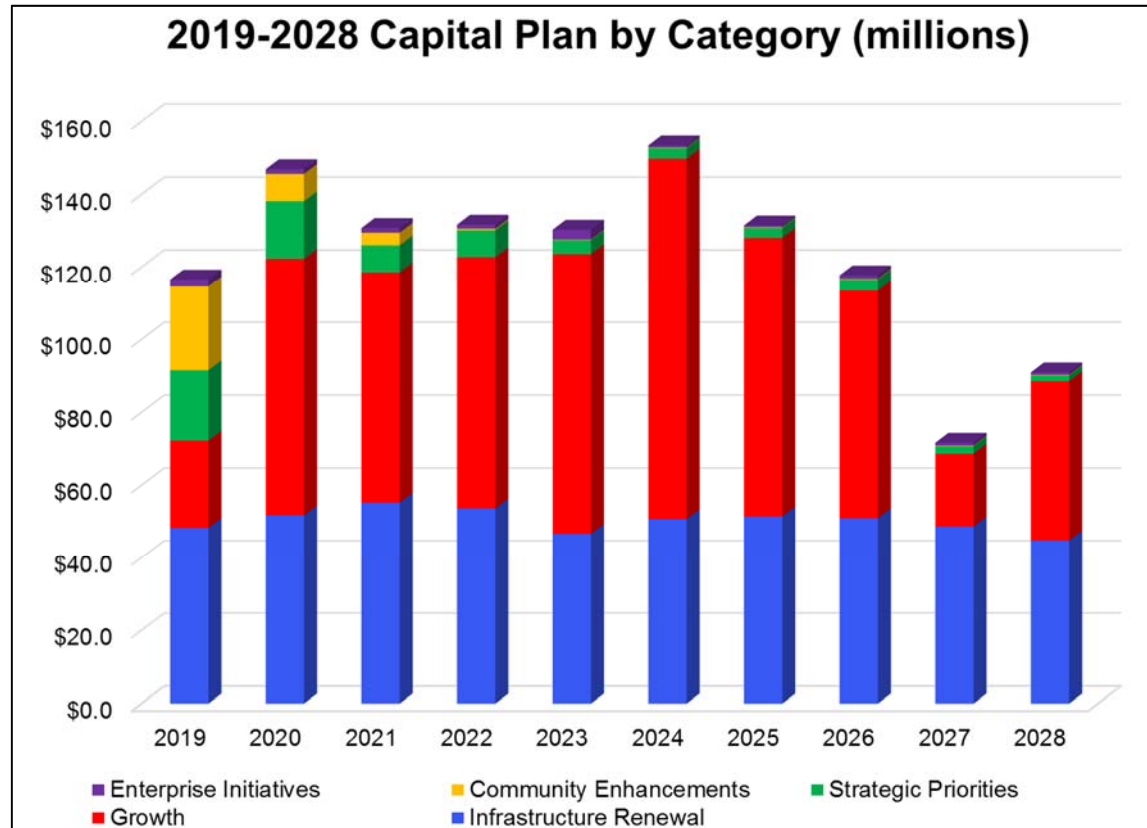
Projects include:

- Parking, Cemetery and Harbours Vehicle and Equipment Replacement - \$3.6M
- Seawall Rehabilitation Projects - \$2.7M
- Dredging Projects - \$1.4M

# Capital Budget Overview and Financing Summary

The following chart illustrates the ten year capital plan and funding allocation for each category by year.

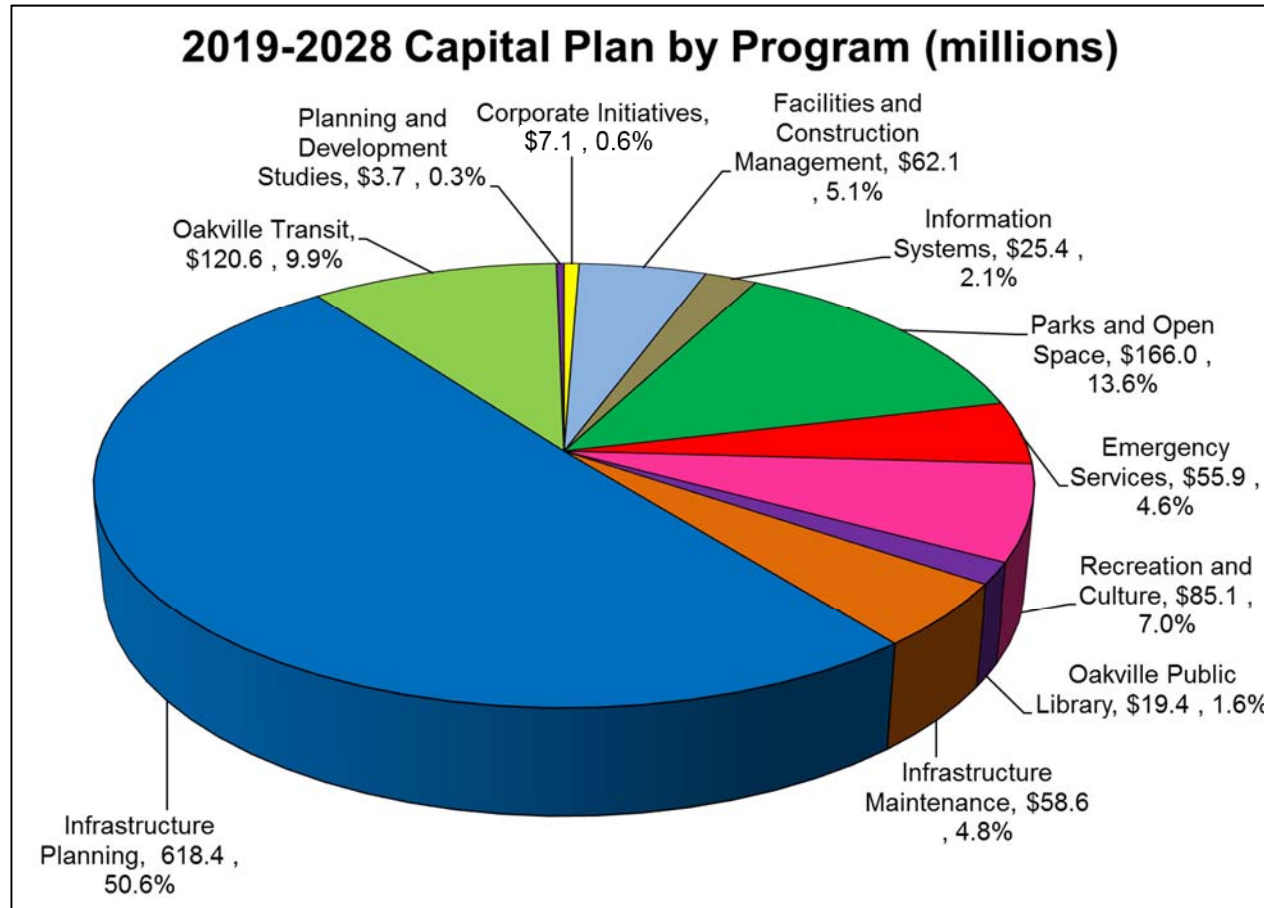
- The distribution of Infrastructure Renewal (blue) is relatively equal through-out the 10 years with the annual budget averaging \$50.2 million.
- The allocation for Growth (red) projects fluctuates over the forecast as projects have been aligned with anticipated development. In 2019 the growth budget is \$24.0 million and increases to over \$99 million in 2024 as construction is planned for several roads projects such as the Kerr Street Widening and Grade Separation.
- Funding for Strategic Initiatives (green) is higher in 2019 and 2020 due to Downtown Lakeshore Reconstruction/Streetscape project. Ongoing funds are included to support EAB Management and Tree Renewal program.
- The majority of Community Enhancements (yellow) is slated in 2019 and 2020 with the South East Community Centre initiative.
- Funding for the Enterprise Initiatives (purple) is relatively consistent over the ten year period.



# Capital Budget Overview and Financing Summary

## 2019-2028 Capital Plan by Program

While the previous sections have provided an overview of the capital plan by category, this section will focus on the plan by program area. Overall, the \$1,222.3 million in capital funding is allocated across the town's various programs and services based on maintenance needs, growth in the community and desired service enhancements as identified in various master plans. The following chart illustrates the ten year capital plan for each program.



# Capital Budget Overview and Financing Summary

## Infrastructure Planning, \$618.4 million



As shown in the chart above, 50.6% of the total ten year capital program is allocated to Infrastructure Planning program which includes necessary work to maintain and expand the town's road network and active transportation with \$618.4 million. The largest project over the forecast is the annual Road Resurfacing & Preservation program with \$98.5 million. Also included are several significant road projects: Kerr Street Widening and Grade Separation (\$52.3M), Sixth Line – Dundas to William Halton Parkway (\$22.1M), Downtown Lakeshore Reconstruction/Streetscape (\$21.6M) and Burloak Grade Separation (\$15.5M).

## Parks and Open Spaces, \$166.0 million



The second largest program is Parks and Open Spaces representing 13.6% of the total with \$166.0 million. Funding for capital works have been included to maintain park infrastructure, trails, and the tree canopy. In addition, funding for new community parks, village squares and trails has been planned for to maintain service levels as the town grows. Also included in this program are Harbours and Cemetery projects. The largest project in this program is the EAB management and tree renewal project with \$17.8 million.

## Oakville Transit, \$120.6 million



Third largest, is Oakville Transit with \$120.6 million, or 9.9% of the total, which is required primarily to replace and refurbish bus and care-A-van fleet at an estimated cost of \$66.3 million. In addition, \$29.5 million has been included to purchase additional fleet to expand service as recommended in the 2017 Development Charges Background Study to support growth across the town. Also included in the forecast is \$16.0 million for a new terminal in the Palermo area.

# Capital Budget Overview and Financing Summary

## Recreation and Culture, \$85.1 million



The next largest program is Recreation and Culture with a total of \$85.1 million or 7.0%. The largest project is the South East Community Centre at \$29.6M with construction already underway, followed by Sixteen Mile Community Centre at \$22.0 million which is scheduled for 2027-2028. The balance of the projects ensure facilities are maintained in a state of good repair and that equipment is replaced at the end of its useful life.

## Facilities and Construction Management, \$62.1 million



The Facilities and Construction Management budget totals \$62.1 million, or 5.1%, and includes projects to maintain the various facilities across the town in a state of good repair. This program is responsible for the replacement and renewal of the structural and electrical components of the buildings such as HVAC, roofs, foundations and surrounding site work (drives and pathways). It also includes funding for minor repairs and maintenance for smaller facilities under 12,000 square feet such as fire stations, libraries as well as heritage buildings.

## Infrastructure Maintenance, \$58.6 million



This program area totals \$58.6 million or 4.8% of the total ten year forecast. The largest projects are North Operations Expansion (Phase 2) at \$16.3 million, Replacement of Roads and Works Equipment at \$15.7 million, and Traffic Signal Hardware and Controller Replacement at \$9.6 million.

# Capital Budget Overview and Financing Summary

## Emergency Services, \$55.9 million



The ten year capital forecast includes a total of \$55.9 million required to maintain equipment and infrastructure as well as meet the growth needs of the town as set out in the 2016 Fire Master Plan. A new fire station in the Palermo area (Station 8) has been planned to be built in 2019 and 2020 at \$8.4 million, construction of the new permanent Station 9 in 2023-2025 at \$14.2 million and expansion of Station 4 is planned for 2025 and 2026 at \$10.6 million. In addition to new fire stations, \$17.0 million has been budgeted over the 10 years to replace vehicles and equipment at the end of useful life.

## Capital Financing Resources

Financing of the ten-year capital plan is comprised of various sources as there are several financing tools available to the town depending on the nature of the project.

Development Charges are the primary source of funding for growth related projects. As development occurs in the town, revenue is collected from the developers to help pay for new infrastructure in order to maintain the town's service levels per capita.

Capital Levy funding is primarily used to fund infrastructure renewal projects and various strategic priorities. The levy was put in place in 1996 and grows by 1% every year. It is also used to fund the town's share of growth projects for the 10% mandatory discount for soft services and any benefit to existing.

Equipment Reserves are used to fund the various vehicle and equipment replacement across the town. Contributions from the operating budget into these reserves are managed in order to ensure future replacements are sustainable.

# Capital Budget Overview and Financing Summary

**Capital Reserves** are used to assist in the interim financing of the community enhancements and to supplement capital levy funding for the infrastructure renewal, growth and strategic priorities as required. A portion of these reserves comes from the Local Infrastructure levy that was approved as a source of capital funding in 2007. It also includes the Building Maintenance reserve fund which is used exclusively to fund building repairs and maintenance.

**Reserve Funds** are generally derived from program specific revenue sources and therefore are restricted to be used for those programs. Specific reserve funds in this group include the Parkland reserve fund, as well as the Parking and Harbour reserve funds.

**Gas Tax** funding is used to support various environmental initiatives across the town. Provincial gas tax is dedicated to Transit and has been used primarily to support service expansion as the town grows. Federal gas tax typically is used for projects which promote cleaner air, water or reduce greenhouse gas emissions. Therefore, these funds are primarily used on road improvements, active transportation, transit and any green energy projects.

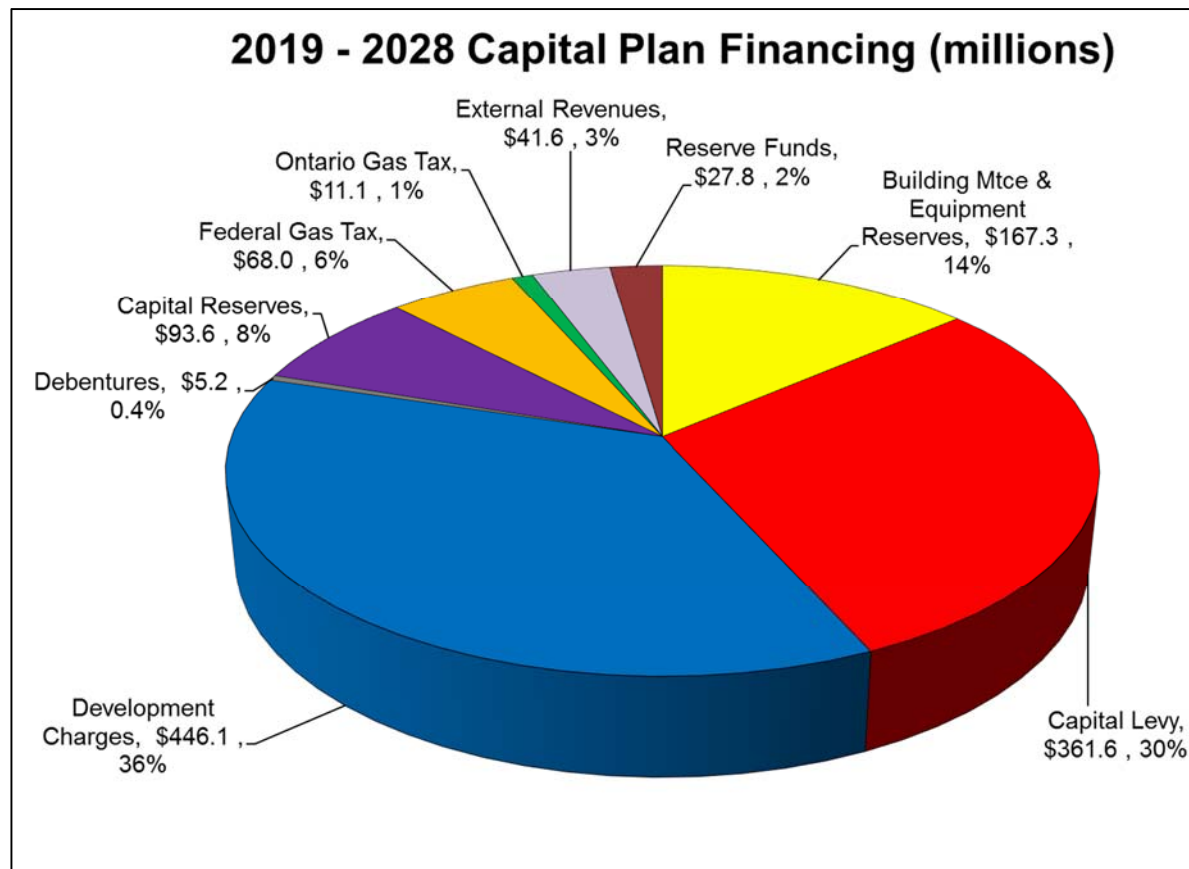
**External Revenues** represents funding from outside sources where cost sharing arrangements have been anticipated. For example, some road projects would be cost shared with bordering municipalities or government agencies (Metrolinx, MTO). This category of financing would also include any grant contributions or subsidies.

**Debentures** are generally used for specific initiatives and not used to support infrastructure renewal.

# Capital Budget Overview and Financing Summary

## 2019-2028 Capital Plan by Program

As noted above, there are several sources utilized in financing the capital plan. The following chart illustrates the ten year capital plan financing by source (millions). The primary sources of funding for the \$1,222.3 million proposed for the 2019-2028 capital plan is development charges at \$446.1 million, 36%, followed by the Capital Levy at \$361.6 million, 30%. Building Maintenance and Equipment reserves represent \$167.3 million, 14%, and Capital reserves at \$93.6 million, 8%. Other significant funding sources are the gas tax reserve funds.





# Capital Budget Overview and Financing Summary

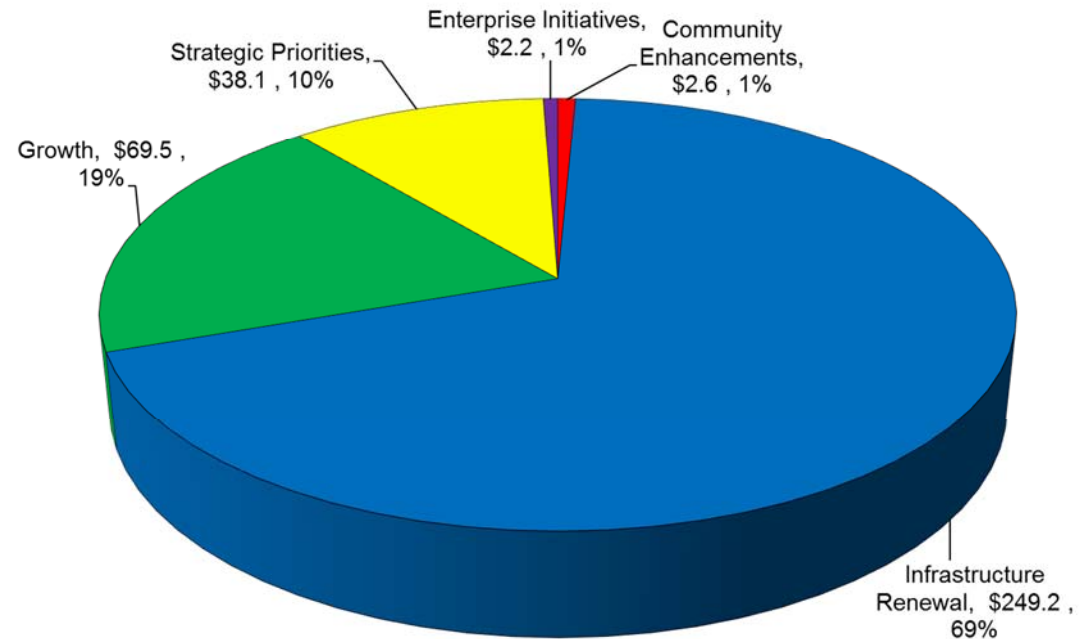
## Capital Levy - \$361.6 million

One of the largest source of financing is the capital levy representing 30% of total funding for the ten year plan. The \$361.6 million in financing from the capital levy is primarily used to fund infrastructure renewal projects. As shown in the chart below, 69% of the capital levy funding available is allocated to the Infrastructure Renewal category.

This illustrates the reliance on the capital levy in ensuring the town's assets are maintained in a state of good repair. The annual 1% increase to the levy has also allowed all infrastructure renewal requirements to be fully funded without the use of debt financing.

The capital levy is also an important source of financing for the Growth program as it is used to fund the town's share of growth projects for the mandatory discount on soft services and any benefit to existing as per the DC legislation. As shown in the chart, 19% of the total capital levy funding is allocated to growth. Finally, the capital levy is the main source of funding used to fund the various strategic priorities which enable staff to meet Council's objectives. For the total \$66.2 million required over the 10 year plan for Strategic Priorities, 58% of the financing is funded from the capital levy.

**2019-2028 Capital Levy by Classification (millions)**



# Capital Budget Overview and Financing Summary

## Development Charges - \$446.1 million

Development charges represent the largest funding source at 36% of the total financing. Development charges are the primary source of funding for growth projects and the timing of these projects has been updated through the 2017 DC Background Study and various master plan updates. Funding is heavily reliant on anticipated growth patterns and projected Development Charge (DC) collections. The total 2019-2028 Growth capital budget totals \$607.1 million of which \$439.7 million is funded from development charges.

## Capital Reserves - \$93.6 million

Capital reserves provide 8% of the total financing for the ten year plan. Capital reserve funding has been closely monitored in order to ensure a 1:1 debt to reserve financing ratio or better is maintained over the forecast. The \$93.6 million that has been budgeted will be used to support larger community enhancement projects such as the South East Community Centre along with infrastructure renewal projects such as the Road Resurfacing and Preservation program. In addition, capital reserves have been used to support ongoing strategic initiatives such as the Downtown Lakeshore Road Reconstruction and Streetscape project, accessibility improvements and energy management. Currently it is policy that revenues from sale of land are deposited into the General Capital Reserve as this reserve has been used to finance several land purchases in recent years.

## Equipment and Building Maintenance Reserves - \$167.3 million

Equipment reserves and the Building Maintenance reserve fund provide another integral source of funding for infrastructure renewal projects. These reserves are the primary source of funding for all town vehicle and equipment replacements and building repairs and maintenance. Therefore, it is important that these reserves are available to sustain future repairs and replacements. Combined funding from these reserve sources represents 14% of the total financing for the 2019-2028 capital budget.

## Gas Tax Reserve Funds - \$79.1 million

Gas Tax represents 7% of the total financing with \$79.1 million. Gas Tax funding is used to support various environmental initiatives across the town. Provincial gas tax is dedicated to Transit and has been used primarily for additional fleet purchases and infrastructure required to support service expansion as the town grows. Federal gas tax is typically used for projects that meet the eligibility criteria and fall into specific categories as outlined in the agreement. In the 2019-2028 forecast, Federal gas tax funding is primarily used for infrastructure renewal projects such as road improvements, shoreline remediation and new buses.

# Capital Budget Overview and Financing Summary

## Financial Sustainability

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
- Financial risk exposure is limited
- Long-term cost of financing is minimized
- Statutory requirements are met
- Credit agency criteria is considered



It is through the long-term financial plan that future reserve fund requirements are determined, debt repayment levels are managed, reserve and reserve fund contributions are maintained and future operating budget expenditures are planned for. One of the principles that help guide decision making are the approved financial policies. The Financial Control policy and related Reserve/Reserve Fund procedure, Corporate Debt policy and Annual Budget Policy have been used to help staff in making budget recommendations. Practices are in place to ensure financial sustainability which will be incorporated in the update of the financial policies.

A variety of financial indicators have been used to assess the sustainability of the 2019 long-term capital financing plan. The next few pages will review some of these indicators.

# Capital Budget Overview and Financing Summary

## Reserves and Reserve Funds

Reserve and reserve fund balances must be maintained in order to maintain fiscal health, enable financial flexibility, minimize risk and ensure future infrastructure requirements are affordable. During the preparation of the 10 Year Plan careful attention is paid to the projected reserve balance levels. Reserves must be maintained at sufficient levels in order to:

- Ensure capital infrastructure repairs and replacements occur as required
- To provide a contingency for significant unanticipated expenditures beyond control
- To provide a funding source for new strategic initiatives and new major capital assets as they are identified
- Maintain sufficient outstanding debt to reserve balance ratios for credit rating

Three of the main sources of reserve funding that are used to support the ten year plan are the Capital reserves, Equipment reserves and Building Maintenance reserves.

Capital Reserves are anticipated to decline over the years 2019-2021 to approximately \$15.8 million as these reserves are being used to finance major initiatives such as the South East Community Centre and Downtown Lakeshore Road Reconstruction and Streetscape. Balances are expected to return to normal levels in subsequent years, as anticipated sales of land help to replenish the reserve.

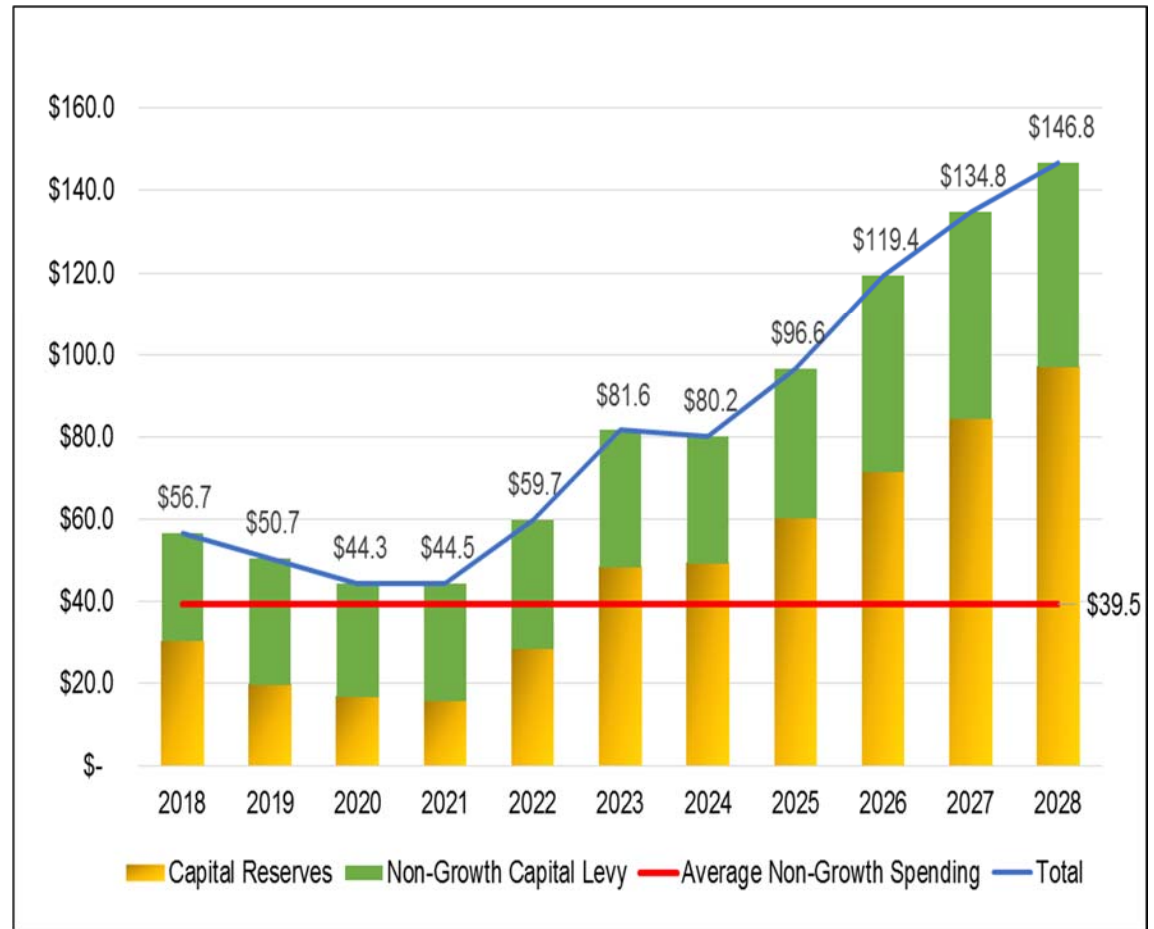
Equipment Reserves are expected to decline slowly over the next few years as costs for vehicles and equipment have increased over the past year. In particular, the cost for replacement buses has increased by 11%. On average, the equipment reserve balance is in line with Government Finance Officers Association (GFOA) recommendations.

Building Maintenance Reserve is expected to decline between 2019 and 2022 as significant building replacements and improvements have been planned including replacement of several ice rink slabs and expansion of Fire Station 4. Part of the next steps in the town's Asset Management Plan is to look at service levels to help determine appropriate levels of funding for various asset types. Also, current policy is to budget increased transfers to reserve as new buildings are constructed.

# Capital Budget Overview and Financing Summary

## Capital Reserve Benchmark

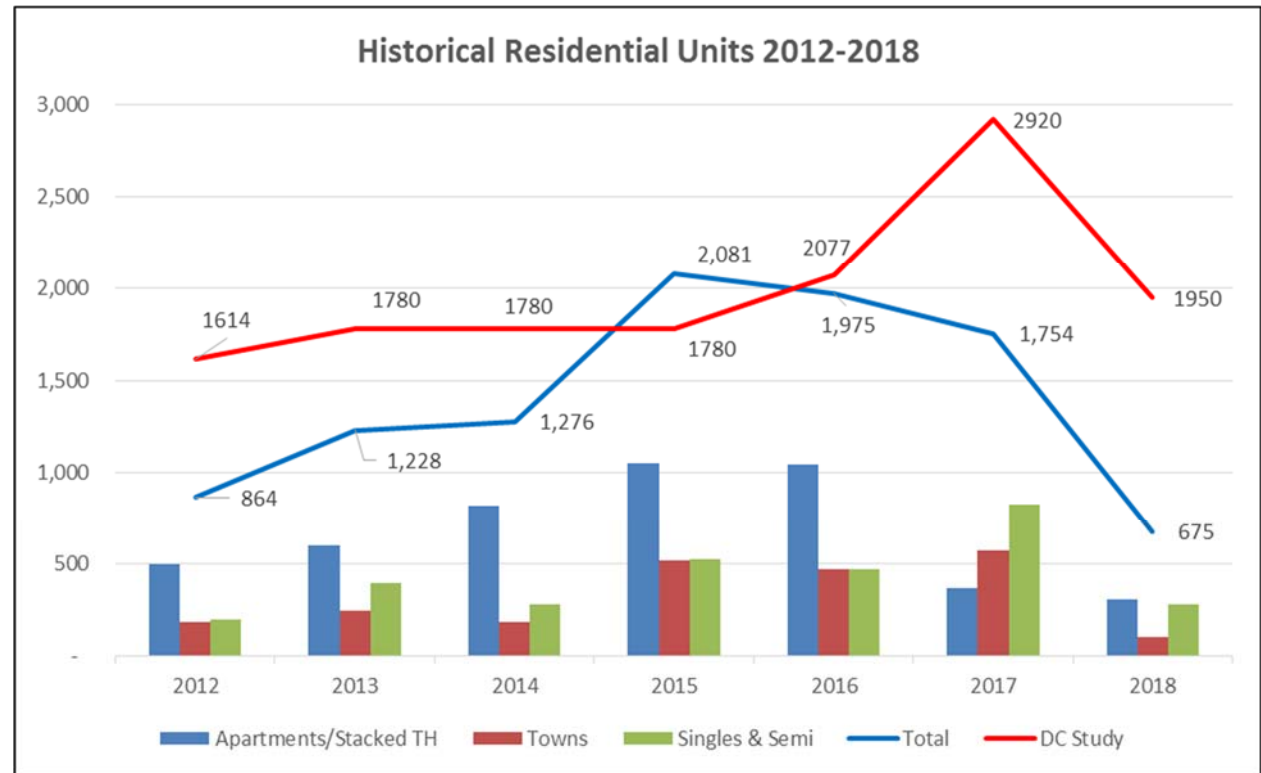
GFOA recommends that the capital reserves should be equivalent to one year's worth of the average ten-year gross capital expenditure requirements. The town's non-growth capital plan is financed from a combination of capital reserve and capital levy, therefore a prudent measure would be to include the portion of the capital levy used to fund non-growth capital. Based on the 2019-2028 capital forecast the average gross expenditures is \$39.5 million (excluding growth, equipment and facility renewal projects). The following chart illustrates the total combined capital reserves with non-growth capital levy balance compared to the average annual spending. The overall combined balance is expected to decrease over the next few years from \$56.7 million in 2018 to \$44.3 million in 2020, with the capital reserve balance itself declining to \$15.8 million. With the rising cost of capital projects, the capital program was reprioritized and \$5.2 million in debt financing for the Downtown Lakeshore Road Rehabilitation/Streetscape project was proposed in order to maintain this balance above the GFOA recommendation. In future years, the combined balance is expected to increase back to normal levels due to the number and size of non-growth projects identified. Future capital needs will be reassessed once the Asset Management Plan service levels are determined. In addition, anticipated land sales from various town owned properties will help to replenish the reserve.



# Capital Budget Overview and Financing Summary

## Development Charges Update

Development Charge (DC) reserve funds rely entirely on an external revenue source which makes it difficult to project future balances. These revenues can fluctuate from year to year depending on the timing of growth in housing and are impacted by outside factors such as economic conditions. For example, as shown by the red line on the graph, 2012 and 2017 DC Study updates have projected that average number of additional housing units between the years 2012-2018 would be 1,985 per year. However, the actual average new housing units that were submitted and DC's collected to date for the same time period has been 1,408. This has had a significant impact on the anticipated DC reserve fund balances, as the actual revenues collected have not kept pace with what was projected in the DC studies.

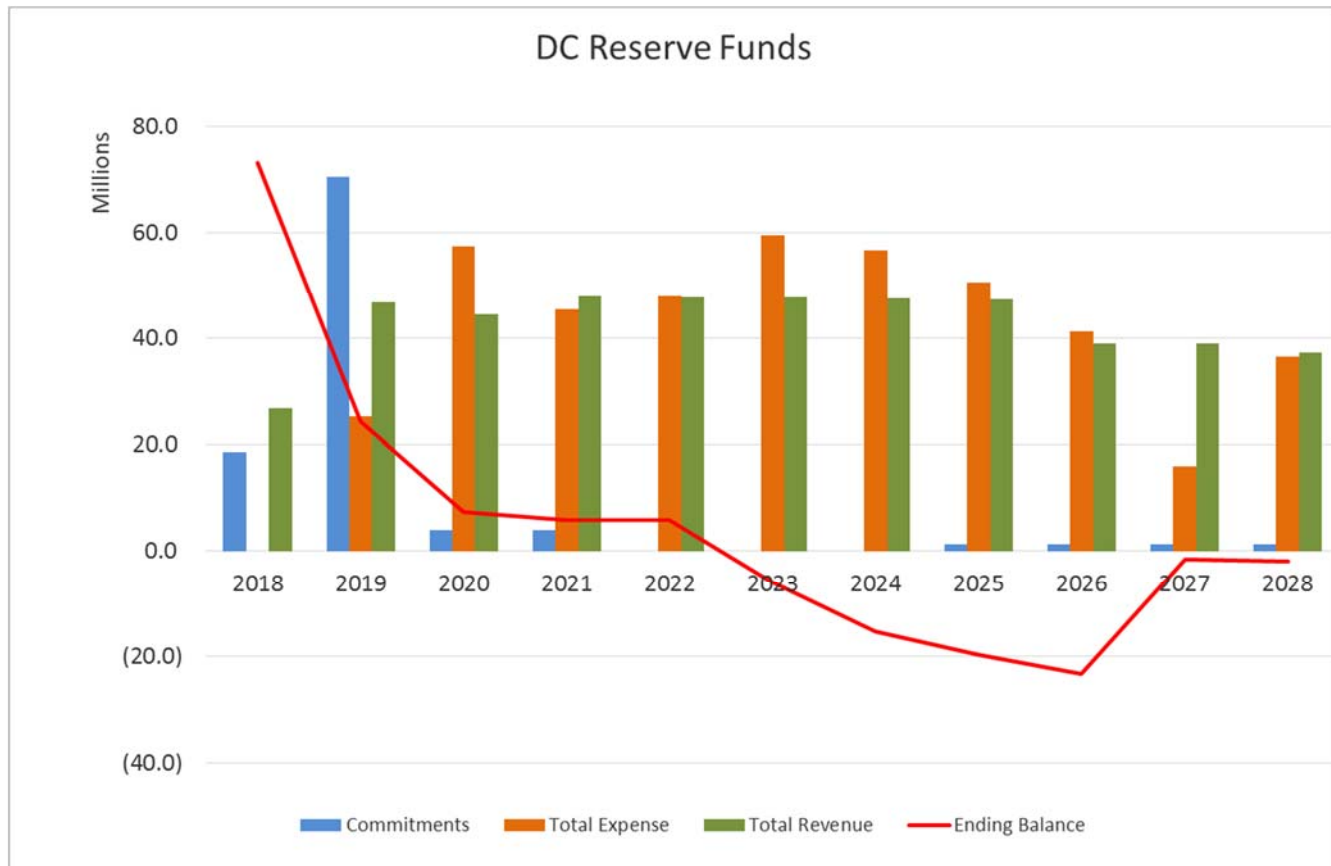


# Capital Budget Overview and Financing Summary

## Development Charge Reserve Funds

As a result of the above differences in housing units, Development Charge (DC) revenue projections have been adjusted in the 2019 capital financing plan from the DC Study projections to more conservative population growth and housing estimates prior to the next Regional allocation. In addition to the decrease in DC revenues, similar to the non-growth capital projects, budget estimates have increased substantially from last year. As a result, growth projects have been reviewed and reprioritized, with timing adjusted to ensure that services are in line with the projected growth needs of the town in a fiscally sustainable manner.

In accordance with DC legislation, funds are only transferred to the capital project once expenditures occur. Therefore, through-out the year funding remains in the reserve that has already been committed to previously approved projects. The 2019 fully committed DC reserve fund balance is projected to be \$24.3 million. With the \$36.4 million required from DC's to finance the Kerr St. Grade Separation in 2023/2024, the reserve balance then projected to result in a negative position of \$6.0 million in 2023. In order to help mitigate the impact on the reserve funds, \$10.0 million in debt financing has been proposed for the Kerr St. Grade Separation project.



# Capital Budget Overview and Financing Summary

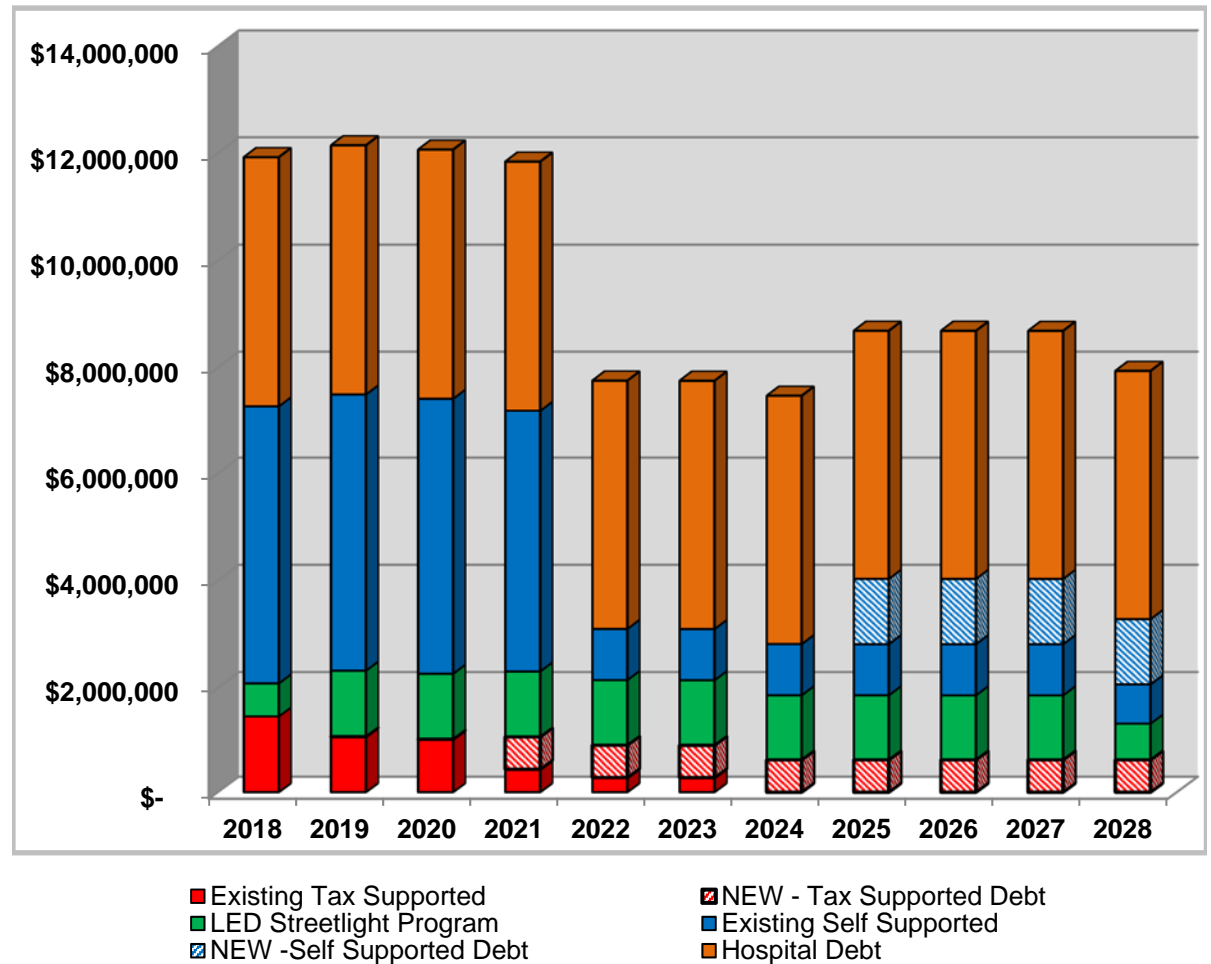
## 2019-2028 Debt Charges

In order to maintain the capital reserve benchmark at the recommended GFOA target, the 2019-2028 capital financing plan includes \$5.2 million in debt financing for the Downtown Lakeshore Road Rehabilitation/Streetscape project to be issued in 2020/21. In addition, \$10 million for the Kerr Street Widening and Grade Separation has been reflected in order to help mitigate the impact on the development reserve fund balance. The \$10.0 million related to the Kerr St. Grade Separation will be repaid from development charges.

As illustrated in the chart, Existing Tax supported debt charges (solid red) will end in 2023 as all remaining debt related to prior years will be paid off. New Tax Supported Debt Charges (light red) for Downtown Lakeshore are anticipated to begin in 2021 at approximately \$0.6 million per year for 10 years. The Green represents debt issued for the LED Streetlight project which is offset by hydro savings in the operating budget.

Self-supported Debt relates to debt that has been issued on behalf of growth projects or one of the Enterprise programs. Existing self-supported debt charges (solid blue) will decline from \$5.0 million to \$1.0 million in 2022 as debt for the Sixteen-mile Quad Pad will be fully paid. Debt charges for the Kerr Street Grade Separation (light blue), will begin in 2025 which are estimated to be \$1.2 million over 10 years.

The last portion in orange represents the hospital sinking fund payments at \$4.6 million per year.

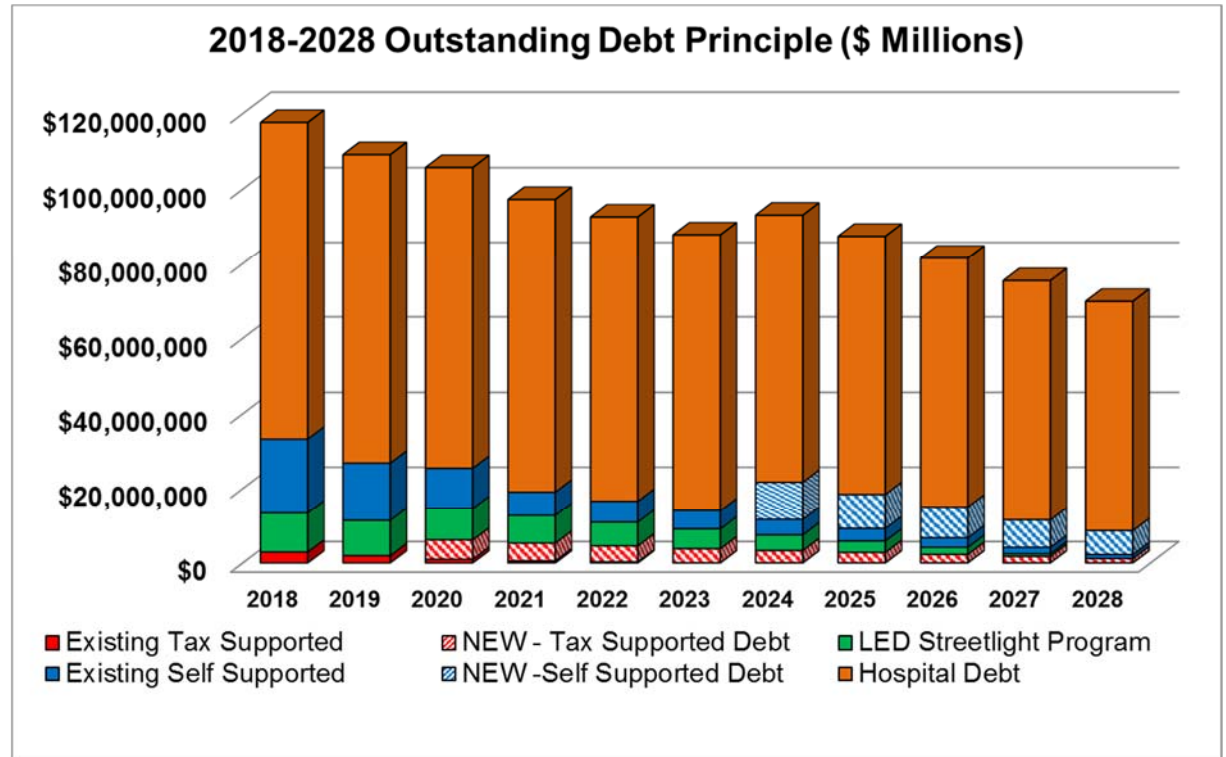




# Capital Budget Overview and Financing Summary

## Outstanding Debt

The following chart shows the total outstanding debt principle over the next ten years which includes the proposed new debt in the 2019-2028 capital financing plan. The final portion of debt for the LED Streetlight Conversion program was issued in 2018, as a result, the debt principle is expected to be on a steady decline over the next several years with the outstanding balance projected to reduce from \$117 million in 2018 to \$70 million in 2028. The majority of the outstanding debt (84.4M) is related to the hospital as it is to be paid over a 30 year term.



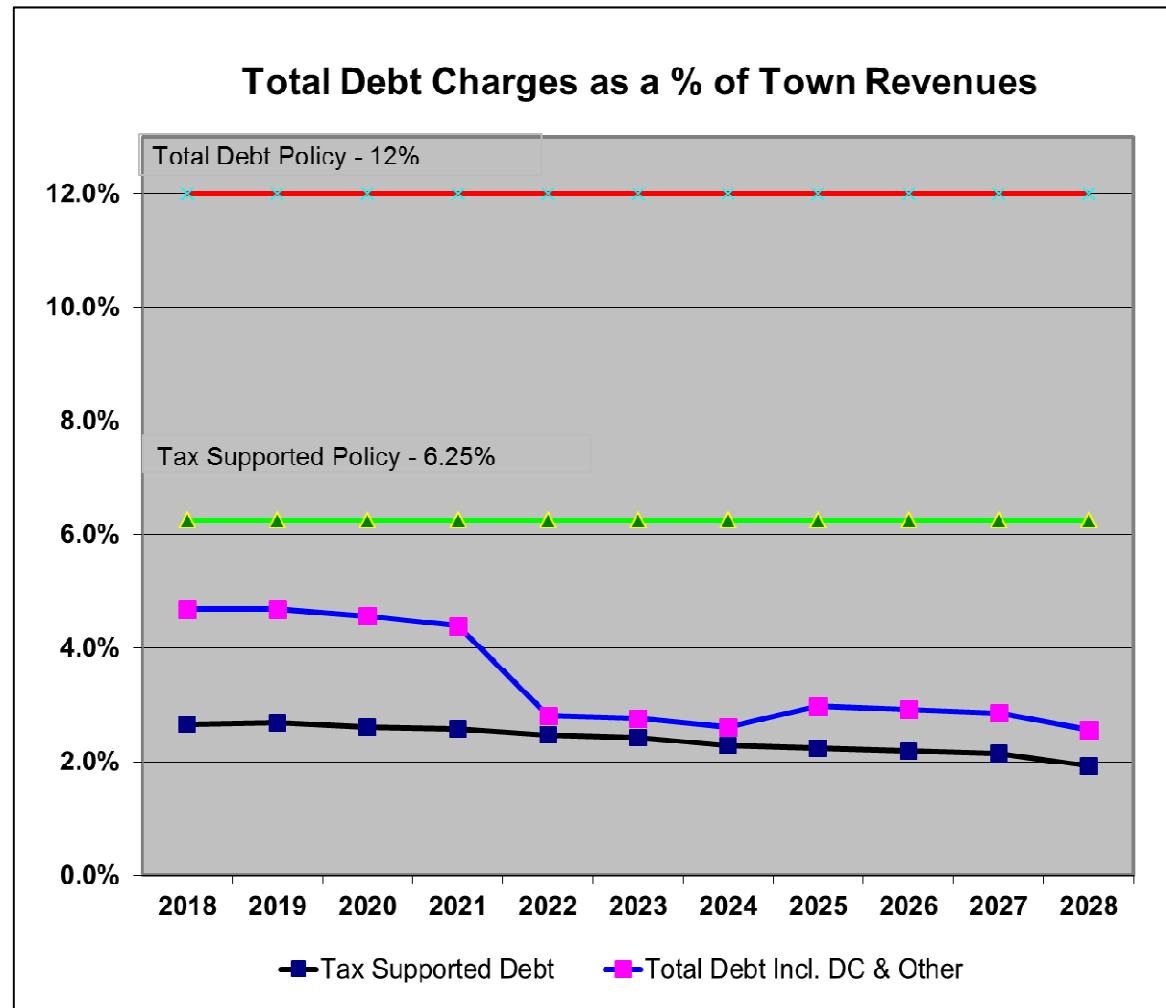
# Capital Budget Overview and Financing Summary

## Debt Capacity

As noted above, it is important that debt levels are managed at appropriate levels. A municipality has the ability to issue new debentures provided that the projected financial charges related to the outstanding debt will be within its annual debt repayment limit (ARL) as prescribed by the Ministry of Municipal Affairs and Housing (MMAH). The ministry sets this limit at 25% of a municipalities own source revenues, which for a municipality is comprised primarily of property taxes and user fees. It is important to note that development charges collections are not included in the calculation of “own source” revenues. The town has adopted its own debt policy to be as follows:

- Tax supported debt charges are not to exceed 6.25% of own source revenues
- Total debt charges are not to exceed 12% of own source revenues
- Development related debt charges do not exceed 25% of average development charge collections

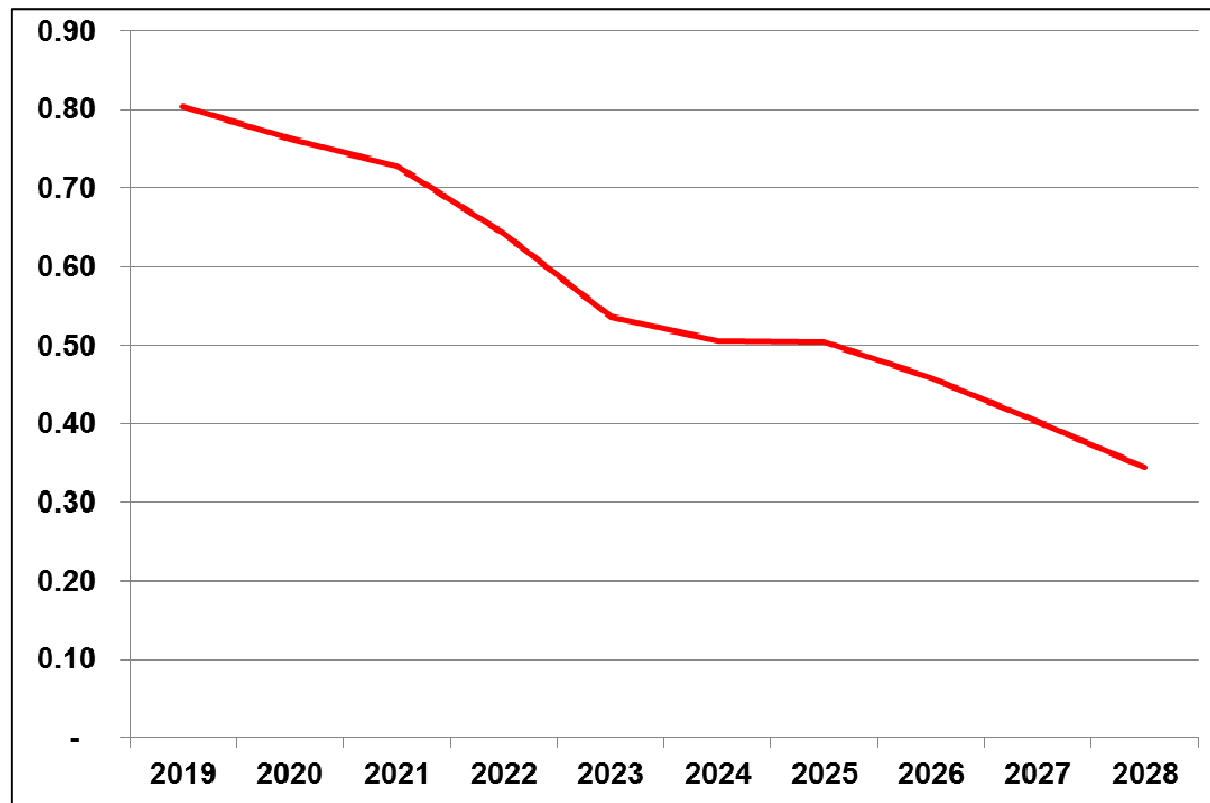
The following chart illustrates that the ten year capital financing plan is within the Council approved policy. As illustrated in the chart, both Tax Supported debt and Total debt remain well within the 6.25% and 12% guidelines.



# Capital Budget Overview and Financing Summary

## Debt to Reserve Ratio

Over the past several years the Region has upheld an AAA credit rating, of which the town's financial health is measured as well when determining this rating. This AAA rating allows debt to be issued at the lowest possible interest rate. One of the key factors that agencies look for when determining a municipalities credit rating is liquidity of which the outstanding debt to reserve ratio is a key indicator. Municipal debt rating agencies recommend the ratio be maintained at a 1:1 ratio or better. With the debt issuance for the town's contribution for the new Hospital careful attention has been paid to reserve levels over the next few years to ensure the 1:1 ratio is not exceeded. Obligatory reserve funds (i.e. DC's, Gas tax and Cash in Lieu of Parkland reserve funds) cannot be factored into this calculation. The following chart illustrates the projected outstanding debt to reserve ratio over the ten year period.



# Capital Budget Overview and Financing Summary

## Operating Requirements

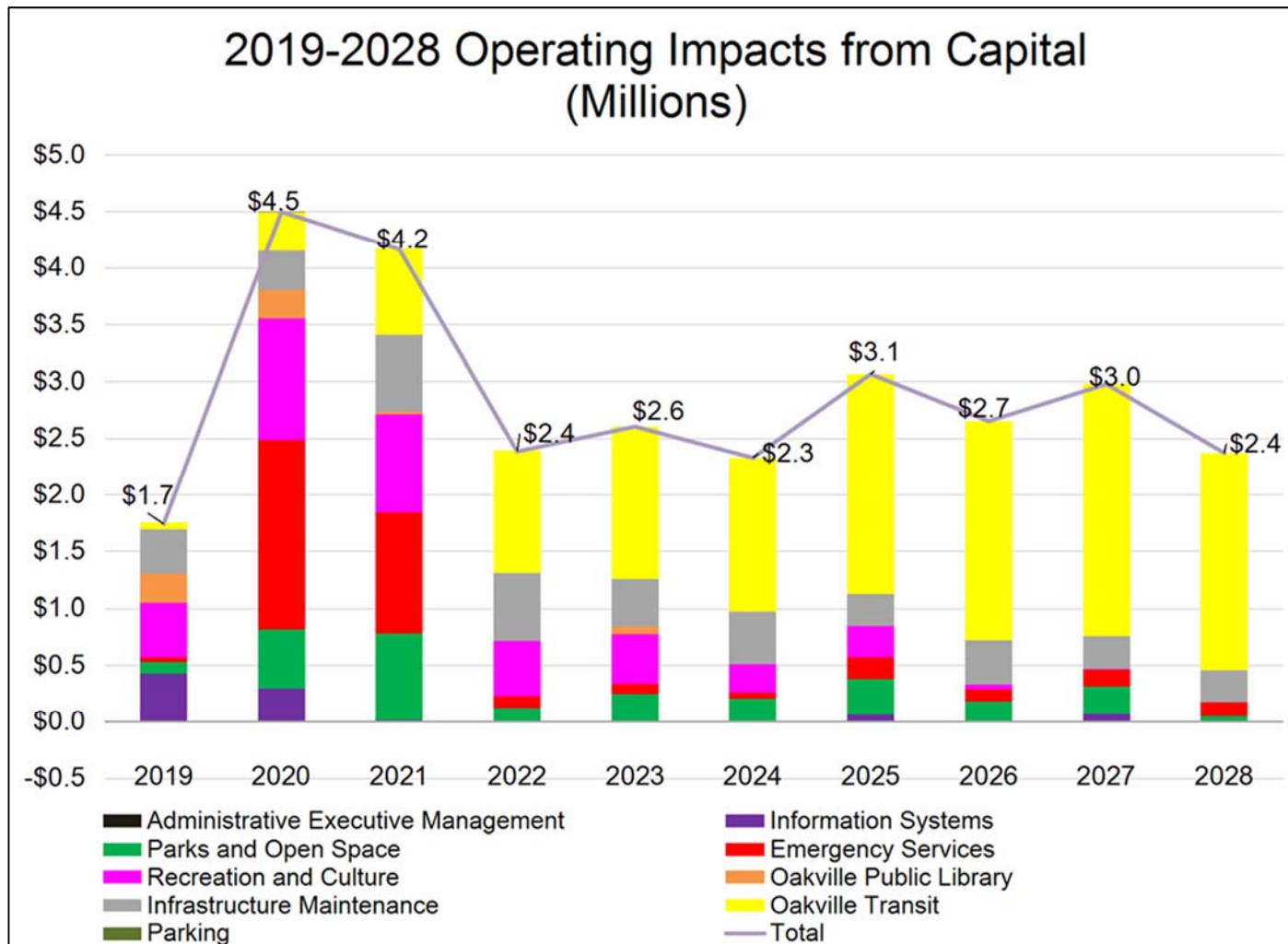
When considering the long-term financial forecast it is important to consider the impact the capital plan will have on the operating budget. The following chart illustrates the estimated operating requirements for the next three year period. The operating impacts include personnel required to operate new facilities, drive buses, staff fire stations, as well as to maintain the increased road and park network. The operating impacts also include utility costs for new buildings, fuel for vehicles and equipment and contributions to reserves for the repair and replacement of new assets.

It is town policy to phase in the contribution to the Building Replacement and Repair reserve over a five year period for all new or refurbished buildings and contribute to equipment replacement reserves over the life of the asset. The operating requirements over the next three years will have a direct impact on the tax levy requirements being considered in the Operating Budget and Business Plan.

<b>Operating Impacts by Program</b>	<b>2019 FTE</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>Corporate Services</b>				
Information Systems	-	425,700	297,200	15,000
<b>Total Corporate Services</b>	<b>-</b>	<b>425,700</b>	<b>297,200</b>	<b>15,000</b>
<b>Community Services</b>				
Parks and Open Space	1.5	103,700	518,400	765,000
Emergency Services	-	43,900	1,669,800	1,062,400
Recreation and Culture	3.0	477,700	1,066,300	873,000
Oakville Public Library	5.6	256,100	255,700	22,600
Infrastructure Maintenance	-	388,100	349,700	675,100
Oakville Transit	-	58,400	338,100	760,300
<b>Total Community Services</b>	<b>10.1</b>	<b>1,327,900</b>	<b>4,198,000</b>	<b>4,158,400</b>
<b>Community Development</b>				
Parking	-	(10,000)	5,600	(6,500)
Municipal Enforcement	-	2,000	-	-
<b>Total Community Development</b>	<b>-</b>	<b>(8,000)</b>	<b>5,600</b>	<b>(6,500)</b>
<b>Total Operating Impacts by Program</b>	<b>10.1</b>	<b>1,745,600</b>	<b>4,500,800</b>	<b>4,166,900</b>

# Capital Budget Overview and Financing Summary

The next chart illustrates the operating requirements of the 10 year capital plan.



# Capital Budget Overview and Financing Summary

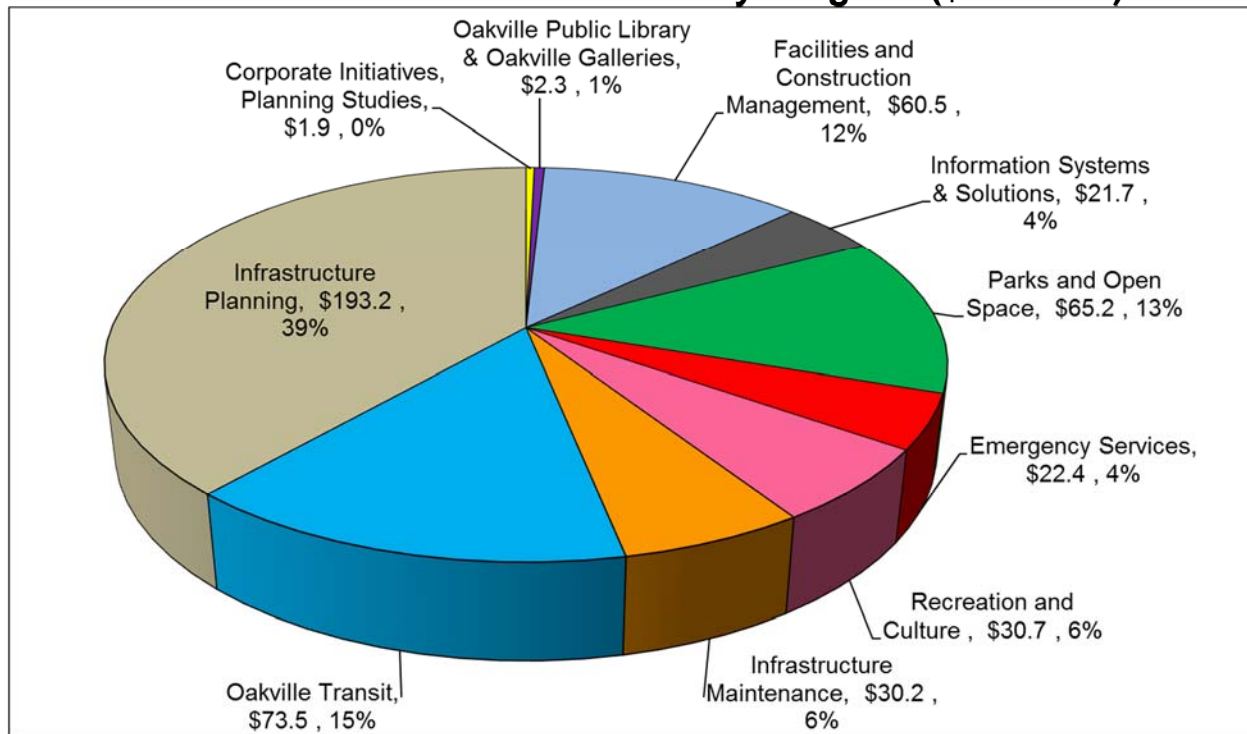
The operating impacts over the ten year period are primarily driven by the need to maintain new parks, roads, facilities and vehicles as a result of growth. In addition, another type of growth impacting the town is the increased reliance on technology. As more and more new systems and networks are added, costs to maintain this infrastructure are required. The following is a summary of the main drivers:

- The yellow section, Oakville Transit, represents the largest impact over the ten years which is primarily for staff to operate new expansion buses and care-A-van buses as well as transfers to reserves to maintain and replace the new buses.
- The grey section, Infrastructure Maintenance, represents the next largest impact over the ten years and shows the additional operating dollars required to service new roads, sidewalks, streetlights and traffic signals as new roads are assumed through the development process as well as requirements from growth enhancements to arterial roads as identified in the Infrastructure Planning capital program.
- The pink section represents Recreation and Culture and has the next largest impact over the ten year forecast. South East Community Centre indicates that staffing and facility costs would be required in 2020 and 2021. In addition, the Trafalgar Park Revitalization project which includes Oakville Arena and a senior's centre will require additional facility costs and staffing in 2019 due to the increased size of the new centre. Transfers to reserves to maintain the buildings are also included.
- The red section illustrates the need for additional fire fighters and operating costs in 2020 and 2021 to operate the new fire station #8 to be located in the Palermo area. In addition, increased transfers to reserves for building enhancements and new vehicles and equipment are incorporated.
- The green section represents Parks and Open Space and the funds required to service new park infrastructure as well as to maintain new parkland, sports fields, trails and boulevards as growth occurs in the town.
- The purple section is Information Systems operating impacts primarily for software maintenance for various technology enhancements.
- The orange section is Oakville Public Library with operating impacts primarily related to staffing and operating costs for 16 Mile Branch library in 2019 and 2020.

# Infrastructure Renewal

The total ten-year Infrastructure Renewal capital budget includes expenditures of \$501.6 million and provides for on-going replacement of existing assets and infrastructure at end of useful life based on annual condition assessments to ensure the town's infrastructure is maintained in a state of good repair. Of the \$501.6 million, 39% or \$193.2 million will be invested in the Infrastructure Planning program to improve the town's road network as illustrated in the following pie chart. Also, \$73.5 million or 15% will be spent on transit fleet and facility maintenance and \$65.2 million or 13% on the upkeep of parks and trails.

**2019-2028 Infrastructure Renewal by Program (\$ Millions)**



*The 2019 Infrastructure Renewal capital budget totals \$48.0 million, of which a breakdown by program is provided below.*

2019 Capital Budget (\$Millions)	
Program	2019
Corporate Initiatives	\$ 0.9
Facilities and Construction Management	\$ 3.7
Information Systems	\$ 3.4
Parks and Open Space	\$ 5.6
Emergency Services	\$ 0.7
Recreation and Culture	\$ 5.1
Oakville Public Library	\$ 0.1
Infrastructure Maintenance	\$ 3.0
Infrastructure Planning	\$ 20.4
Oakville Transit	\$ 5.0
<b>Total</b>	<b>\$ 48.0</b>

*The largest 2019 capital project is the Road Resurfacing and Preservation Program at \$9.6 million.*

# Infrastructure Renewal

The largest value project in the Infrastructure Renewal forecast is the Road Resurfacing and Preservation Program at \$98.5 million, with the second being Oakville Transit's Replacement Fleet and Refurbishment program at \$66.3 million. Significant capital funding is in place for the upkeep of facilities, storm sewer infrastructure, and the protection of our creeks and shorelines along with the tree canopy. The following table highlights some of the significant projects included in the Infrastructure Renewal budget over the ten year forecast. These projects represent 62% of the total capital forecast.

## 10 Year Project Highlights (\$ Millions)

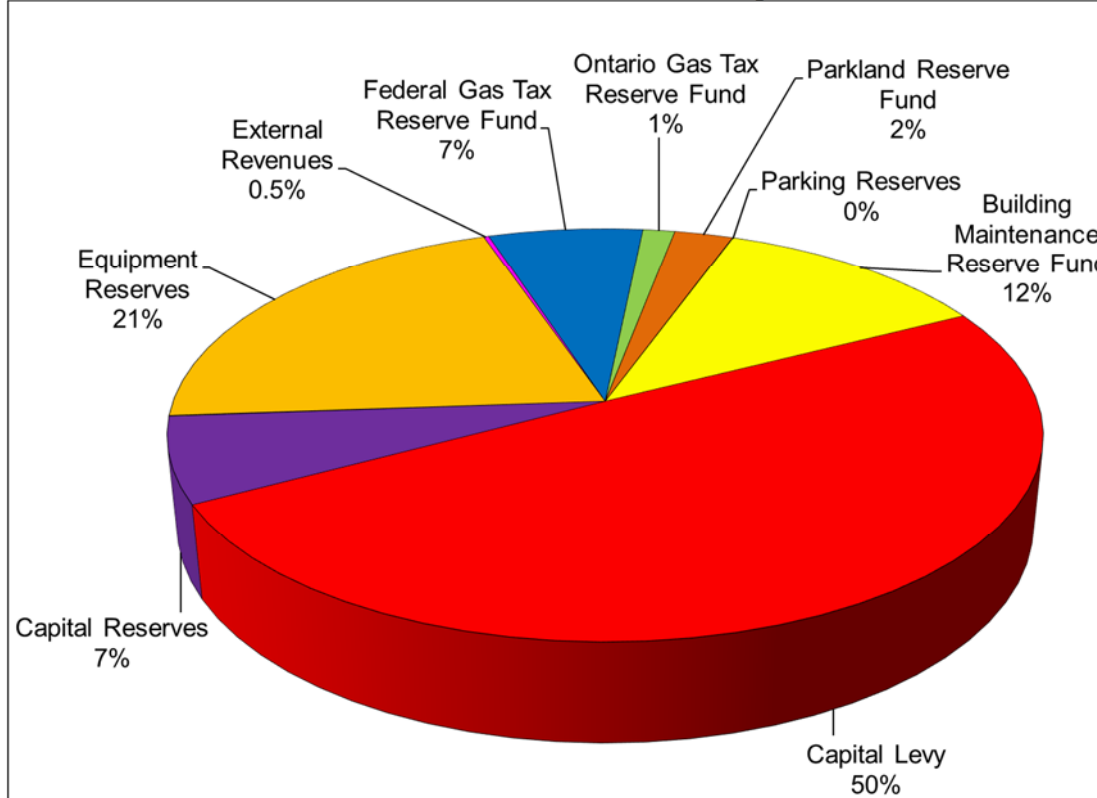
Program	Department - Project	2019	Total Forecast	Primary Year/s
Infrastructure Planning	53331801 Road Resurfacing and Preservation Program	\$ 9.6	\$ 98.5	All 10
Oakville Transit	Replacement and Refurbishment of Transit Fleet	\$ 4.8	\$ 66.3	All 10
Infrastructure Mtce/Parks	Replacement of Fleet and Equipment	\$ 3.4	\$ 31.3	All 10
Facilities and Construction Mgmt	Roof and HVAC Replacements	\$ 0.9	\$ 19.7	All 10
Infrastructure Planning	Storm Sewer Allocation for Maintenance and Replacement	\$ 0.0	\$ 14.4	2020-2028
Infrastructure Planning	Shoreline Protection and Erosion Control Allocation	\$ 0.0	\$ 12.7	2022-2028
Facilities and Construction Mgmt	42101701 Town Hall Major Accomodation Needs	\$ 0.6	\$ 11.8	All 10
Infrastructure Maintenance	Traffic Signal Hardware and Controller Replacement	\$ 0.7	\$ 9.6	All 10
Information Systems	36101806 Hardware Evergreening	\$ 1.1	\$ 9.6	All 10
Facilities and Construction Mgmt	42101814 Sitework - Various Facilities (Drives)	\$ 0.0	\$ 6.7	All 10
Recreation and Culture	47102001 Oakville Centre Lobby Expansion	\$ 0.0	\$ 5.9	2020-2021
Facilities and Construction Mgmt	42101817 Properties under 12,000 SF Maintenance and Repair	\$ 0.2	\$ 5.5	All 10
Infrastructure Planning	53331701 Fences and Noise Wall Maintenance & Rehabilitation	\$ 0.5	\$ 4.7	All 10
Parks and Open Space	52272002 Preventative Maintenance Pruning	\$ 0.1	\$ 4.6	All 10
Parks and Open Space	52271703 Street Tree Planting	\$ 0.5	\$ 4.5	All 10
Infrastructure Planning	53371701 Flooding Protection Program	\$ 0.0	\$ 4.5	2020-2028
<b>Total</b>		<b>\$ 22.4</b>	<b>\$ 310.3</b>	



# Infrastructure Renewal

The primary source of funding for the Infrastructure Renewal program is the capital levy representing 50% of the total funding. Equipment reserves and the Building Maintenance reserve represent 21% and 12% respectively, and are the main source of funding for vehicle and equipment replacements and facility repairs/replacements. The Capital Reserves represents 7% of the overall funding and have been used for major initiatives such as the Oakville Centre lobby expansion and the Road Preservation program. Federal Gas Tax provides a significant source of funding for the Road Preservation and Flooding Protection programs while Provincial Gas Tax has been applied to Transit Fleet refurbishments. Parkland reserve funding has been applied to Park facility infrastructure projects such as playground and splash-pad rehabilitation.

**Infrastructure Renewal – Funding Sources**



- *The Capital Levy was initiated by Council in 1996 and has provided a significant funding source for the capital program since; enabling on-going state of good repairs and replacements to occur on a timely basis. Overall, 69% of the total Capital Levy has been used to support Infrastructure Renewal.*
- *Federal and Provincial Gas Tax are sources of funding passed down from upper-tier governments. Federal Gas Tax is traditionally used to improve air and water quality or reduce energy consumption where Provincial Gas Tax is dedicated for Transit.*
- *The Parkland reserve fund is set up to collect cash-in-lieu of Parkland dedication payments from developers and is to be used for outdoor recreation purposes in accordance with the Planning Act.*

**Town of Oakville**  
**2019 Capital Budget and 10 Year Financing Plan**

<b>Infrastructure Renewal</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
	<b>Budget</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>
<b>CORPORATE INITIATIVES</b>											
<b>Finance</b>											
33101701 Strategic Asset Management Plan	186,000	186,000	116,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	768,000
<b>Total Finance</b>	<b>186,000</b>	<b>186,000</b>	<b>116,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>768,000</b>
<b>CAO</b>											
21101901 Town Hall Feasibility Study - DEFERRED	-	-	-	-	-	-	-	-	-	-	-
21101902 Online Initiatives Implementation	500,000	-	-	-	-	-	-	-	-	-	500,000
36101906 CRM Infrastructure Replacement	226,000	-	151,000	-	-	-	-	-	-	-	377,000
<b>Total CAO</b>	<b>726,000</b>	<b>-</b>	<b>151,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>877,000</b>
<b>Total CORPORATE INITIATIVES</b>	<b>912,000</b>	<b>186,000</b>	<b>267,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>1,645,000</b>
<b>CORPORATE SERVICES</b>											
<b>Facilities and Construction Management</b>											
42101602 Leased Properties - Repairs and Replacements	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	250,000
42101603 Building Structural Inspections	55,000	-	27,000	54,000	-	27,000	54,000	-	27,000	54,000	298,000
42101701 Town Hall Major Accommodation Needs	579,000	807,000	-	195,900	2,151,000	2,151,000	2,151,000	1,882,000	1,882,000	-	11,798,900
42101802 Pine Glen Indoor Soccer Facility Repairs	-	-	15,000	-	361,000	-	-	-	-	-	281,500
42101803 Architectural/Structural	-	214,000	91,000	62,000	-	10,000	131,000	-	123,000	1,974,000	2,605,000
42101805 HVAC - Various Locations	505,000	1,143,000	299,000	1,084,000	1,368,000	1,254,000	649,000	1,122,000	1,337,000	709,000	9,470,000
42101806 Various Facility Accommodation Needs	221,000	215,000	215,000	269,000	269,000	269,000	269,000	269,000	269,000	269,000	2,534,000
42101807 Roof Replacement - Various Locations	401,000	389,000	1,009,000	1,049,000	929,000	616,000	1,249,000	938,000	1,800,000	1,846,000	10,226,000
42101809 Mechanical Commission	39,000	38,000	38,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	605,000
42101810 Roofs - Minor Repairs	28,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	271,000
42101811 Asbestos Monitoring and Remediation	28,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	271,000
42101812 Facilities Emergency Repairs	108,000	108,000	108,000	108,000	108,000	108,000	108,000	108,000	108,000	108,000	1,080,000
42101813 Facility Repairs	726,000	269,000	269,000	269,000	269,000	269,000	269,000	269,000	269,000	269,000	3,147,000
42101814 Sitework - Various Facilities (Drives)	49,000	223,000	704,000	869,000	472,000	553,000	940,000	419,000	1,156,000	1,302,000	6,687,000
42101815 Heritage Building Maintenance and Repair	7,000	214,000	71,000	31,000	46,000	99,000	41,000	5,000	3,000	484,000	1,001,000
42101816 Energy Management Large Buildings	59,000	52,000	-	528,000	-	-	-	-	-	-	639,000
42101817 Properties under 12,000 SF Maintenance and Repair	169,000	502,000	873,000	445,000	654,000	572,000	733,000	788,000	417,000	386,000	5,539,000
42101901 Town Hall - Repairs/Replacement (Mechanical)	6,000	14,000	103,000	153,000	-	38,000	70,000	254,000	46,000	1,000	685,000
42101902 Electrical Safety Authority Inspections	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	270,000
42101903 Metro Marine Building Rehab	697,000	345,000	-	-	-	-	-	-	-	-	1,042,000
42102301 Electrical - Various Locations	-	-	-	389,000	131,000	9,000	314,000	365,000	70,000	109,000	1,387,000
<b>Total Facilities and Construction Management</b>	<b>3,729,000</b>	<b>4,639,000</b>	<b>3,928,000</b>	<b>5,681,900</b>	<b>6,934,000</b>	<b>6,151,000</b>	<b>7,154,000</b>	<b>6,595,000</b>	<b>7,683,000</b>	<b>7,968,500</b>	<b>60,463,400</b>
<b>Information Systems</b>											
36101310 CIS Enhancement - Workforce Management	30,000	-	-	-	-	-	-	-	-	-	30,000
36101505 Active Network Class Registration and Booking Sys	200,000	400,000	-	-	-	-	-	-	-	-	600,000
36101602 Electronic Agenda Management	300,000	100,000	-	-	-	-	-	-	-	-	400,000
36101704 HP to Aruba Wireless Migration	50,000	-	-	-	-	-	-	-	-	-	50,000
36101707 CCTV Security Technologies Review & Enhancement Stu	166,000	-	-	-	-	-	-	-	-	-	166,000
36101709 Amanda Infrastructure Upgrade	-	-	-	226,000	-	-	-	-	-	-	226,000
36101802 IS Service Improvement	-	-	-	-	101,000	-	-	-	-	-	101,000
36101803 CIS Infrastructure Refresh	-	-	126,000	-	-	126,000	-	-	126,000	-	378,000
36101804 GIS Infrastructure Refresh	-	231,000	-	-	-	231,000	-	-	-	-	462,000
36101806 Hardware Evergreening	1,081,000	1,081,000	930,000	930,000	930,000	930,000	930,000	930,000	930,000	930,000	9,602,000
36101807 Systems and Networking Infrastructure	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	-	450,000
36101810 GIS System Enhancement	100,000	100,000	156,000	100,000	156,000	100,000	156,000	100,000	156,000	100,000	1,224,000
36101812 Corporate Information System (CIS)	126,000	126,000	126,000	126,000	126,000	126,000	126,000	126,000	126,000	126,000	1,260,000
36101901 Firewall Infrastructure Refresh	-	-	251,000	-	-	-	-	-	251,000	-	502,000
36101902 Sharepoint Infrastructure Refresh	50,000	201,000	-	-	-	251,000	-	-	-	-	502,000
36101903 Storage Area Network Refresh	226,000	75,000	75,000	75,000	75,000	226,000	75,000	75,000	75,000	75,000	1,052,000

Town of Oakville

2019 Capital Budget and 10 Year Financing Plan

Infrastructure Renewal	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
36101905 Radio System Replacement & Integrated AVL	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
36101908 Misc Sustainment for Corporate Applications	126,000	126,000	126,000	126,000	126,000	126,000	126,000	126,000	126,000	126,000	1,260,000
36101909 NuPoint VoiceMail Infrastructure Refresh	63,000	-	-	-	-	-	-	-	-	-	63,000
36101910 Mayor and Council Boardroom AV Refresh	72,000	-	-	-	-	-	-	-	-	-	72,000
36101911 Vehicle for Networking and Client Support	50,000	-	-	-	-	-	-	-	-	-	50,000
36101912 AIMS Parking Software Upgrade and Licenses	117,000	-	-	-	-	-	-	-	-	-	117,000
36101913 Town Hall Network Redundancy	60,000	-	-	-	-	-	-	-	-	-	60,000
36101914 Loadbalancing, Filtering and Security Upgrade	377,000	-	-	-	-	-	-	-	-	-	377,000
36101915 Amanda Tax System Replacement	75,000	502,000	175,000	-	-	-	-	-	-	-	752,000
36102001 Library ILS Infrastructure Refresh	-	176,000	-	-	-	-	176,000	-	-	-	352,000
36102002 Transit ITS Server and System Infrastructure	-	382,000	-	-	-	-	382,000	-	-	-	764,000
36102301 Microsoft Outlook Infrastructure Refresh	-	-	-	-	117,000	-	-	-	-	227,000	344,000
<b>Total Information Systems</b>	<b>3,369,000</b>	<b>3,600,000</b>	<b>2,065,000</b>	<b>1,683,000</b>	<b>1,731,000</b>	<b>2,216,000</b>	<b>2,071,000</b>	<b>1,457,000</b>	<b>1,890,000</b>	<b>1,634,000</b>	<b>21,716,000</b>
<b>Total CORPORATE SERVICES</b>	<b>7,098,000</b>	<b>8,239,000</b>	<b>5,993,000</b>	<b>7,364,900</b>	<b>8,665,000</b>	<b>8,367,000</b>	<b>9,225,000</b>	<b>8,052,000</b>	<b>9,573,000</b>	<b>9,602,500</b>	<b>82,179,400</b>

COMMUNITY SERVICES

Parks and Open Space

Park Renewal											
52211715 Old Abbey Park - Phase Two	-	416,000	-	-	-	-	-	-	-	-	416,000
52211720 Tennis and Basketball Court	208,000	-	-	-	-	-	-	-	-	-	208,000
52211721 Electrical Lighting Rehab	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	550,000
52211813 Coronation Park Renewal	208,000	-	-	-	-	600,000	-	-	-	-	808,000
52211907 Skateboard Park Rehab	-	52,000	-	52,000	-	-	140,000	-	-	57,000	301,000
52221901 B.A. Field - artificial turf replacement	104,000	-	884,000	-	-	-	-	-	-	-	988,000
52221902 Sports Field Irrigation	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
52222001 North Park - artificial turf replacement	-	-	-	780,000	-	-	-	-	-	-	780,000
52222101 Centennial Plaza Rehabilitation	-	-	-	52,000	624,000	-	-	-	-	-	676,000
52231601 Cul-de-sac Rehabilitation	231,000	277,000	302,000	302,000	302,000	302,000	302,000	302,000	302,000	302,000	2,924,000
52241704 Pathway Rehabilitation	201,000	251,000	261,000	261,000	277,000	302,000	302,000	327,000	327,000	352,000	2,861,000
52241705 Asphalt Pathway Rehabilitation	201,000	251,000	256,000	261,000	261,000	277,000	277,000	302,000	302,000	327,000	2,715,000
52241901 Trafalgar Park Renewal	416,000	-	-	-	-	-	-	-	-	-	416,000
52241902 Sixteen Hollow Park Renewal	260,000	-	-	-	-	-	-	-	-	248,000	508,000
52241903 Nautical Park Renewal	130,000	-	-	-	-	-	65,000	-	-	-	195,000
52241905 Replacement of In-Ground Waste Containers	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	750,000
52241906 Playground Accessibility Improvements	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000	520,000
52242001 Langtry Park Renewal	-	260,000	-	-	-	-	-	-	-	127,000	387,000
52242002 West Oak Trail Park Renewal	-	156,000	-	-	-	-	-	-	-	-	156,000
52242101 River Glen Park Renewal	-	-	57,000	-	-	-	-	-	-	-	57,000
52242202 Morden Park Renewal	-	-	-	442,000	-	-	-	-	-	54,000	496,000
52242301 Oakville Park Renewal	-	-	-	-	468,000	-	-	-	-	-	468,000
52242302 Shell Park Renewal	-	-	-	-	-	372,000	-	-	-	-	372,000
52242501 Palermo Park Renewal	-	-	-	-	-	214,000	-	-	-	-	214,000
52242502 Glen Oak Park Renewal	-	-	-	-	-	194,000	-	-	-	36,000	230,000
52242503 Brookdale Park Renewal	-	-	-	-	-	118,000	-	-	-	-	118,000
52242504 Ridgeview Park Renewal	-	-	-	-	-	76,000	-	-	-	54,000	130,000
52242505 Deer Run Park Renewal	-	-	-	-	-	205,000	-	-	-	-	205,000
52242506 Laurelwood Park Renewal	-	-	-	-	-	21,000	-	-	-	-	21,000
52242507 Oxford Park Renewal	-	-	-	-	-	140,000	-	-	-	-	140,000
52242508 Wedgewood Park Renewal	-	-	-	-	-	-	205,000	-	160,000	-	365,000
52242509 Pilgrim's Way Park Renewal	-	-	-	-	-	-	140,000	-	-	-	140,000
52242510 Glenashton Park Renewal	-	-	-	-	-	-	53,000	-	-	-	53,000
52242511 Grand Oak Park Renewal	-	-	-	-	-	-	52,000	-	-	-	52,000
52242512 Pine Glen Park Renewal	-	-	-	-	-	-	624,000	-	-	-	624,000
52242513 Munn's Creek Park Renewal	-	-	-	-	-	-	147,000	-	-	-	147,000

**Town of Oakville**

**2019 Capital Budget and 10 Year Financing Plan**

Infrastructure Renewal	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
52242514 Neyagawa Park Renewal	-	-	-	-	-	-	48,000	-	-	-	48,000
52242515 Kingsford Gardens Park Renewal	-	-	-	-	-	-	17,000	-	-	-	17,000
52242516 Old Abbey Ln Park Renewal	-	-	-	-	-	-	83,000	-	-	-	83,000
52242601 Ardleigh Park Renewal	-	-	-	-	-	-	-	94,000	-	-	94,000
52242602 Hopedale Park Renewal	-	-	-	-	-	-	-	140,000	-	-	140,000
52242603 River Oaks Park Renewal	-	-	-	-	-	-	-	-	936,000	-	936,000
52242701 Valleyridge Park Renewal	-	-	-	-	-	-	-	-	62,000	-	62,000
52251902 Hillmer Park Renewal	42,000	-	-	-	-	-	78,000	-	-	-	120,000
52251903 Old UMR Park Renewal	104,000	-	-	-	-	-	-	-	-	-	104,000
52252001 Shipyard Park Renewal	-	156,000	-	-	-	-	452,000	-	-	-	608,000
52252101 Bronte Harbour Park Renewal	-	-	286,000	-	-	-	52,000	-	-	-	338,000
52252102 Busby Park Renewal	-	-	140,000	-	-	-	-	-	-	-	140,000
52252103 Lions Valley Park Renewal	-	-	156,000	-	-	-	-	-	-	-	156,000
52252301 Bronte Heritage Park Renewal	-	-	-	-	234,000	-	-	122,000	-	88,000	366,000
52252501 Erchless Estates Park Renewal	-	-	-	-	-	-	-	156,000	-	-	156,000
52252502 Gairloch Gardens Park Renewal	-	-	-	-	-	-	-	78,000	-	-	78,000
52252503 Creek Path Woods Renewal	-	-	-	-	-	-	-	47,000	-	-	47,000
52252504 Falling Green Pond Park Renewal	-	-	-	-	-	-	-	73,000	-	-	73,000
52252505 Oakdale Park Renewal	-	-	-	-	-	-	-	38,000	-	-	38,000
52252506 Bayshire Woods Park Renewal	-	-	-	-	-	-	-	122,000	-	-	122,000
52252507 Spring Garden Park Renewal	-	-	-	-	-	-	-	129,000	-	-	129,000
52252508 Fisherman's Wharf Park Renewal	-	-	-	-	-	-	-	84,000	-	-	84,000
52252509 George's Square Renewal	-	-	-	-	-	-	-	32,000	-	-	32,000
52252510 Sheridan Valley Park Renewal	-	-	-	-	-	-	-	120,000	-	-	120,000
52252511 Tannery Park Renewal	-	-	-	-	-	-	-	188,000	-	-	188,000
52252512 Memorial Park Renewal	-	-	-	-	-	-	-	33,000	-	-	33,000
52252701 Bronte Bluffs Park Renewal	-	-	-	-	-	-	-	299,000	-	-	299,000
52252702 Old Mill Parkette Renewal	-	-	-	-	-	-	-	-	109,000	-	109,000
52252703 Pinewood Park Renewal	-	-	-	-	-	-	-	-	42,000	-	42,000
52252704 Kaitting House Parkette Renewal	-	-	-	-	-	-	-	-	118,000	-	118,000
52252705 South Shell Park Renewal	-	-	-	-	-	-	-	-	31,000	-	31,000
52261901 Iroquois Shoreline Woodlot Renewal	-	140,000	-	-	-	-	-	52,000	-	-	192,000
52262001 Glen Oak Creek Trail N Renewal	-	302,000	-	-	-	-	-	-	-	97,000	399,000
52262201 Arbourview Trail Renewal	-	-	-	260,000	-	-	-	-	-	-	260,000
52262501 Sixteen Mile Creek Trail Renewal	-	-	-	-	-	-	-	1,191,000	-	-	1,191,000
<b>Total Park Renewal</b>	<b>2,337,000</b>	<b>2,493,000</b>	<b>2,574,000</b>	<b>2,642,000</b>	<b>2,398,000</b>	<b>3,053,000</b>	<b>3,269,000</b>	<b>4,109,000</b>	<b>2,673,000</b>	<b>1,974,000</b>	<b>27,522,000</b>
<b>Parks Facilities</b>											
52211816 Parks Facilities Repairs	246,000	231,000	290,000	285,000	259,000	281,000	286,000	278,000	280,000	259,000	2,695,000
52221603 Gairloch Gardens Rehabilitation	-	260,000	-	-	-	-	-	-	-	-	260,000
52221903 Greenhouse Rehabilitation	101,000	-	-	4,000	12,000	-	6,000	-	-	-	123,000
<b>Total Parks Facilities</b>	<b>347,000</b>	<b>491,000</b>	<b>290,000</b>	<b>289,000</b>	<b>271,000</b>	<b>281,000</b>	<b>292,000</b>	<b>278,000</b>	<b>280,000</b>	<b>259,000</b>	<b>3,078,000</b>
<b>Parks Administration &amp; Equipment</b>											
52251803 Parks Replacement Equipment	1,957,000	1,331,000	2,161,000	2,250,000	2,058,000	1,230,000	1,574,000	388,000	1,287,000	1,309,000	15,545,000
52251901 Parks Structure Inspections	60,000	-	65,000	30,000	70,000	-	75,000	-	100,000	-	400,000
<b>Total Parks Administration &amp; Equipment</b>	<b>2,017,000</b>	<b>1,331,000</b>	<b>2,226,000</b>	<b>2,280,000</b>	<b>2,128,000</b>	<b>1,230,000</b>	<b>1,649,000</b>	<b>388,000</b>	<b>1,387,000</b>	<b>1,309,000</b>	<b>15,945,000</b>

Town of Oakville

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Infrastructure Renewal	2019 Budget	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	Total Forecast
<b>Forestry</b>											
52271601 Urban Forest Strategic Management Plan (UFSMP)	-	-	-	206,000	-	-	-	-	-	-	206,000
52271703 Street Tree Planting	452,000	452,000	452,000	452,000	452,000	452,000	452,000	452,000	452,000	452,000	4,520,000
52271704 Woodlot Preventative Maintenance	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	750,000
52271801 Invasive Species Audit/Control	217,000	238,000	262,000	289,000	318,000	349,000	384,000	422,000	465,000	512,000	3,456,000
52271804 Parks Tree Planting	-	294,000	294,000	294,000	294,000	294,000	294,000	294,000	294,000	294,000	2,646,000
52271901 Woodlot Preventative Maintenance-North Oakville	63,000	95,000	126,000	157,000	188,000	220,000	251,000	283,000	314,000	345,000	2,042,000
52272001 I-Tree	-	226,000	-	-	-	-	226,000	-	-	-	452,000
52272002 Preventative Maintenance Pruning	101,000	503,000	503,000	503,000	503,000	503,000	503,000	503,000	503,000	503,000	4,628,000
<b>Total Forestry</b>	<b>908,000</b>	<b>1,883,000</b>	<b>1,712,000</b>	<b>1,976,000</b>	<b>1,830,000</b>	<b>1,893,000</b>	<b>2,185,000</b>	<b>2,029,000</b>	<b>2,103,000</b>	<b>2,181,000</b>	<b>18,700,000</b>
<b>Total Parks and Open Space</b>	<b>5,609,000</b>	<b>6,198,000</b>	<b>6,802,000</b>	<b>7,187,000</b>	<b>6,627,000</b>	<b>6,457,000</b>	<b>7,395,000</b>	<b>6,804,000</b>	<b>6,443,000</b>	<b>5,723,000</b>	<b>65,245,000</b>
<b>Emergency Services</b>											
43301607 Portable Radio Equipment	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	250,000
43301704 Specialized Equipment Replacement	151,000	151,000	151,000	151,000	151,000	151,000	151,000	151,000	151,000	151,000	1,510,000
43301805 Specialized Equipment - New	-	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	225,000
43301807 Protective Clothing Replacement	-	151,000	151,000	151,000	151,000	151,000	151,000	151,000	151,000	151,000	1,359,000
43301808 Fire Training Facility	75,000	75,000	181,000	181,000	181,000	181,000	181,000	181,000	181,000	181,000	1,598,000
43301810 Furniture and Equipment Replacement	-	72,000	54,000	79,000	74,000	57,000	39,000	27,000	10,000	15,000	427,000
43301811 Fire Vehicle and Equipment Replacement	39,000	1,133,000	2,671,000	834,000	1,727,000	2,034,000	76,000	2,410,000	1,278,000	1,542,000	13,744,000
43301901 Fire Station Facility Maintenance	28,000	115,000	49,000	108,000	87,000	67,000	82,000	60,000	34,000	13,000	643,000
43301902 Appleby Dispatch CAD system upgrade	352,000	-	-	-	-	-	-	-	-	-	352,000
43301903 Fire Dispatch Centre Equipment Replacement	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
43302003 Fire Station 4 Facility Maintenance	-	251,000	251,000	-	-	-	-	-	-	-	502,000
43302101 SCBA Equipment Testing and Replacement	-	-	1,257,000	-	-	-	-	-	-	-	1,257,000
<b>Total Emergency Services</b>	<b>720,000</b>	<b>2,048,000</b>	<b>4,865,000</b>	<b>1,604,000</b>	<b>2,471,000</b>	<b>2,741,000</b>	<b>780,000</b>	<b>3,080,000</b>	<b>1,905,000</b>	<b>2,153,000</b>	<b>22,367,000</b>
<b>Recreation and Culture</b>											
<b>Recreation Stand Alone Arenas</b>											
46311801 Southern Arenas - Capital Replacements	47,400	104,000	65,000	66,600	6,600	166,800	72,000	75,000	32,600	11,600	647,600
46311901 Ice Resurfacer Replacement	241,000	121,000	121,000	121,000	121,000	121,000	241,000	121,000	121,000	121,000	1,450,000
46312001 South Arenas Interiors	-	8,700	10,000	79,000	-	12,600	86,800	-	-	-	197,100
46312102 Kinoak Arena - Concrete, Dasher Boards, Doors	-	-	-	1,523,700	-	-	-	-	-	-	1,523,700
<b>Total Recreation Stand Alone Arenas</b>	<b>288,400</b>	<b>233,700</b>	<b>196,000</b>	<b>1,790,300</b>	<b>127,600</b>	<b>300,400</b>	<b>399,800</b>	<b>196,000</b>	<b>153,600</b>	<b>132,600</b>	<b>3,818,400</b>
<b>Aquatic Services</b>											
46401802 White Oaks - Tile Pool Tank	-	-	-	-	121,000	-	-	-	-	-	121,000
46401803 Stand Alone Pool Interiors	-	-	-	-	-	40,000	-	-	-	-	40,000
46401804 Stand Alone Pools - Equipment Replacement	41,000	5,000	-	-	-	8,000	-	8,000	-	30,000	92,000
46401805 Outdoor Pools - Capital Replacements	40,000	28,000	136,000	165,000	10,000	25,000	234,000	6,000	41,000	51,000	736,000
46401806 Stand Alone Pools - Capital Replacements	13,000	17,000	12,000	25,000	22,000	31,000	5,000	8,000	19,000	5,000	157,000
46402001 Outdoor Pool Interiors	-	18,000	-	-	-	-	-	-	-	-	18,000
<b>Total Aquatic Services</b>	<b>94,000</b>	<b>68,000</b>	<b>148,000</b>	<b>190,000</b>	<b>153,000</b>	<b>104,000</b>	<b>239,000</b>	<b>22,000</b>	<b>60,000</b>	<b>86,000</b>	<b>1,164,000</b>
<b>Recreation Centres Services</b>											
46601601 Youth Centres - Furniture and Equipment	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	-	45,000
46601801 Recreation Planning Studies	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	750,000
46601803 Senior's Centre - Capital Replacements	-	10,000	37,000	85,000	-	10,000	-	-	-	-	142,000
46601901 Senior Centre Interiors	70,000	60,000	-	-	-	-	-	-	-	-	130,000
46601902 Overall Fitness Review	65,000	-	-	-	-	-	-	-	-	-	65,000
46601903 Senior's Centre - Furniture, Equipment Replacement	-	-	-	-	20,000	-	25,000	3,000	5,000	6,000	59,000
46631802 River Oaks Interior Renovations	260,000	64,000	-	181,000	36,400	-	-	-	-	-	541,400
46631803 River Oaks - Fitness Equipment Replacement	5,000	25,000	5,000	18,000	5,000	5,000	25,000	60,000	15,000	5,000	168,000
46631804 River Oaks - Capital Replacements	78,000	22,000	10,000	10,000	18,000	41,500	28,000	26,000	55,000	10,000	298,500

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Infrastructure Renewal	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
46631901 River Oaks - Replace Slab B Ice Rink	3,067,000	925,000	-	-	-	-	-	-	-	-	3,992,000
46632001 River Oaks - Community Room C	-	25,000	-	-	-	-	-	-	-	-	25,000
46632002 River Oaks - Squash Courts 2	-	58,000	-	-	-	-	-	-	-	-	58,000
46632003 River Oaks - Raquetball Courts 2	-	50,000	-	-	-	-	-	-	-	-	50,000
46632101 River Oaks - Replace Slab A Ice Rink	-	-	-	-	-	1,480,300	-	-	-	-	1,480,300
46641702 Iroquois Ridge - Repairs and Replacement	150,500	58,000	30,000	10,000	10,000	17,000	48,000	217,000	18,000	10,000	568,500
46641803 Iroquois Ridge - Fitness Equipment Replacement	15,000	18,000	5,000	12,000	11,000	12,000	30,000	34,000	22,000	5,000	164,000
46642102 Iroquois Ridge Minor Interior Renovations	-	-	17,000	-	-	-	-	-	-	-	17,000
46651805 Glen Abbey - Capital Replacements	102,400	147,000	56,000	81,000	85,000	107,400	97,000	127,000	44,000	156,000	1,002,800
46651901 Glen Abbey - Fitness Equipment Replacement	23,000	45,000	10,000	24,000	21,000	12,000	16,000	15,000	19,000	64,800	249,800
46652001 Glen Abbey - Blue Rink Concrete, Dasher Boards	-	-	-	-	-	-	10,000	1,610,400	-	-	1,620,400
46661701 QEPCCC Facility Enhancements	60,000	-	50,000	-	15,000	-	-	-	-	-	125,000
46661704 QEPCCC - Furniture and Equipment	5,000	5,000	5,000	56,000	5,000	99,000	21,000	6,000	16,000	10,000	228,000
46661801 QEPCCC - Capital Replacements	205,000	121,000	185,000	143,000	160,000	40,000	108,000	70,000	149,000	47,000	1,228,000
46671801 Joshua's Creek Arena - Capital Replacements	199,000	95,000	345,000	15,000	82,000	171,000	76,000	17,000	40,000	9,000	1,049,000
46681901 16 Mile - Capital Replacements	88,500	145,700	80,000	30,000	48,200	10,000	298,200	10,000	10,000	34,200	754,800
46682001 16 Mile - Replace Rubberized Rink Skate Flooring	-	548,000	-	-	-	-	-	-	-	-	548,000
<b>Total Recreation Centres Services</b>	<b>4,473,400</b>	<b>2,501,700</b>	<b>915,000</b>	<b>745,000</b>	<b>596,600</b>	<b>2,085,200</b>	<b>862,200</b>	<b>2,275,400</b>	<b>473,000</b>	<b>432,000</b>	<b>15,359,500</b>
<b>Cultural Services</b>											
47101801 OCPA - Replacement of Auditorium Sound Consoles	196,000	-	-	-	-	-	-	-	-	-	196,000
47101802 Oakville Centre - Capital Replacements	30,000	365,000	136,000	227,000	77,000	373,000	13,000	56,000	454,000	104,000	1,835,000
47101803 Oakville Centre - Acoustic System Replacement	-	-	-	452,000	-	-	-	-	-	-	452,000
47102001 Oakville Centre Lobby Expansion	-	1,286,000	4,637,000	-	-	-	-	-	-	-	5,923,000
<b>Total Cultural Services</b>	<b>226,000</b>	<b>1,651,000</b>	<b>4,773,000</b>	<b>679,000</b>	<b>77,000</b>	<b>373,000</b>	<b>13,000</b>	<b>56,000</b>	<b>454,000</b>	<b>104,000</b>	<b>8,406,000</b>
<b>Heritage Services</b>											
47801801 Museum - Coach House Study & Reno	-	-	302,000	1,564,000	-	-	-	-	-	-	1,866,000
47801802 Museum - Capital Replacements	5,000	9,000	5,000	5,000	7,000	5,000	26,000	5,000	5,000	4,000	76,000
<b>Total Heritage Services</b>	<b>5,000</b>	<b>9,000</b>	<b>307,000</b>	<b>1,569,000</b>	<b>7,000</b>	<b>5,000</b>	<b>26,000</b>	<b>5,000</b>	<b>5,000</b>	<b>4,000</b>	<b>1,942,000</b>
<b>Total Recreation and Culture</b>	<b>5,086,800</b>	<b>4,463,400</b>	<b>6,339,000</b>	<b>4,973,300</b>	<b>961,200</b>	<b>2,867,600</b>	<b>1,540,000</b>	<b>2,554,400</b>	<b>1,145,600</b>	<b>758,600</b>	<b>30,689,900</b>
<b>Oakville Public Library</b>											
71101709 Library Furniture and Equipment	80,000	80,000	80,000	101,000	101,000	101,000	106,000	116,000	116,000	116,000	997,000
71102002 Libraries Capital Replacement	56,000	-	-	-	-	-	-	20,000	1,000	16,000	93,000
71102603 Library Specialized Equipment Replacement	-	-	-	-	-	-	-	77,000	284,000	805,000	1,166,000
<b>Total Oakville Public Library</b>	<b>136,000</b>	<b>80,000</b>	<b>80,000</b>	<b>101,000</b>	<b>101,000</b>	<b>101,000</b>	<b>106,000</b>	<b>213,000</b>	<b>401,000</b>	<b>937,000</b>	<b>2,256,000</b>
<b>Oakville Galleries</b>											
75101801 Galleries Collection	-	12,000	-	12,000	-	12,000	-	12,000	-	-	48,000
75101802 Galleries Equipment	-	5,000	-	5,000	-	5,000	-	5,000	-	-	20,000
<b>Total Oakville Galleries</b>	<b>-</b>	<b>17,000</b>	<b>-</b>	<b>17,000</b>	<b>-</b>	<b>17,000</b>	<b>-</b>	<b>17,000</b>	<b>-</b>	<b>-</b>	<b>68,000</b>
<b>Infrastructure Maintenance</b>											
<b>Roads &amp; Works Administration</b>											
51311802 Central Operations Depot Capital Replacement	242,500	301,000	47,000	202,000	159,500	182,000	191,000	152,000	214,000	35,000	1,726,000
51311803 Central Ops - Furniture Replacement	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
51312403 North Ops Capital Replacements	25,000	80,000	-	5,000	-	156,000	54,000	54,000	-	27,000	401,000
<b>Total Roads &amp; Works Administration</b>	<b>277,500</b>	<b>391,000</b>	<b>57,000</b>	<b>217,000</b>	<b>169,500</b>	<b>348,000</b>	<b>255,000</b>	<b>216,000</b>	<b>224,000</b>	<b>72,000</b>	<b>2,227,000</b>

**Town of Oakville**  
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<b>Infrastructure Renewal</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
	<b>Budget</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>
<b>Traffic</b>											
51611801 Major Traffic Signal Repairs	45,000	45,000	50,000	50,000	52,500	52,500	54,000	54,000	56,000	56,000	515,000
51611802 Traffic Signal Interconnect	60,000	60,000	65,000	65,000	67,000	67,000	69,000	69,000	75,000	75,000	672,000
51611803 Traffic Signal Hardware Replacement	278,000	379,000	454,000	454,000	454,000	530,000	530,000	530,000	605,000	605,000	4,819,000
51611804 Traffic Signal Controller Replacement	404,000	404,000	454,000	454,000	454,000	505,000	505,000	505,000	555,000	555,000	4,795,000
51611901 AODA Signal Upgrade Program	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
51631802 Streetlight Rehabilitation	151,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	601,000
51632101 BIA Streetlight Pole Rehabilitation	-	-	35,000	-	-	40,000	-	-	40,000	-	115,000
<b>Total Traffic</b>	<b>988,000</b>	<b>988,000</b>	<b>1,158,000</b>	<b>1,123,000</b>	<b>1,127,500</b>	<b>1,294,500</b>	<b>1,258,000</b>	<b>1,258,000</b>	<b>1,431,000</b>	<b>1,391,000</b>	<b>12,017,000</b>
<b>Fleet Operations</b>											
51321801 Hoist Replacements - Central Ops	215,000	-	-	-	-	-	-	-	-	-	215,000
51321802 Roads and Works Replacement Equipment	1,477,600	1,396,000	2,517,000	2,634,000	712,000	859,000	1,640,000	1,615,000	2,157,000	742,000	15,749,600
<b>Total Fleet Operations</b>	<b>1,692,600</b>	<b>1,396,000</b>	<b>2,517,000</b>	<b>2,634,000</b>	<b>712,000</b>	<b>859,000</b>	<b>1,640,000</b>	<b>1,615,000</b>	<b>2,157,000</b>	<b>742,000</b>	<b>15,964,600</b>
<b>Total Infrastructure Maintenance</b>	<b>2,958,100</b>	<b>2,775,000</b>	<b>3,732,000</b>	<b>3,974,000</b>	<b>2,009,000</b>	<b>2,501,500</b>	<b>3,153,000</b>	<b>3,089,000</b>	<b>3,812,000</b>	<b>2,205,000</b>	<b>30,208,600</b>
<b>Oakville Transit</b>											
<b>Transit Administration</b>											
54211802 Transit Facility Capital Repairs and Replacement	60,000	44,000	35,000	35,000	35,000	35,000	66,000	35,000	35,000	35,000	415,000
54211803 Transit Facility Equipment Replacement	182,000	109,000	234,000	25,000	829,000	81,000	162,000	123,000	216,000	66,000	2,027,000
54212101 Oakville GO Station Modifications	-	-	-	402,000	402,000	553,000	-	-	-	-	1,357,000
<b>Total Transit Administration</b>	<b>242,000</b>	<b>153,000</b>	<b>269,000</b>	<b>462,000</b>	<b>1,266,000</b>	<b>669,000</b>	<b>228,000</b>	<b>158,000</b>	<b>251,000</b>	<b>101,000</b>	<b>3,799,000</b>
<b>Transit Facilities</b>											
54202001 Replacement Shelters	-	84,000	54,000	155,000	54,000	89,000	181,000	217,000	-	-	834,000
<b>Total Transit Facilities</b>	<b>-</b>	<b>84,000</b>	<b>54,000</b>	<b>155,000</b>	<b>54,000</b>	<b>89,000</b>	<b>181,000</b>	<b>217,000</b>	<b>-</b>	<b>-</b>	<b>834,000</b>
<b>Transit Planning and Fleet</b>											
54411804 Specialized Vehicle Replacement	-	679,000	452,000	1,433,000	918,000	-	452,000	452,000	679,000	452,000	5,517,000
54411807 Supervisory Vehicle Replacement	-	-	85,000	61,000	-	71,000	-	-	-	85,000	302,000
54411808 Replacement Buses	3,559,000	4,153,000	4,153,000	5,339,000	5,339,000	3,559,000	5,339,000	4,905,000	4,905,000	2,966,000	44,217,000
54411902 Presto Equipment Replacement	-	2,514,000	-	-	-	-	-	-	-	-	2,514,000
54411903 Major Vehicle Refurbishment	1,237,000	1,855,000	1,237,000	1,237,000	1,031,000	2,061,000	1,855,000	1,910,000	1,910,000	1,910,000	16,243,000
54412001 Maintenance Vehicle and Equipment Replacement	-	60,000	-	-	-	-	-	-	60,000	-	120,000
<b>Total Transit Planning and Fleet</b>	<b>4,796,000</b>	<b>9,261,000</b>	<b>5,927,000</b>	<b>8,070,000</b>	<b>7,288,000</b>	<b>5,691,000</b>	<b>7,646,000</b>	<b>7,267,000</b>	<b>7,554,000</b>	<b>5,413,000</b>	<b>68,913,000</b>
<b>Total Oakville Transit</b>	<b>5,038,000</b>	<b>9,498,000</b>	<b>6,250,000</b>	<b>8,687,000</b>	<b>8,608,000</b>	<b>6,449,000</b>	<b>8,055,000</b>	<b>7,642,000</b>	<b>7,805,000</b>	<b>5,514,000</b>	<b>73,546,000</b>
<b>Total COMMUNITY SERVICES</b>	<b>19,547,900</b>	<b>25,079,400</b>	<b>28,068,000</b>	<b>26,543,300</b>	<b>20,777,200</b>	<b>21,134,100</b>	<b>21,029,000</b>	<b>23,399,400</b>	<b>21,511,600</b>	<b>17,290,600</b>	<b>224,380,500</b>
<b>COMMUNITY DEVELOPMENT</b>											
<b>Infrastructure Planning</b>											
<b>Eng. &amp; Const. Administration</b>											
53111701 Engineering and Construction Cap. Repl.	-	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	225,000
<b>Total Eng. &amp; Const. Administration</b>	<b>-</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>225,000</b>
<b>Design and Construction</b>											
52211824 FD-Gairloch Gardens Seawall	804,000	-	-	-	-	-	-	-	-	-	804,000
53321701 Bridge Road - Third Line to Sherin Drive	-	-	1,372,000	-	-	-	-	-	-	-	1,372,000
53322003 Chisholm Street - Rebecca St. to Bond St.	-	97,000	581,000	-	-	-	-	-	-	-	678,000
53322004 Invicta Drive-North Service Rd to North Limit	-	157,000	1,902,000	-	-	-	-	-	-	-	2,059,000
53322101 Bond Street - Kerr to Queen Mary Drive	-	-	170,000	771,000	-	-	-	-	-	-	941,000
53322102 Devon Road - Morrison Rd to Wedgewood Dr.	-	-	482,000	2,700,000	-	-	-	-	-	-	3,182,000
53322202 Mary Street - Margaret to Maurice Drive	-	-	-	54,000	410,000	-	-	-	-	-	464,000
53322301 Morrison Rd - Cynthia Lane to Devon Road	-	-	-	-	302,000	2,082,000	-	-	-	-	2,384,000
53322402 Morrison Rd - Devon Rd to Lakeshore Rd	-	-	-	-	-	534,000	3,367,000	-	-	-	3,901,000

Town of Oakville

2019 Capital Budget and 10 Year Financing Plan

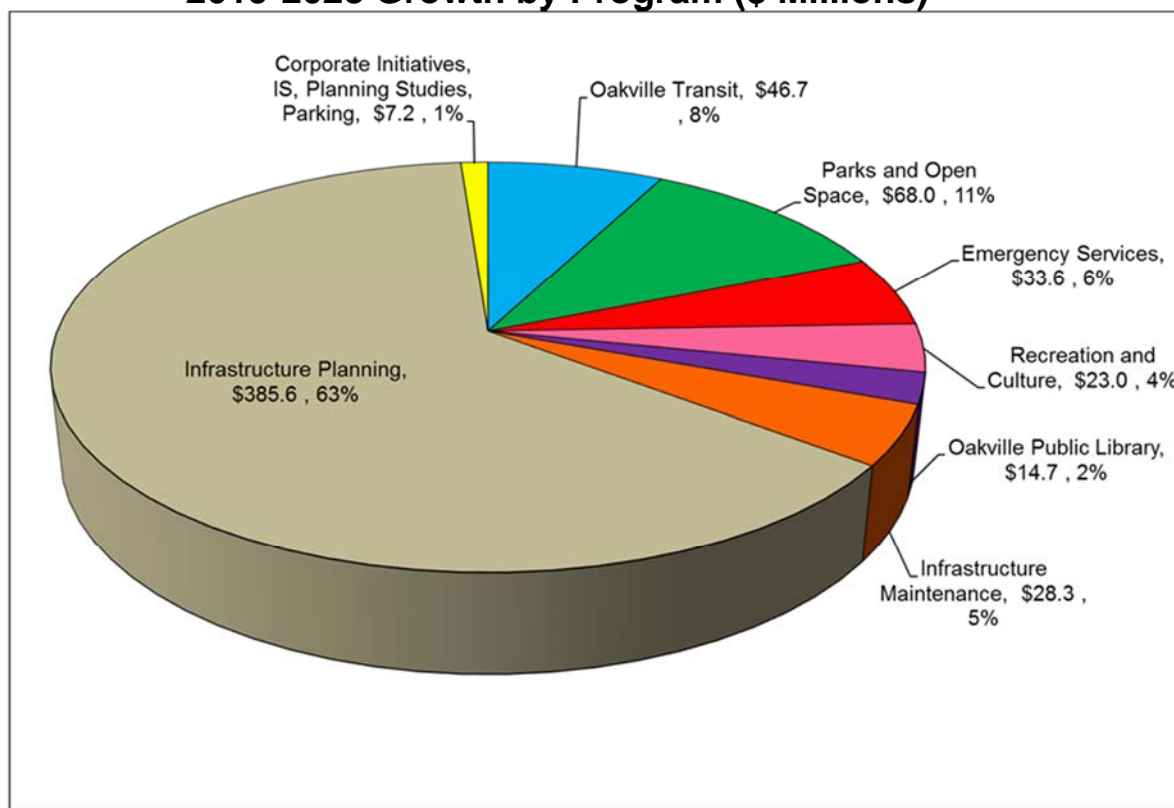
Infrastructure Renewal	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
53322501 Reynolds Street - Cornwall Rd to Spruce St	-	-	-	-	-	-	97,000	521,000	-	-	618,000
53322502 Elmhurst Ave - Maple Grove to Eastcourt Rd	-	-	-	-	-	-	187,000	1,250,000	-	-	1,437,000
53331602 Road Safety Program	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	510,000
53331701 Fences and Noise Wall Maintenance & Rehab	505,000	253,000	202,000	531,000	531,000	531,000	531,000	531,000	531,000	531,000	4,677,000
53331801 Road Resurfacing and Preservation Program	9,600,000	9,600,000	9,600,000	9,600,000	9,600,000	10,105,000	10,105,000	10,105,000	10,105,000	10,105,000	98,525,000
53341703 AT Facility Rehabilitation	-	304,000	304,000	304,000	304,000	304,000	304,000	304,000	304,000	304,000	2,736,000
53351801 Infrastructure Assessment and Engineering Studies	-	100,000	-	100,000	-	100,000	-	100,000	-	100,000	500,000
53361103 Warminster Dr Bridge at 14 Mile Creek	-	1,415,000	-	-	-	-	-	-	-	-	1,415,000
53361801 SSR at Joshua Creek Bridge Rehabilitation	-	260,000	-	-	-	-	-	-	-	-	260,000
53361802 Bridge & Culvert Minor Rehabilitations - Various	-	354,000	354,000	354,000	354,000	354,000	354,000	354,000	354,000	354,000	3,186,000
53361901 Biannual Structure Inspection	60,000	85,000	-	85,000	40,000	85,000	-	85,000	40,000	85,000	565,000
53361902 RWD @ Metrolinx Bridge Rehab	2,021,000	-	-	-	-	-	-	-	-	-	2,021,000
53362301 Bridge Rehabilitation - Allocation	-	-	-	-	570,000	570,000	570,000	570,000	570,000	570,000	3,420,000
53362403 Culvert Replacement/Rehabilitation - Allocation	-	-	-	-	-	570,000	570,000	570,000	570,000	570,000	2,850,000
53371102 Morrison Creek West Reach 37	422,000	-	-	-	-	-	-	-	-	-	422,000
53371505 Vista Promenade - Shoreline Protection	1,689,000	-	-	-	-	-	-	-	-	-	1,689,000
53371601 Holyrood Promenade	450,000	-	-	-	-	-	-	-	-	-	450,000
53371606 Morrison Creek East- Reaches 39 to 45 - Creek Erosion	-	-	1,583,000	1,056,000	-	-	-	-	-	-	2,639,000
53371701 Flooding Protection Program	-	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	4,500,000
53371704 Flood Study Update	158,000	-	-	-	-	-	-	-	-	-	158,000
53371707 Outfall Major Maintenance	74,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	407,000
53371801 Glen Oak Creek, Reach 32a - Creek Erosion	-	755,000	-	-	-	-	-	-	-	-	755,000
53371804 Major Slope Inspection/Monitoring/Design	106,000	-	-	53,000	-	-	-	53,000	-	-	212,000
53371807 Storm Pond - Capital Maintenance	422,000	422,000	264,000	264,000	369,000	528,000	528,000	528,000	528,000	528,000	4,381,000
53371810 Munn's Creek, Reaches 33-35 - Creek Erosion	-	1,689,000	-	-	-	-	-	-	-	-	1,689,000
53371902 Creek & Channel Inspections	-	158,000	-	-	-	158,000	-	-	-	-	316,000
53371903 Water Resources Equipment Evergreening	37,000	-	26,000	-	26,000	-	26,000	-	26,000	-	141,000
53371904 Erosion Mitigation-West Bank Lions Valley	79,000	-	-	-	-	-	-	-	-	-	79,000
53372001 Arkendo Park - Shoreline Protection	-	158,000	1,829,000	-	-	-	-	-	-	-	1,987,000
53372002 Shoreline Assessment	-	106,000	-	-	-	106,000	-	-	-	106,000	318,000
53372102 Shoreline Remediation - Allocation	-	-	-	1,055,000	1,055,000	1,055,000	1,055,000	1,055,000	1,055,000	1,055,000	7,385,000
53372201 Erosion Control - Allocation	-	-	-	-	1,055,000	-	1,055,000	1,055,000	1,055,000	1,055,000	5,275,000
53372202 Fourteen Mile Creek, Reach 5 - Creek Erosion	-	-	-	211,000	-	1,900,000	-	-	-	-	2,111,000
53372801 Glenorchy Diversion Channel works	-	-	-	-	-	-	-	-	-	163,000	163,000
53381302 Westminster Drive - Storm Sewer	1,036,000	-	-	-	-	-	-	-	-	-	1,036,000
53381703 Maplehurst Storm Sewer	960,000	-	-	-	-	-	-	-	-	-	960,000
53381804 Storm Sewer Inspection	130,000	114,000	53,000	53,000	53,000	53,000	53,000	53,000	53,000	53,000	668,000
53381805 Woodhaven Park Drive Sewer	1,718,000	-	-	-	-	-	-	-	-	-	1,718,000
53381807 Storm Sewer Maintenance & Replacement Program	-	468,000	468,000	468,000	468,000	468,000	677,000	677,000	677,000	677,000	5,048,000
53382002 Storm Sewer - Allocation	-	1,000,000	1,000,000	1,314,000	1,314,000	937,000	937,000	937,000	937,000	937,000	9,313,000
<b>Total Design and Construction</b>	<b>20,322,000</b>	<b>18,083,000</b>	<b>20,778,000</b>	<b>19,561,000</b>	<b>17,039,000</b>	<b>21,028,000</b>	<b>21,004,000</b>	<b>19,336,000</b>	<b>17,393,000</b>	<b>17,781,000</b>	<b>192,325,000</b>
<b>Traffic Engineering</b>											
53411701 Traffic Studies and Monitoring	108,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	603,000
<b>Total Traffic Engineering</b>	<b>108,000</b>	<b>55,000</b>	<b>55,000</b>	<b>55,000</b>	<b>55,000</b>	<b>55,000</b>	<b>55,000</b>	<b>55,000</b>	<b>55,000</b>	<b>55,000</b>	<b>603,000</b>
<b>Total Infrastructure Planning</b>	<b>20,430,000</b>	<b>18,163,000</b>	<b>20,883,000</b>	<b>19,641,000</b>	<b>17,119,000</b>	<b>21,108,000</b>	<b>21,084,000</b>	<b>19,416,000</b>	<b>17,473,000</b>	<b>17,861,000</b>	<b>193,153,000</b>
<b>Planning Services</b>											
63101801 Heritage Planning Studies	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	250,000
<b>Total Planning Services</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>250,000</b>
<b>Total COMMUNITY DEVELOPMENT</b>	<b>20,455,000</b>	<b>18,188,000</b>	<b>20,883,000</b>	<b>19,666,000</b>	<b>17,144,000</b>	<b>21,133,000</b>	<b>21,109,000</b>	<b>19,441,000</b>	<b>17,498,000</b>	<b>17,886,000</b>	<b>193,403,000</b>
<b>GRAND TOTAL</b>	<b>48,012,900</b>	<b>51,692,400</b>	<b>55,211,000</b>	<b>53,614,200</b>	<b>46,626,200</b>	<b>50,674,100</b>	<b>51,403,000</b>	<b>50,932,400</b>	<b>48,622,600</b>	<b>44,819,100</b>	<b>501,607,900</b>



# Growth

The total ten-year Growth capital budget includes expenditures of \$607.1 million. The following pie chart illustrates the total Growth budget by program with Infrastructure Planning representing the largest program at \$385.6 million or 63%, which provide required road network improvements to service growth. The second largest program is Parks and Open Space at 11% with \$68 million in new neighbourhood parks, parkettes and trails, along with expansion to the North Operations depot. A total of \$46.7 million has been included in the forecast for Oakville Transit which includes additions to fleet for increased service along with a terminal in Palermo.

**2019-2028 Growth by Program (\$ Millions)**



*The 2019 Growth capital budget totals \$24.0 million, of which a breakdown by program is provided below.*

2019 Capital Budget (\$Millions)	
Program	2019
Information Systems	\$ 0.1
Parks and Open Space	\$ 4.9
Emergency Services	\$ 5.1
Oakville Public Library	\$ 0.3
Infrastructure Maintenance	\$ 0.4
Infrastructure Planning	\$ 11.6
Parking	\$ 0.5
Oakville Transit	\$ 0.8
Planning Services	\$ 0.3
<b>Total</b>	<b>\$ 24.0</b>

*The largest growth projects in 2019 are the construction of Fire Station #8 at 5.1 million, road reconstruction and widening of Speers Road from 3<sup>rd</sup> to 4<sup>th</sup> Line at \$3 million, and construction of neighbourhood park 3 at \$2.9 million.*

*Also included in 2019 is \$3.4 million for land and utility relocations for the Kerr Street road/rail grade separation.*

# Growth

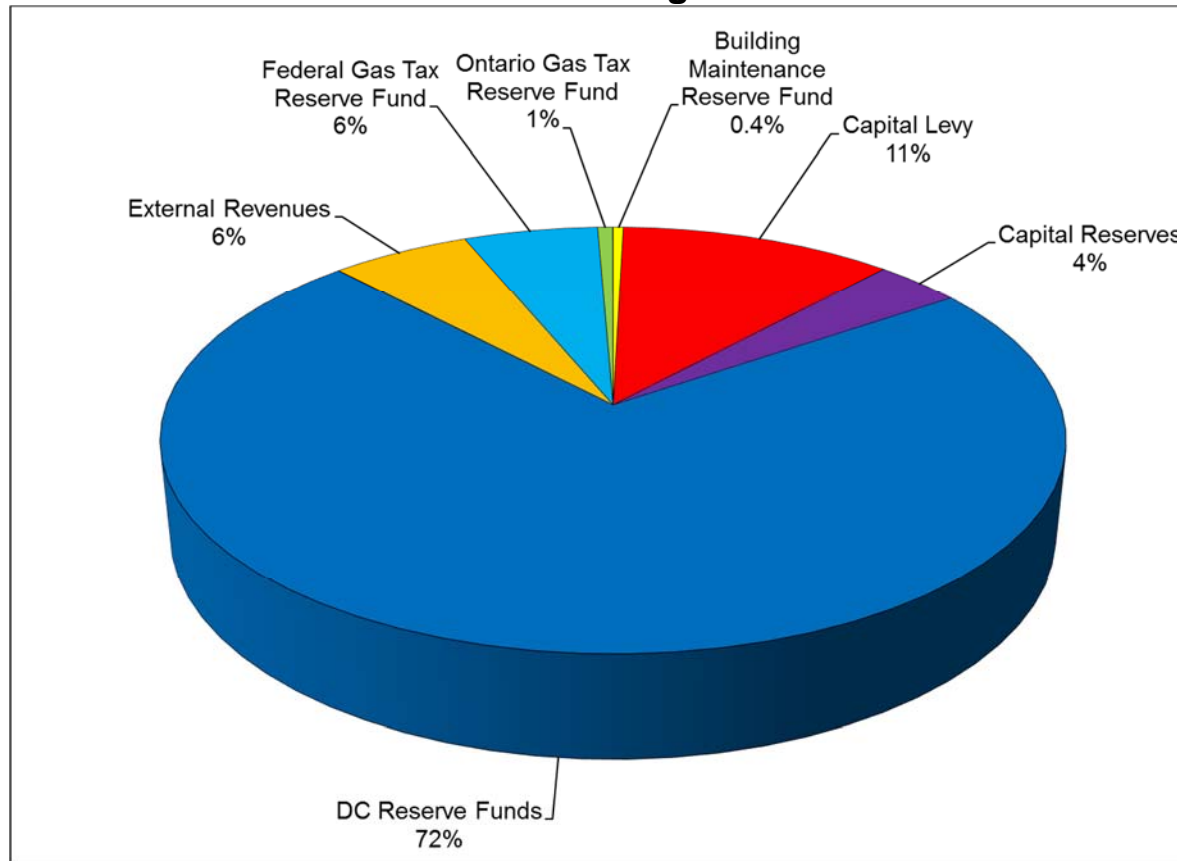
The following table highlights some of the significant Growth projects within the ten-year forecast. The largest value project is \$52.3 million for the construction of the new road/rail grade separation at Kerr Street, within the Infrastructure Planning program. Other notable projects include reconstruction and widenings of Sixth Line and Burnhamthorpe, the retrofit and expansion of North Operations depot, Sixteen Mile Community Centre and Library, new Transit buses and a terminal in Palermo, and Fire Stations 8 and 9. Also, Neighbourhood Parks have been planned in the forecast along with expansion to the Natural Heritage System (NHS) Trail network.

<b>10 Year Project Highlights (\$ Millions)</b>				
<b>Program</b>	<b>Department - Project</b>	<b>2019</b>	<b>Total</b>	<b>Primary Year/s</b>
Infrastructure Planning	53310703 Kerr St Widening and Grade Separation	\$ 3.4	\$ 52.3	2023-2024
Oakville Transit	54411904 Expansion Buses - 40 Ft	\$ 0.0	\$ 26.3	2020-2028
Infra. Maintenance/Parks	North Operations Depot Phase 2	\$ 0.0	\$ 26.2	2023-2028
Infrastructure Planning	53311006 6th Line-Dundas to William Hal	\$ 0.0	\$ 22.1	2020
Recreation and Culture	46602501 Sixteen Mile Community Centre	\$ 0.0	\$ 22.0	2027-2028
Infrastructure Planning	53311701 Traffic Management - Intersections	\$ 0.0	\$ 20.2	2020-2028
Infrastructure Planning	53312404 Burnhamthorpe East - W of 9th Line to Trafalgar	\$ 0.0	\$ 17.0	2024
Infrastructure Planning	53312007 Burnhamthorpe West - Trafalgar to E of Neyagawa	\$ 0.0	\$ 17.0	2021, 2024
Infrastructure Planning	53312104 South Service Road - 3rd Line to 4th Line	\$ 0.0	\$ 16.8	2025
Oakville Transit	54201801 Palermo Terminal	\$ 0.0	\$ 16.0	2021-2024
Infrastructure Planning	53311705 Burloak Dr Grade Sep - Harvester to PW D	\$ 0.0	\$ 15.5	2020-2022
Infrastructure Planning	53311609 RWD Widening - Future WB Off Ramp to Ford Plant	\$ 0.0	\$ 15.4	2024-2026
Infrastructure Planning	53311808 Lakeshore Road West - Dorval Dr to Fourth Line	\$ 0.9	\$ 14.4	2019-2021
Emergency Services	43302401 Fire Station #9	\$ 0.0	\$ 14.2	2023-2025
Infrastructure Planning	53311607 RWD Extension - Future WB Off Ramp to 8th Line	\$ 0.0	\$ 13.7	2024-2026
Infrastructure Planning	53312401 Wycroft Road - 3rd Line to Bronte Road	\$ 0.0	\$ 13.1	2024-2026
<b>Total</b>		<b>\$ 4.3</b>	<b>\$ 322.1</b>	

# Growth

Funding for the Growth Capital budget is primarily from Development Charges representing 72% of the total funding. External revenues include anticipated funding from Metrolinx and the Ministry of Transportation (MTO) for a number of significant roads projects in the forecast. Gas Tax reserve funds have been leveraged to fund transportation projects.

**Growth – Funding Sources**



- *Development Charges are collected at the time of Building Permit issuance and are put in reserve funds until expenditures are incurred to build the required growth projects set out in the town's development charges study.*
- *Based on legislation, the town is responsible for a 10% mandatory share of growth projects for soft services such as Parks, Recreation and Libraries. Also, many Road improvements are deemed to have a benefit to existing residents which reduces the DC eligible portion.*
- *Cost Sharing for Road projects that border other Municipalities or Ministry Infrastructure is included.*

**Town of Oakville**  
**2019 Capital Budget and 10 Year Financing Plan**

<b>Growth</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
	<b>Budget</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>
<b>CORPORATE INITIATIVES</b>											
<b>Finance</b>											
33102101 Development Charges Study	-	-	250,000	250,000	-	-	-	250,000	250,000	-	1,000,000
<b>Total Finance</b>	-	-	<b>250,000</b>	<b>250,000</b>	-	-	-	<b>250,000</b>	<b>250,000</b>	-	<b>1,000,000</b>
<b>Total CORPORATE INITIATIVES</b>	-	-	<b>250,000</b>	<b>250,000</b>	-	-	-	<b>250,000</b>	<b>250,000</b>	-	<b>1,000,000</b>
<b>CORPORATE SERVICES</b>											
<b>Information Systems</b>											
36101904 Hardware for New Facilities	66,000	-	-	-	75,000	76,000	113,000	88,000	40,000	277,000	735,000
<b>Total Information Systems</b>	<b>66,000</b>	-	-	-	<b>75,000</b>	<b>76,000</b>	<b>113,000</b>	<b>88,000</b>	<b>40,000</b>	<b>277,000</b>	<b>735,000</b>
<b>Total CORPORATE SERVICES</b>	<b>66,000</b>	-	-	-	<b>75,000</b>	<b>76,000</b>	<b>113,000</b>	<b>88,000</b>	<b>40,000</b>	<b>277,000</b>	<b>735,000</b>
<b>COMMUNITY SERVICES</b>											
<b>Parks and Open Space</b>											
<b>Park Development</b>											
52211613 NHS - Trail	-	291,000	844,000	1,216,000	457,000	844,000	844,000	844,000	-	-	5,340,000
52211703 Neighbourhood Park 4-Shieldbay	569,000	-	-	-	-	-	-	-	-	-	569,000
52211802 North Park Sports Park - South Parcel	-	-	268,000	3,617,000	2,654,000	2,849,000	-	-	-	-	9,388,000
52211803 Preserve Phase 3 NHS Trails	-	109,500	-	-	-	-	-	-	-	-	109,500
52211817 North Oakville - Neighbourhood Park - 3	2,898,000	-	-	-	-	-	-	-	-	-	2,898,000
52211901 Staroak Village Square	-	526,000	-	-	-	-	-	-	-	-	526,000
52211902 Phase 2 Palermo Park	-	-	-	-	-	427,000	2,658,000	849,000	-	-	3,934,000
52211904 Green Ginger NHS Trail	104,000	-	-	-	-	-	-	-	-	-	104,000
52211905 Sixth Line NHS Trails	276,000	-	-	-	-	-	-	-	-	-	276,000
52211908 St. Ann's Park (Hixon)	52,000	489,000	-	-	-	-	-	-	-	-	541,000
52211909 StarOak NHS Trails	286,000	-	-	-	-	-	-	-	-	-	286,000
52211910 Park Signs - New Growth	15,000	-	15,000	-	15,000	-	15,000	-	15,000	-	75,000
52211911 Shorewood Promenade - West	-	50,000	235,000	-	-	-	-	-	-	-	285,000
52211913 Uptown Core -Memorial Park Special Project	468,000	1,717,000	-	-	-	-	-	-	-	-	2,185,000
52212006 Trafalgar Works Site	-	721,000	-	-	-	-	-	-	-	-	721,000
52212008 Fitzsimmons Trail	-	31,000	229,000	-	-	-	-	-	-	-	260,000
52212009 Lisonally-Westdale Promenade	-	-	-	31,000	281,000	-	-	-	-	-	312,000
52212010 Bronte Green (Merton) Parks and NHS Trails	-	1,108,000	1,025,000	1,004,000	1,649,000	-	-	-	-	-	4,786,000
52212011 Emgo Village Square	-	567,000	-	-	-	-	-	-	-	-	567,000
52212104 East 14 Mile Creek Trail	-	-	786,000	-	-	-	-	-	-	-	786,000
52212105 NHS Trail - North Oakville - West	-	-	562,000	562,000	562,000	843,000	843,000	-	-	-	3,372,000
52212111 Winston Park West Trail Development	-	-	-	-	57,000	-	-	-	-	-	57,000
52212112 Martillac Estates Village Square	-	-	567,000	-	-	-	-	-	-	-	567,000
52212201 Bressa Village Square	-	-	-	567,000	-	-	-	-	-	-	567,000
52212202 Emgo NHS Trails	-	-	-	551,000	-	-	-	-	-	-	551,000
52212301 Dunoak Village Square	-	-	-	-	567,000	-	-	-	-	-	567,000
52212302 Neighbourhood Park 5	-	-	-	-	520,000	2,258,000	208,000	-	-	-	2,986,000
52212303 Dunoak NHS Trail	-	-	-	-	387,000	-	-	-	-	-	387,000
52212402 Dunoak North Village Square	-	-	-	-	-	558,000	-	-	-	-	558,000
52212403 West Oakville Sports Park Phase 1	-	-	-	-	-	276,000	-	-	-	-	276,000
52212502 Neighbourhood Park 9 (Emgo/Crystal)	-	-	-	-	-	-	520,000	2,687,000	-	-	3,207,000
52212504 Graydon Banning Village Square	-	-	-	-	558,000	-	-	-	-	-	558,000
52212602 Green Ginger East Village Square	-	-	-	-	-	-	-	567,000	-	-	567,000
52212701 Argo-Bressa Village Square	-	-	-	-	-	-	-	558,000	-	-	558,000
52212702 Dryland Village Square	-	-	-	-	-	-	-	-	558,000	-	558,000
52212703 Bressa North Village Square	-	-	-	-	-	-	-	-	558,000	-	558,000

Town of Oakville

2019 Capital Budget and 10 Year Financing Plan

Growth	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
52212704 Neighbourhood Park 10 (Dryland)	-	-	-	-	-	-	-	-	520,000	2,601,000	3,121,000
52222102 Reservoir Park Playground	-	-	156,000	-	-	-	-	-	-	-	156,000
52222501 North Park Sports Park - North Parcel	-	-	-	-	-	-	219,000	-	-	-	219,000
52222503 Joshua Meadows Community Park	-	-	-	-	-	-	-	-	-	260,000	260,000
<b>Total Park Development</b>	<b>4,668,000</b>	<b>5,609,500</b>	<b>4,687,000</b>	<b>7,548,000</b>	<b>7,707,000</b>	<b>8,055,000</b>	<b>5,307,000</b>	<b>5,505,000</b>	<b>1,651,000</b>	<b>2,861,000</b>	<b>53,598,500</b>
<b>Parks Facilities</b>											
52212401 North Operations Depot Phase 2 - Parks	-	-	-	-	4,124,900	624,000	624,000	519,000	1,164,000	2,894,900	9,950,800
<b>Total Parks Facilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,124,900</b>	<b>624,000</b>	<b>624,000</b>	<b>519,000</b>	<b>1,164,000</b>	<b>2,894,900</b>	<b>9,950,800</b>
<b>Parks Administration &amp; Equipment</b>											
52251802 Parks Growth Vehicles and Equipment	269,000	1,023,000	882,000	743,000	315,000	521,000	128,000	219,000	83,000	302,000	4,485,000
<b>Total Parks Administration &amp; Equipment</b>	<b>269,000</b>	<b>1,023,000</b>	<b>882,000</b>	<b>743,000</b>	<b>315,000</b>	<b>521,000</b>	<b>128,000</b>	<b>219,000</b>	<b>83,000</b>	<b>302,000</b>	<b>4,485,000</b>
<b>Total Parks and Open Space</b>	<b>4,937,000</b>	<b>6,632,500</b>	<b>5,569,000</b>	<b>8,291,000</b>	<b>12,146,900</b>	<b>9,200,000</b>	<b>6,059,000</b>	<b>6,243,000</b>	<b>2,898,000</b>	<b>6,057,900</b>	<b>68,034,300</b>
<b>Emergency Services</b>											
43301802 Fire Station #8	5,120,000	3,256,000	-	-	-	-	-	-	-	-	8,376,000
43301806 Station # 4 Expansion	-	-	-	-	-	-	5,478,000	5,159,000	-	-	10,637,000
43302001 Fire Master Plan	-	101,000	-	-	-	-	101,000	-	-	-	202,000
43302002 New Vehicles for Fire Prevention	-	80,000	-	40,000	-	-	40,000	-	-	-	160,000
43302401 Fire Station #9	-	126,000	-	-	2,086,000	8,303,000	3,669,000	-	-	-	14,184,000
<b>Total Emergency Services</b>	<b>5,120,000</b>	<b>3,563,000</b>	<b>-</b>	<b>40,000</b>	<b>2,086,000</b>	<b>8,303,000</b>	<b>9,288,000</b>	<b>5,159,000</b>	<b>-</b>	<b>-</b>	<b>33,559,000</b>
<b>Recreation and Culture</b>											
<b>Recreation Centres Services</b>											
46601802 New Youth Centre	-	150,000	450,000	-	-	-	-	-	-	-	600,000
46602001 Master Plan Update	-	200,000	-	-	-	-	200,000	-	-	-	400,000
46602501 Sixteen Mile Community Centre	-	45,000	-	6,988,100	-	-	-	50,000	1,511,000	13,374,000	21,968,100
<b>Total Recreation Centres Services</b>	<b>-</b>	<b>395,000</b>	<b>450,000</b>	<b>6,988,100</b>	<b>-</b>	<b>-</b>	<b>200,000</b>	<b>50,000</b>	<b>1,511,000</b>	<b>13,374,000</b>	<b>22,968,100</b>
<b>Total Recreation and Culture</b>	<b>-</b>	<b>395,000</b>	<b>450,000</b>	<b>6,988,100</b>	<b>-</b>	<b>-</b>	<b>200,000</b>	<b>50,000</b>	<b>1,511,000</b>	<b>13,374,000</b>	<b>22,968,100</b>
<b>Oakville Public Library</b>											
71101807 16 Mile Branch Library Collection	211,000	-	-	-	-	-	-	-	-	-	211,000
71101902 Palermo Incubator Library	101,000	-	-	-	-	-	-	-	-	-	101,000
71102001 New Branch Library - Palermo (Land Purchase)	-	-	4,750,000	-	-	-	-	-	-	-	4,750,000
71102003 Library Master Plan Update	-	50,000	-	-	-	-	50,000	-	-	-	100,000
71102602 New Branch Library - Sixteen Mile CC	-	40,000	-	1,747,000	-	-	-	-	534,000	4,576,000	6,897,000
71102701 New Branch Library - Palermo	-	-	-	-	-	-	-	-	603,000	2,011,000	2,614,000
<b>Total Oakville Public Library</b>	<b>312,000</b>	<b>90,000</b>	<b>4,750,000</b>	<b>1,747,000</b>	<b>-</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>1,137,000</b>	<b>6,587,000</b>	<b>14,673,000</b>
<b>Infrastructure Maintenance</b>											
<b>Roads &amp; Works Administration</b>											
51312401 North Operations Depot Phase 2B - Roads & Works	-	150,000	-	-	7,128,200	928,000	928,000	520,000	1,184,000	5,457,700	16,295,900
51312402 Central Operations Expansion/Renovation	-	-	-	-	-	-	-	-	1,068,000	2,008,000	3,076,000
51312601 North Snow Disposal Site	-	-	-	100,900	-	-	-	2,137,100	2,137,100	-	4,375,100
<b>Total Roads &amp; Works Administration</b>	<b>-</b>	<b>150,000</b>	<b>-</b>	<b>100,900</b>	<b>7,128,200</b>	<b>928,000</b>	<b>928,000</b>	<b>2,657,100</b>	<b>4,389,100</b>	<b>7,465,700</b>	<b>23,747,000</b>
<b>Fleet Operations</b>											
51321804 Roads and Works Growth Equipment	359,500	376,900	714,000	442,100	679,000	352,000	473,100	316,900	442,000	442,000	4,597,500
<b>Total Fleet Operations</b>	<b>359,500</b>	<b>376,900</b>	<b>714,000</b>	<b>442,100</b>	<b>679,000</b>	<b>352,000</b>	<b>473,100</b>	<b>316,900</b>	<b>442,000</b>	<b>442,000</b>	<b>4,597,500</b>
<b>Total Infrastructure Maintenance</b>	<b>359,500</b>	<b>526,900</b>	<b>714,000</b>	<b>543,000</b>	<b>7,807,200</b>	<b>1,280,000</b>	<b>1,401,100</b>	<b>2,974,000</b>	<b>4,831,100</b>	<b>7,907,700</b>	<b>28,344,500</b>

**Town of Oakville  
2019 Capital Budget and 10 Year Financing Plan**

<b>Growth</b>	<b>2019 Budget</b>	<b>2020 Forecast</b>	<b>2021 Forecast</b>	<b>2022 Forecast</b>	<b>2023 Forecast</b>	<b>2024 Forecast</b>	<b>2025 Forecast</b>	<b>2026 Forecast</b>	<b>2027 Forecast</b>	<b>2028 Forecast</b>	<b>Total Forecast</b>
<b>Oakville Transit</b>											
<i>Transit Administration</i>											
54211901 Transit - 10 year forecast & 5 Year Plan	-	250,000	-	-	-	250,000	-	-	-	-	500,000
<b>Total Transit Administration</b>	<b>-</b>	<b>250,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>250,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>500,000</b>
<i>Transit Facilities</i>											
54201801 Palermo Terminal	-	-	12,625,100	522,900	1,558,000	1,314,000	-	-	-	-	16,020,000
54202002 New Shelters	-	48,000	85,000	85,000	85,000	85,000	85,000	85,000	-	-	558,000
<b>Total Transit Facilities</b>	<b>-</b>	<b>48,000</b>	<b>12,710,100</b>	<b>607,900</b>	<b>1,643,000</b>	<b>1,399,000</b>	<b>85,000</b>	<b>85,000</b>	<b>-</b>	<b>-</b>	<b>16,578,000</b>
<i>Transit Planning and Fleet</i>											
54411805 Specialized Vehicle Expansion	799,000	266,000	266,000	266,000	266,000	266,000	266,000	266,000	266,000	266,000	3,193,000
54411904 Expansion Buses - 40 Ft	-	1,197,400	1,795,600	2,393,800	2,393,800	3,591,200	3,591,200	4,189,400	3,591,200	3,591,200	26,334,800
54412401 Supervisor Vehicle Expansion	-	-	-	-	-	75,100	-	-	-	-	75,100
<b>Total Transit Planning and Fleet</b>	<b>799,000</b>	<b>1,463,400</b>	<b>2,061,600</b>	<b>2,659,800</b>	<b>2,659,800</b>	<b>3,932,300</b>	<b>3,857,200</b>	<b>4,455,400</b>	<b>3,857,200</b>	<b>3,857,200</b>	<b>29,602,900</b>
<b>Total Oakville Transit</b>	<b>799,000</b>	<b>1,761,400</b>	<b>14,771,700</b>	<b>3,267,700</b>	<b>4,302,800</b>	<b>5,581,300</b>	<b>3,942,200</b>	<b>4,540,400</b>	<b>3,857,200</b>	<b>3,857,200</b>	<b>46,680,900</b>
<b>Total COMMUNITY SERVICES</b>	<b>11,527,500</b>	<b>12,968,800</b>	<b>26,254,700</b>	<b>20,876,800</b>	<b>26,342,900</b>	<b>24,364,300</b>	<b>20,940,300</b>	<b>18,966,400</b>	<b>14,234,300</b>	<b>37,783,800</b>	<b>214,259,800</b>
<b>COMMUNITY DEVELOPMENT</b>											
<b>Infrastructure Planning</b>											
<i>Eng. &amp; Const. Administration</i>											
53111901 Transportation Master Plan Updates	100,000	100,000	-	350,000	-	-	-	550,000	-	-	1,100,000
53112101 Traffic Impact Assessment Guidelines Update	-	-	54,900	-	-	-	-	54,900	-	-	109,800
53112102 Travel Demand Management Studies	-	-	214,900	-	-	-	-	214,900	-	-	429,800
53112103 Goods Movement Study	-	-	83,000	-	-	-	-	83,000	-	-	166,000
53112104 Transportation Implementation Plan and Monitoring Study	-	-	56,000	-	-	-	-	56,000	-	-	112,000
<b>Total Eng. &amp; Const. Administration</b>	<b>100,000</b>	<b>100,000</b>	<b>408,800</b>	<b>350,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>958,800</b>	<b>-</b>	<b>-</b>	<b>1,917,600</b>
<i>Design and Construction</i>											
53310601 Cornwall Rd-Chartwell to Morrison	303,000	-	-	-	-	-	-	-	-	-	303,000
53310703 Kerr St Widening and Grade Separation (Speers to NSR- N of QEW)	3,426,000	3,425,000	-	-	22,736,000	22,736,000	-	-	-	-	52,323,000
53311006 6th Line-Dundas to William Hal	-	22,074,000	-	-	-	-	-	-	-	-	22,074,000
53311410 Speers Rd - GO Station W of 3rd Line to 4th Line	3,032,000	-	-	-	-	-	-	-	-	-	3,032,000
53311502 North Service Road (1km East of Invicta to 8th Line)	-	8,190,900	-	-	-	-	-	-	-	-	8,190,900
53311508 Iroquois Shore (Eighth Line to Trafalgar Road)	-	-	556,000	2,668,000	3,941,000	-	-	-	-	-	7,165,000
53311603 Cross Avenue - Argus to South Service Road	-	-	-	-	-	-	505,000	6,326,000	-	-	6,831,000
53311604 Lakeshore Road West - EA Study	200,000	-	-	-	-	-	-	-	-	-	200,000
53311606 Wycroft Rd - East of Fourth Line to Weller	-	556,000	1,332,000	6,550,000	-	-	-	-	-	-	8,438,000
53311607 RWD Extension - Future WB Off Ramp to 8th Line	-	-	-	-	-	1,516,000	6,087,000	6,087,000	-	-	13,690,000
53311609 RWD Widening - Future WB Off Ramp to Ford Plant (incl QEW structure)	-	-	-	-	-	1,516,000	6,927,000	6,927,000	-	-	15,370,000
53311610 RWD at SSR Intersection Improvements	-	-	-	-	-	53,900	896,000	-	-	-	949,900
53311611 RWD/QEW Off Ramp - QEW to SSR Connection at Ford Plant	-	-	-	-	-	1,011,000	3,023,000	3,023,000	-	-	7,057,000
53311701 Traffic Management - Intersections	-	2,242,000	2,242,000	2,242,000	2,242,000	2,242,000	2,242,000	2,242,000	2,242,000	2,242,000	20,178,000
53311705 Burloak Dr Grade Sep - Harvester to PW D	-	7,730,000	3,860,000	3,860,000	-	-	-	-	-	-	15,450,000
53311706 Kerr St - N of QEW to Wycroft Rd	253,000	-	-	-	-	-	3,324,000	-	-	-	3,577,000
53311713 Speers Road - Fourth Line to Dorval Drive	445,000	4,750,000	-	-	-	-	-	-	-	-	5,195,000
53311807 Signal Optimization Program	288,000	200,000	200,000	200,000	200,000	200,000	288,000	200,000	200,000	200,000	2,176,000
53311808 Lakeshore Road West - Dorval Dr to Fourth Line	906,000	1,759,000	11,692,000	-	-	-	-	-	-	-	14,357,000
53311902 Speers Road - Procor to 3rd Line	-	-	636,000	2,697,000	-	-	-	-	-	-	3,333,000

Town of Oakville

2019 Capital Budget and 10 Year Financing Plan

Growth	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
53311903 Lakeshore Road West - Sandwell Dr to Third Line	-	-	-	733,000	598,000	8,033,000	-	-	-	-	9,364,000
53311907 QEW Eastbound On Ramp at RWD Interchange	-	-	-	-	-	303,000	2,155,000	2,155,000	-	-	4,613,000
53311908 QEW Westbound Off Ramp at RWD Interchange	-	-	-	-	-	303,000	2,581,000	2,581,000	-	-	5,465,000
53311911 Pedestrian Crossings (Structures)	-	-	-	700,000	-	-	-	807,000	201,000	-	1,708,000
53311912 Speers - East of Dorval Dr to Kerr St	-	-	-	404,000	774,000	251,000	2,294,000	-	-	-	3,723,000
53312002 Lakeshore Road West - Fourth Line to Sandwell	-	758,000	556,000	10,072,000	-	-	-	-	-	-	11,386,000
53312004 North Service Road - 3rd Line to 4th Line	101,000	733,000	465,000	699,000	7,748,000	-	-	-	-	-	9,746,000
53312006 Wycroft Rd - Sinclair Rd to Kerr St	-	-	-	404,000	222,000	-	3,853,000	-	-	-	4,479,000
53312007 Burnhamthorpe West - Trafalgar to E of Neyagawa	-	-	10,213,000	-	-	6,808,000	-	-	-	-	17,021,000
53312104 South Service Road - 3rd Line to 4th Line	-	-	202,000	773,000	3,249,000	-	12,540,000	-	-	-	16,764,000
53312105 Lakeshore Road West - East St to Third Line	-	-	505,000	505,000	4,421,000	-	-	-	-	-	5,431,000
53312107 Chartwell Road - 1 from South Service Rd	-	-	354,000	278,000	859,000	4,496,000	-	-	-	-	5,987,000
53312303 Lower Base Line (excluding valley section)	-	-	-	-	354,000	3,102,000	6,081,000	-	-	-	9,537,000
53312401 Wycroft Road - 3rd Line to Bronte Road	-	-	-	-	-	550,000	3,471,000	9,054,000	-	-	13,075,000
53312404 Burnhamthorpe East - W of 9th Line to Trafalgar	-	-	-	-	-	17,041,000	-	-	-	-	17,041,000
53341801 Active Transportation Initiatives	455,000	495,000	525,000	520,000	525,000	500,000	545,000	500,000	540,000	540,000	5,145,000
53341802 ATMP Cycle lanes, Pathways etc.	-	528,000	1,129,000	1,129,000	1,129,000	1,129,000	1,129,000	1,129,000	1,129,000	1,129,000	9,560,000
53341901 Active Transportation Studies	106,000	106,000	106,000	106,000	106,000	106,000	106,000	106,000	106,000	106,000	1,060,000
53341902 Crosstown Trail Phase 3	211,000	1,267,000	-	-	-	-	-	-	-	-	1,478,000
53341903 Lakeshore Rd MUT-Morrison to Winston Churchill	211,000	950,000	-	-	-	-	-	-	-	-	1,161,000
53342002 Bronte Creek Pedestrian Crossing	-	528,000	528,000	9,741,000	-	-	-	-	-	-	10,797,000
53371803 Environmental Studies and Monitoring	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	700,000
<b>Total Design and Construction</b>	<b>10,007,000</b>	<b>56,361,900</b>	<b>35,171,000</b>	<b>44,351,000</b>	<b>49,174,000</b>	<b>71,966,900</b>	<b>58,117,000</b>	<b>41,207,000</b>	<b>4,488,000</b>	<b>4,287,000</b>	<b>375,130,800</b>
<b>Traffic Engineering</b>											
53411801 Traffic Signal Construction Program	1,536,000	782,000	782,000	782,000	782,000	782,000	782,000	782,000	782,000	782,000	8,574,000
<b>Total Traffic Engineering</b>	<b>1,536,000</b>	<b>782,000</b>	<b>782,000</b>	<b>782,000</b>	<b>782,000</b>	<b>782,000</b>	<b>782,000</b>	<b>782,000</b>	<b>782,000</b>	<b>782,000</b>	<b>8,574,000</b>
<b>Total Infrastructure Planning</b>	<b>11,643,000</b>	<b>57,243,900</b>	<b>36,361,800</b>	<b>45,483,000</b>	<b>49,956,000</b>	<b>72,748,900</b>	<b>58,899,000</b>	<b>42,947,800</b>	<b>5,270,000</b>	<b>5,069,000</b>	<b>385,622,400</b>
<b>Parking</b>											
53511901 Downtown Oakville Lot	82,000	-	-	-	-	-	-	-	-	-	82,000
53511902 Parking Demand Study-North Oakville and Uptown	201,000	-	-	-	-	151,000	-	-	-	-	352,000
53511903 Town wide Parking Strategy	201,000	-	-	-	-	-	-	-	-	151,000	352,000
53512101 Parking Demand Study	-	-	130,000	-	-	-	-	130,000	-	-	260,000
53512301 Mid-town Parking	-	-	-	-	305,000	-	-	-	-	-	305,000
53512401 Downtown Parking Facility	-	-	-	-	-	1,603,000	-	-	-	-	1,603,000
53522002 On Street Paid Parking Program-Expansion	-	45,000	45,000	45,000	45,000	-	-	-	-	-	180,000
53522003 Expansion to Parking Fleet (Enforcement)	-	32,000	-	-	-	-	-	-	-	-	32,000
<b>Total Parking</b>	<b>484,000</b>	<b>77,000</b>	<b>175,000</b>	<b>45,000</b>	<b>350,000</b>	<b>1,754,000</b>	<b>-</b>	<b>130,000</b>	<b>-</b>	<b>151,000</b>	<b>3,166,000</b>
<b>Planning Services</b>											
63101501 Official Plan/ Prov. Conformity Review	150,000	100,000	200,000	-	-	-	-	100,000	100,000	200,000	850,000
63101604 Urban Design Initiatives (Design Direction & Studies)	-	50,000	50,000	-	100,000	-	-	-	100,000	100,000	400,000
63101701 Zoning Review	50,000	100,000	-	100,000	100,000	100,000	-	-	-	100,000	550,000
63101703 Special Planning Projects/Studies	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
<b>Total Planning Services</b>	<b>250,000</b>	<b>300,000</b>	<b>300,000</b>	<b>150,000</b>	<b>250,000</b>	<b>150,000</b>	<b>50,000</b>	<b>150,000</b>	<b>250,000</b>	<b>450,000</b>	<b>2,300,000</b>
<b>Total COMMUNITY DEVELOPMENT</b>	<b>12,377,000</b>	<b>57,620,900</b>	<b>36,836,800</b>	<b>45,678,000</b>	<b>50,556,000</b>	<b>74,652,900</b>	<b>58,949,000</b>	<b>43,227,800</b>	<b>5,520,000</b>	<b>5,670,000</b>	<b>391,088,400</b>
<b>GRAND TOTAL</b>	<b>23,970,500</b>	<b>70,589,700</b>	<b>63,341,500</b>	<b>66,804,800</b>	<b>76,973,900</b>	<b>99,093,200</b>	<b>80,002,300</b>	<b>62,532,200</b>	<b>20,044,300</b>	<b>43,730,800</b>	<b>607,083,200</b>

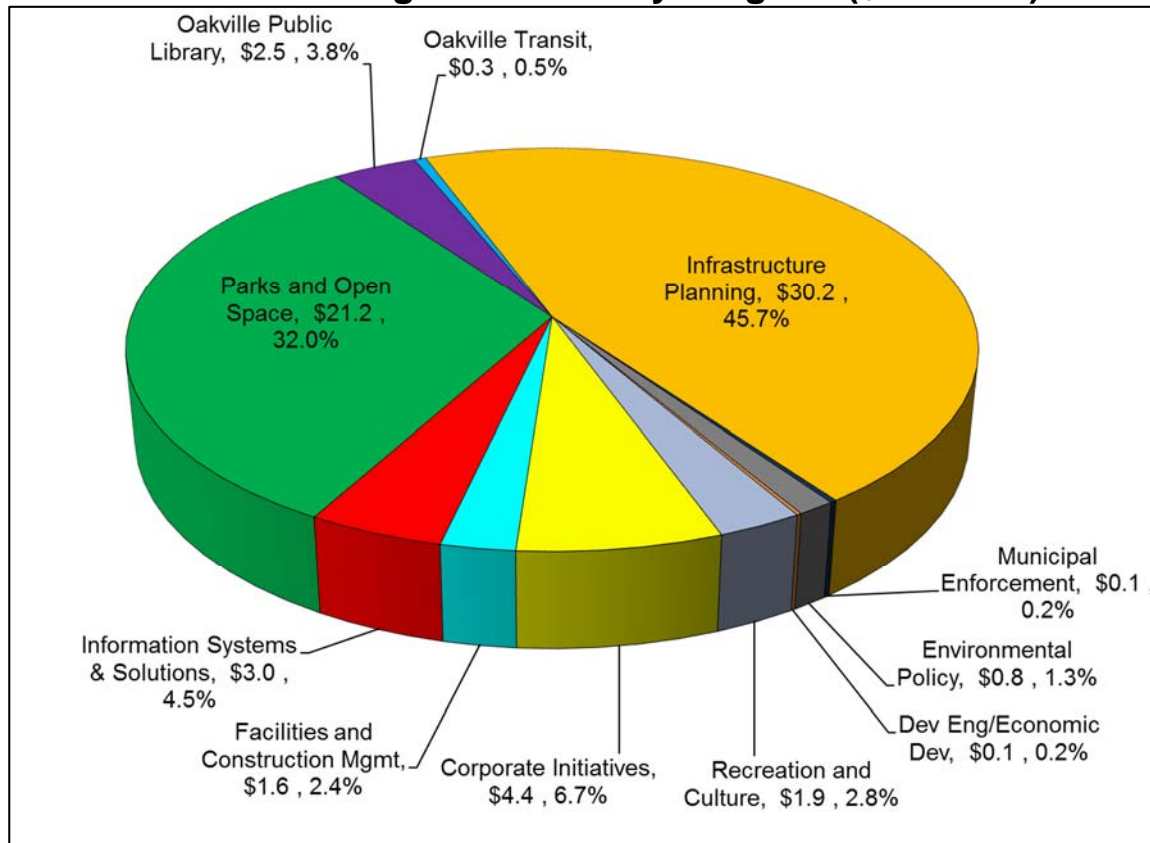




# Strategic Priorities

This category includes projects that have been initiated by staff in order to achieve the goals set out in Council's strategic plan that are not driven by growth or asset related. The total ten-year Strategic Priorities capital budget includes expenditures of \$66.2 million. The following pie chart illustrates the ten year Strategic Priorities budget by program with Infrastructure Planning representing the largest program at \$30.2 million (46%) as it includes the Downtown Lakeshore Road Reconstruction and Streetscape for \$21.6 million. The second largest program area is Parks and Open Space with \$21.2 million (32%) which includes \$17.8 million for EAB Management.

**2019-2028 Strategic Priorities by Program (\$ Millions)**



*The 2019 Strategic Priorities capital budget totals \$19.3 million, of which a breakdown by program is provided below.*

2019 Capital Budget (\$Millions)	
Program	2019
Corporate Initiatives	\$ 0.5
Facilities and Construction Manage	\$ 0.1
Information Systems	\$ 0.3
Parks and Open Space	\$ 4.3
Recreation and Culture	\$ 0.3
Oakville Public Library	\$ 1.2
Infrastructure Planning	\$ 12.3
Municipal Enforcement	\$ 0.1
Oakville Transit	\$ 0.1
Environmental Policy	\$ 0.2
<b>Total</b>	<b>\$ 19.3</b>

*The largest 2019 capital project is the Downtown Lakeshore Road Reconstruction and Streetscape at \$10.8 million.*

# Strategic Priorities

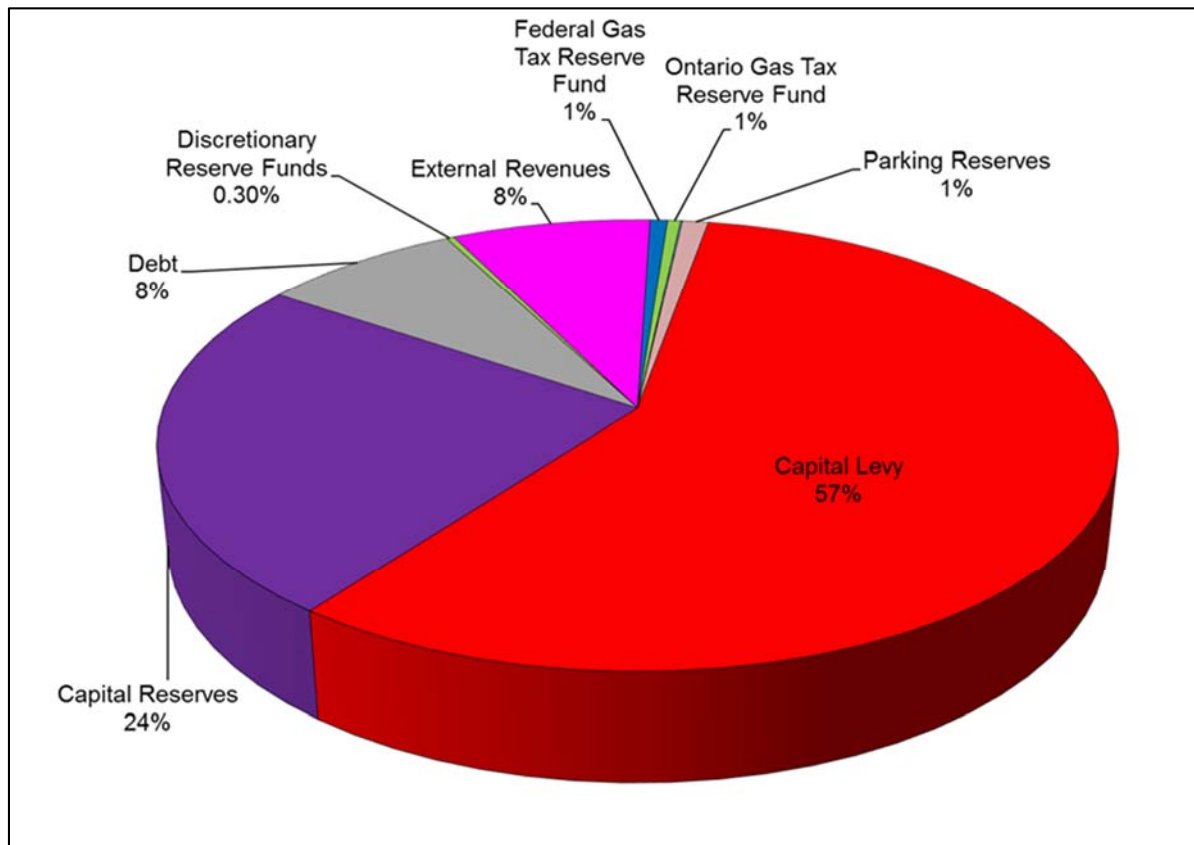
The following table illustrates the highlight projects for Strategic Priorities within the ten-year forecast. The most significant projects are the Downtown Lakeshore Road Reconstruction and the EAB Management Program. Other significant projects in 2019 include the rehabilitation of Towne Square and the Creation Hub and renovation at Glen Abbey Library.

<b>10 Year Project Highlights (\$ Millions)</b>					
<b>Program</b>	<b>Department - Project</b>		<b>2019</b>	<b>Total</b>	<b>Primary Year/s</b>
Infrastructure Planning	53321504 Downtown Lakeshore - Reconstruction/Streetscape	\$	10.8	\$ 21.6	2019-2020
Parks and Open Space	52271805 EAB Management Program	\$	2.5	\$ 17.8	All 10
Infrastructure Planning	Khalsa Gate Streetscape	\$	0.0	\$ 5.9	2020-2022
Corporate Initiatives	21101801 Web Based Services - Ph2	\$	0.5	\$ 4.4	All 10
Parks and Open Space	52221703 Towne Square Rehabilitation	\$	1.8	\$ 1.8	2019
Recreation and Culture	21102101 Centennial Pool - Demolition Costs	\$	0.3	\$ 1.8	2019-2022
Facilities and Construction	42101614 Accessibility Improvements	\$	0.1	\$ 1.6	All 10
Parks and Open Space	52211915 Sportfields Conversions	\$	0.0	\$ 1.6	2021, 2023
Information Systems	36101809 Corporate Document Management	\$	0.1	\$ 1.3	All 10
Oakville Public Library	71101804 Glen Abbey Creation Hub and Renovation	\$	1.1	\$ 1.1	2019
Infrastructure Planning	53321904 Smart City - Downtown Initiatives		0.9	\$ 0.9	2019
<b>Total</b>		\$	<b>18.1</b>	\$ <b>59.8</b>	

# Strategic Priorities

The majority of the funding for the Strategic Priorities capital budget is provided from the capital levy which represents 57% of the total financing. Capital reserves represent the second largest source of funding at 24%. External revenues include developer recoveries related to Khalsa Gate Streetscape work.

## Strategic Priorities – Funding Sources



- *\$38.1 million or 10% of the total Capital Levy has been allocated to support Strategic Priority projects.*
- *The Capital Reserve has been used to finance projects such as the Glen Abbey Creation Hub and Renovation, Lakeshore Road construction and mitigation measures, and Smart City initiatives.*
- *A portion of the Lakeshore Road project is recommended to be debt financed.*

**Town of Oakville**  
**2019 Capital Budget and 10 Year Financing Plan**

<b>Strategic Priorities</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>	
	<b>Budget</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	
<b>CORPORATE INITIATIVES</b>												
<b>CAO</b>												
21101801 Web Based Services - Ph2	494,000	494,000	494,000	494,000	494,000	494,000	494,000	494,000	494,000	494,000	-	4,446,000
<b>Total CAO</b>	<b>494,000</b>	<b>494,000</b>	<b>494,000</b>	<b>494,000</b>	<b>494,000</b>	<b>494,000</b>	<b>494,000</b>	<b>494,000</b>	<b>494,000</b>	<b>494,000</b>	<b>-</b>	<b>4,446,000</b>
<b>Total CORPORATE INITIATIVES</b>	<b>494,000</b>	<b>494,000</b>	<b>494,000</b>	<b>494,000</b>	<b>494,000</b>	<b>494,000</b>	<b>494,000</b>	<b>494,000</b>	<b>494,000</b>	<b>494,000</b>	<b>-</b>	<b>4,446,000</b>
<b>CORPORATE SERVICES</b>												
<b>Facilities and Construction Management</b>												
42101614 Accessibility Improvements	111,000	108,000	108,000	215,000	215,000	215,000	215,000	215,000	108,000	108,000	108,000	1,618,000
<b>Total Facilities and Construction Management</b>	<b>111,000</b>	<b>108,000</b>	<b>108,000</b>	<b>215,000</b>	<b>215,000</b>	<b>215,000</b>	<b>215,000</b>	<b>215,000</b>	<b>108,000</b>	<b>108,000</b>	<b>108,000</b>	<b>1,618,000</b>
<b>Information Systems</b>												
36101809 Corporate Document Management	100,000	100,000	100,000	300,000	100,000	100,000	200,000	100,000	100,000	100,000	100,000	1,300,000
36101811 Share Point Enhancements	50,000	50,000	126,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	576,000
36101814 Point of Sale Terminals Expansion and Refresh	85,000	20,000	20,000	-	20,000	20,000	-	20,000	-	-	-	185,000
36101907 PCI Certification Project	90,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	450,000
63101401 AMANDA Public Portal	-	-	226,000	-	-	-	-	226,000	-	-	-	452,000
<b>Total Information Systems</b>	<b>325,000</b>	<b>210,000</b>	<b>512,000</b>	<b>390,000</b>	<b>210,000</b>	<b>210,000</b>	<b>290,000</b>	<b>436,000</b>	<b>190,000</b>	<b>190,000</b>	<b>190,000</b>	<b>2,963,000</b>
<b>Total CORPORATE SERVICES</b>	<b>436,000</b>	<b>318,000</b>	<b>620,000</b>	<b>605,000</b>	<b>425,000</b>	<b>425,000</b>	<b>505,000</b>	<b>651,000</b>	<b>298,000</b>	<b>298,000</b>	<b>298,000</b>	<b>4,581,000</b>
<b>COMMUNITY SERVICES</b>												
<b>Parks and Open Space</b>												
<b>Park Renewal</b>												
52211915 Sportfields Conversions	-	-	780,000	-	780,000	-	-	-	-	-	-	1,560,000
52221703 Towne Square Rehabilitation	1,821,000	-	-	-	-	-	-	-	-	-	-	1,821,000
<b>Total Park Renewal</b>	<b>1,821,000</b>	<b>-</b>	<b>780,000</b>	<b>-</b>	<b>780,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,381,000</b>
<b>Forestry</b>												
52271805 EAB Management and Tree Renewal	2,459,000	2,193,000	1,927,000	1,836,000	1,646,000	1,875,000	1,680,000	1,921,000	1,148,000	1,144,000	1,144,000	17,829,000
<b>Total Forestry</b>	<b>2,459,000</b>	<b>2,193,000</b>	<b>1,927,000</b>	<b>1,836,000</b>	<b>1,646,000</b>	<b>1,875,000</b>	<b>1,680,000</b>	<b>1,921,000</b>	<b>1,148,000</b>	<b>1,144,000</b>	<b>1,144,000</b>	<b>17,829,000</b>
<b>Total Parks and Open Space</b>	<b>4,280,000</b>	<b>2,193,000</b>	<b>2,707,000</b>	<b>1,836,000</b>	<b>2,426,000</b>	<b>1,875,000</b>	<b>1,680,000</b>	<b>1,921,000</b>	<b>1,148,000</b>	<b>1,144,000</b>	<b>1,144,000</b>	<b>21,210,000</b>
<b>Recreation and Culture</b>												
<b>Aquatic Services</b>												
21102101 Centennial Pool - Demolition Costs	292,000	76,000	751,000	647,000	-	-	-	-	-	-	-	1,766,000
<b>Total Aquatic Services</b>	<b>292,000</b>	<b>76,000</b>	<b>751,000</b>	<b>647,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,766,000</b>
<b>Recreation Centres Services</b>												
46651801 GA Fitness Expansion Study	-	-	-	90,000	-	-	-	-	-	-	-	90,000
<b>Total Recreation Centres Services</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>90,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>90,000</b>
<b>Total Recreation and Culture</b>	<b>292,000</b>	<b>76,000</b>	<b>751,000</b>	<b>737,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,856,000</b>
<b>Oakville Public Library</b>												
71101804 Glen Abbey Creation Hub and Renovation	1,126,000	-	-	-	-	-	-	-	-	-	-	1,126,000
71101810 Central Library Space Reconfiguration	-	302,000	-	-	-	-	-	-	-	-	-	302,000
71101903 Library Wayfinding and Signage	40,000	-	-	-	-	-	-	-	-	-	-	40,000
71102004 Library Strategic Plan Update	-	80,000	-	-	-	80,000	-	-	-	-	-	160,000
71102203 Central Library Creation Hub and Renovation	-	-	-	860,000	-	-	-	-	-	-	-	860,000
<b>Total Oakville Public Library</b>	<b>1,166,000</b>	<b>382,000</b>	<b>-</b>	<b>860,000</b>	<b>-</b>	<b>80,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,488,000</b>

**Town of Oakville**  
**2019 Capital Budget and 10 Year Financing Plan**

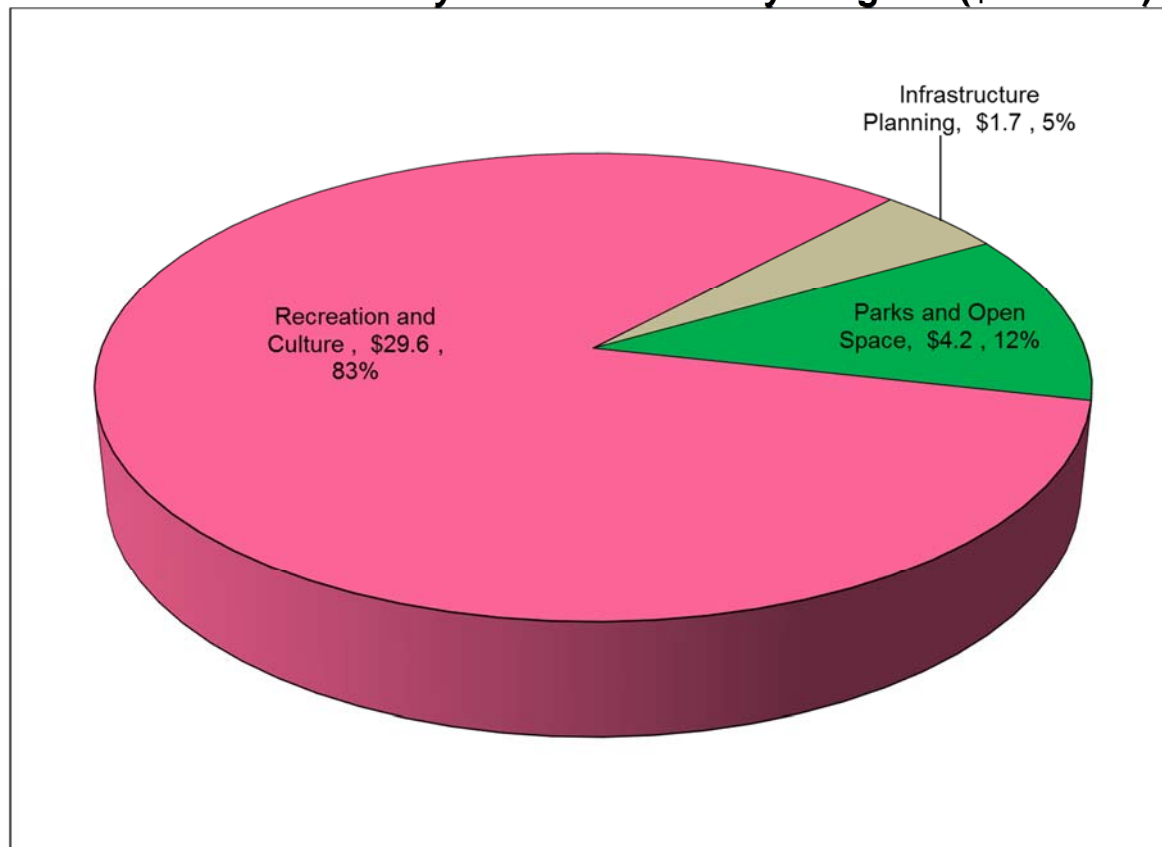
<b>Strategic Priorities</b>	<b>2019 Budget</b>	<b>2020 Forecast</b>	<b>2021 Forecast</b>	<b>2022 Forecast</b>	<b>2023 Forecast</b>	<b>2024 Forecast</b>	<b>2025 Forecast</b>	<b>2026 Forecast</b>	<b>2027 Forecast</b>	<b>2028 Forecast</b>	<b>Total Forecast</b>
<b>Oakville Transit</b>											
<i>Transit Administration</i>											
54212001 Bus Stop Accessibility Improvements	60,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	-	-	340,000
<b>Total Transit Administration</b>	<b>60,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	-	-	<b>340,000</b>
<b>Total Oakville Transit</b>	<b>60,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	-	-	<b>340,000</b>
<b>Total COMMUNITY SERVICES</b>	<b>5,798,000</b>	<b>2,691,000</b>	<b>3,498,000</b>	<b>3,473,000</b>	<b>2,466,000</b>	<b>1,995,000</b>	<b>1,720,000</b>	<b>1,961,000</b>	<b>1,148,000</b>	<b>1,144,000</b>	<b>25,894,000</b>
<b>COMMUNITY DEVELOPMENT</b>											
<b>Infrastructure Planning</b>											
<i>Eng. &amp; Const. Administration</i>											
53111902 Road Corridor Review	50,000	-	-	-	-	-	-	-	-	-	50,000
53111903 Teranet Easement Data	100,000	-	-	-	-	-	-	-	-	-	100,000
<b>Total Eng. &amp; Const. Administration</b>	<b>150,000</b>	-	-	-	-	-	-	-	-	-	<b>150,000</b>
<i>Design and Construction</i>											
53312005 Khalsa Gate Streetscape - Dundas St to Pine Glen	-	160,000	156,000	2,589,000	-	-	-	-	-	-	2,905,000
53312008 Khalsa Gate Streetscape - Pine Glen to Cul-de-sac	-	388,000	2,600,000	-	-	-	-	-	-	-	2,988,000
53312402 6th Line Northbound Turn Lane at Miller Road	-	-	-	42,000	366,000	-	-	-	-	-	408,000
53321504 Downtown Lakeshore - Reconstruction/Streetscape	10,792,000	10,792,000	-	-	-	-	-	-	-	-	21,584,000
53321801 Transit Layby Lane - McCraney Street	147,000	-	-	-	-	-	-	-	-	-	147,000
53321901 Downtown Lakeshore Const Mitigation	303,000	288,000	-	-	-	-	-	-	-	-	591,000
53321904 Smart City - Downtown Initiatives	884,000	-	-	-	-	-	-	-	-	-	884,000
53322001 Allan Street Streetscape Improvements	-	576,000	-	-	-	-	-	-	-	-	576,000
<b>Total Design and Construction</b>	<b>12,126,000</b>	<b>12,204,000</b>	<b>2,756,000</b>	<b>2,631,000</b>	<b>366,000</b>	-	-	-	-	-	<b>30,083,000</b>
<b>Total Infrastructure Planning</b>	<b>12,276,000</b>	<b>12,204,000</b>	<b>2,756,000</b>	<b>2,631,000</b>	<b>366,000</b>	-	-	-	-	-	<b>30,233,000</b>
<b>Municipal Enforcement</b>											
53611901 Noise Meter Update	16,000	-	-	-	-	-	-	-	-	-	16,000
53611902 Noise By-law Review	121,000	-	-	-	-	-	-	-	-	-	121,000
<b>Total Municipal Enforcement</b>	<b>137,000</b>	-	-	-	-	-	-	-	-	-	<b>137,000</b>
<b>Environmental Policy</b>											
22101604 Biodiversity (Natural Heritage System) Strategy	-	-	-	-	50,000	-	-	-	-	50,000	100,000
22101701 Energy Management System Solution	100,000	100,000	100,000	100,000	-	-	-	-	-	-	400,000
22101702 Community Energy Plan	80,000	-	-	-	-	-	-	-	-	-	80,000
22101801 Integrated Community Sustainability Plan	-	50,000	-	-	-	-	-	-	-	-	50,000
22102101 Environmental Strategic Plan (ESP) Update	-	-	-	101,000	-	-	-	-	101,000	-	202,000
<b>Total Environmental Policy</b>	<b>180,000</b>	<b>150,000</b>	<b>100,000</b>	<b>201,000</b>	<b>50,000</b>	-	-	-	<b>101,000</b>	<b>50,000</b>	<b>832,000</b>
<b>Dev Eng/Economic Dev</b>											
65101701 Economic Development Strategy Update	-	-	-	-	50,000	-	-	-	-	50,000	100,000
<b>Total Dev Eng/Economic Dev</b>	-	-	-	-	<b>50,000</b>	-	-	-	-	<b>50,000</b>	<b>100,000</b>
<b>Total COMMUNITY DEVELOPMENT</b>	<b>12,593,000</b>	<b>12,354,000</b>	<b>2,856,000</b>	<b>2,832,000</b>	<b>466,000</b>	-	-	-	<b>101,000</b>	<b>100,000</b>	<b>31,302,000</b>
<b>GRAND TOTAL</b>	<b>19,321,000</b>	<b>15,857,000</b>	<b>7,468,000</b>	<b>7,404,000</b>	<b>3,851,000</b>	<b>2,914,000</b>	<b>2,719,000</b>	<b>3,106,000</b>	<b>2,041,000</b>	<b>1,542,000</b>	<b>66,223,000</b>



# Community Enhancements

The total ten-year Community Enhancements capital budget includes expenditures of \$35.5 million and includes improvements or enhancements to the community that increase the current level of service but are not entirely driven by growth. As illustrated in the following pie chart the largest portion of the budget is in the Recreation and Culture program at \$29.6 million or 83%, followed by Parks and Open Space with \$4.2 million or 12%. Examples of these improvements are the South East Community Centre and Neighbourhood Park.

**2019-2028 Community Enhancements by Program (\$ Millions)**



*The 2019 Community Enhancements capital budget totals \$23.1 million, of which a breakdown by program is provided below.*

2019 Capital Budget (\$Millions)	
Program	2019
Parks and Open Space	\$ 0.4
Recreation and Culture	\$ 22.5
Infrastructure Planning	\$ 0.2
<b>Total</b>	<b>\$ 23.1</b>

*The largest 2019 capital project is to complete construction for the South East Community Centre and Neighbourhood Park at \$22.5 million.*

# Community Enhancements

The following table lists the capital projects included in the Community Enhancements category over the ten-year forecast. The most significant projects are the new South East Community Centre and Neighbourhood Park as well as the redevelopment of Wallace Park.

## 10 Year Project Highlights (\$ Millions)

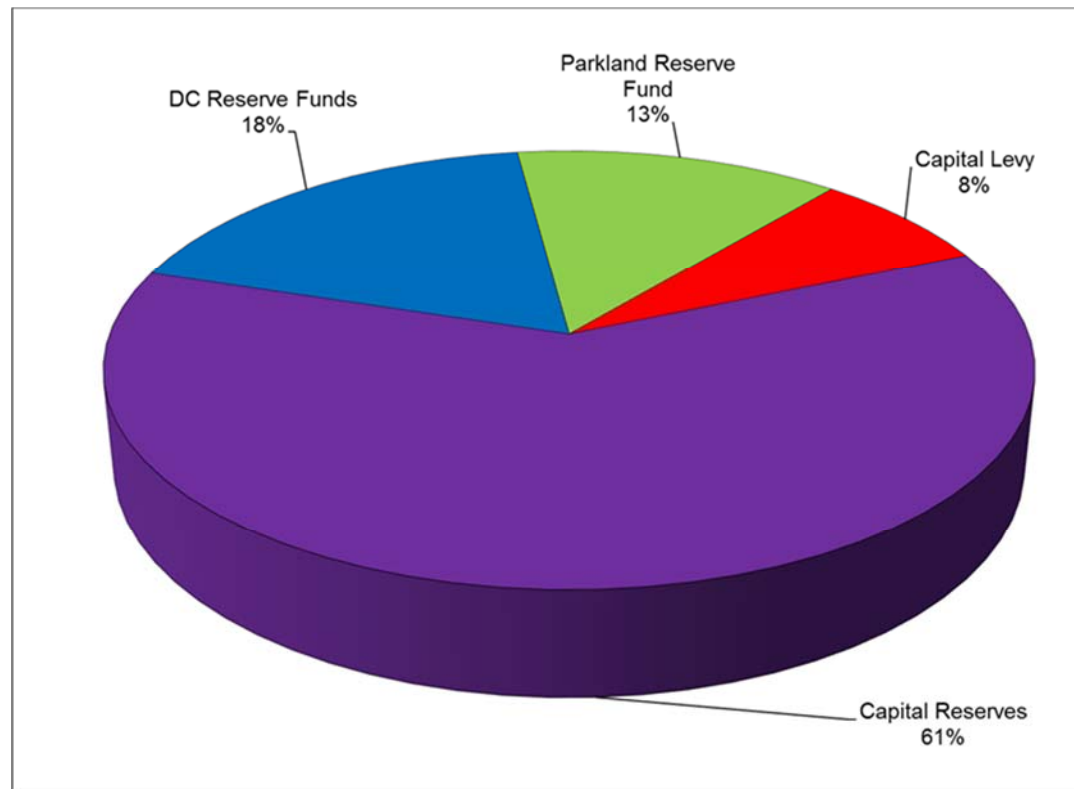
Program	Department - Project	2019	Total Forecast	Primary Year/s
Recreation and Culture	46601701 South East Community Centre	\$ 22.5	\$ 29.6	2019-2020
Parks and Open Space	52212007 Wallace Park Redev and Washroom Exp/Reno	\$ 0.0	\$ 3.1	2021
Infrastructure Planning	53411703 New Traffic Calming Program	\$ 0.2	\$ 1.7	All 10
Parks and Open Space	52211805 Allan Street Open Space	\$ 0.4	\$ 0.4	2019
Parks and Open Space	52212003 Splash Pad - Lawson Park	\$ 0.0	\$ 0.4	2021
Parks and Open Space	52211914 Clearview Creek Trail	\$ 0.0	\$ 0.3	2022
<b>Total</b>		<b>\$ 23.1</b>	<b>\$ 35.5</b>	



# Community Enhancements

The primary source of funding for the Community Enhancements program is the capital reserves and the capital levy, representing 69% of the total funding combined. Development charges represent 18% of the funding as the South East Community Centre is deemed to have a portion driven by growth. Parkland Reserve funds (Cash in Lieu) have been applied to parks initiatives including the new South East neighbourhood park.

**Community Enhancements – Funding Sources**



Town of Oakville

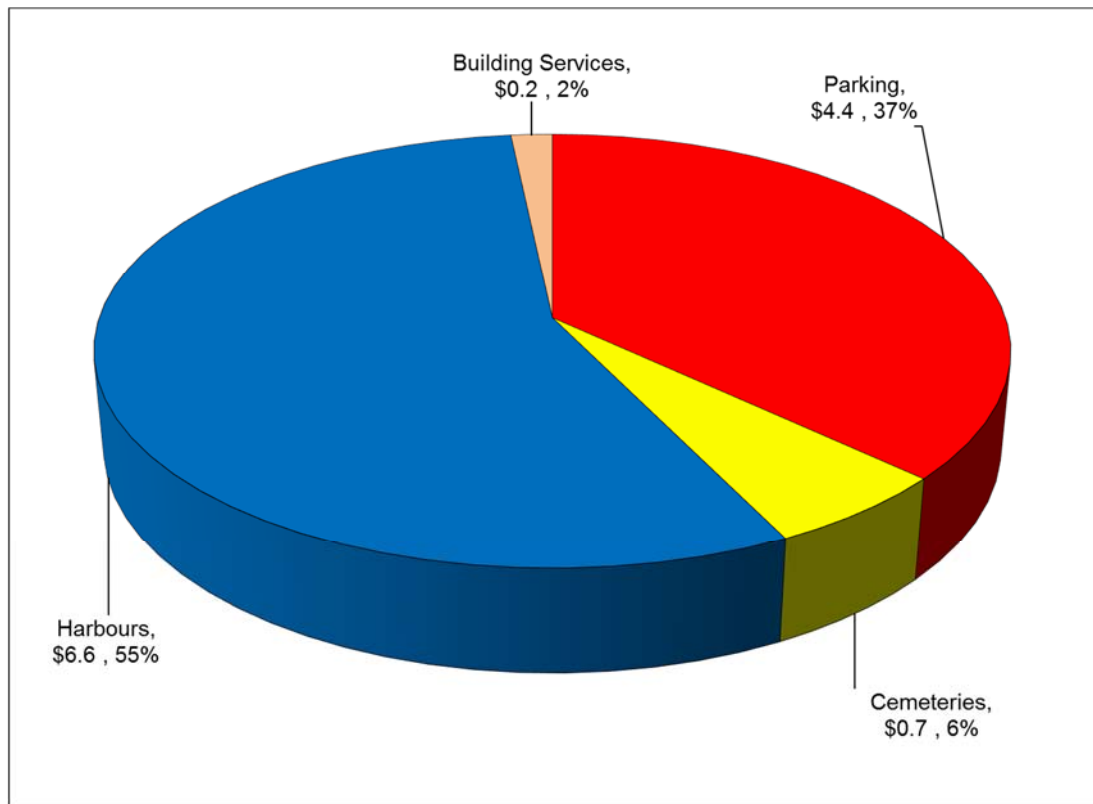
2019 Capital Budget and 10 Year Financing Plan

Community Enhancements	2019 Budget	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	Total Forecast
<b>COMMUNITY SERVICES</b>											
<b>Parks and Open Space</b>											
<i>Park Development</i>											
52211805 Allan Street Open Space	416,000	-	-	-	-	-	-	-	-	-	416,000
52211914 Clearview Creek Trail	-	-	-	260,000	-	-	-	-	-	-	260,000
<b>Total Park Development</b>	<b>416,000</b>	<b>-</b>	<b>-</b>	<b>260,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>676,000</b>
<i>Park Renewal</i>											
52212003 Splash Pad - Lawson Park	-	52,000	364,000	-	-	-	-	-	-	-	416,000
52212007 Wallace Park Redev and Washroom Exp/Reno	-	182,000	2,939,000	-	-	-	-	-	-	-	3,121,000
<b>Total Park Renewal</b>	<b>-</b>	<b>234,000</b>	<b>3,303,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,537,000</b>
<b>Total Parks and Open Space</b>	<b>416,000</b>	<b>234,000</b>	<b>3,303,000</b>	<b>260,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,213,000</b>
<b>Recreation and Culture</b>											
<i>Recreation Centres Services</i>											
46601701 South East Community Centre	22,488,000	7,076,000	-	-	-	-	-	-	-	-	29,564,000
<b>Total Recreation Centres Services</b>	<b>22,488,000</b>	<b>7,076,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>29,564,000</b>
<b>Total Recreation and Culture</b>	<b>22,488,000</b>	<b>7,076,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>29,564,000</b>
<b>Total COMMUNITY SERVICES</b>	<b>22,904,000</b>	<b>7,310,000</b>	<b>3,303,000</b>	<b>260,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>33,777,000</b>
<b>COMMUNITY DEVELOPMENT</b>											
<b>Infrastructure Planning</b>											
<i>Traffic Engineering</i>											
53411703 New Traffic Calming Program	164,000	164,000	164,000	164,000	164,000	164,000	195,000	195,000	164,000	164,000	1,702,000
<b>Total Traffic Engineering</b>	<b>164,000</b>	<b>164,000</b>	<b>164,000</b>	<b>164,000</b>	<b>164,000</b>	<b>164,000</b>	<b>195,000</b>	<b>195,000</b>	<b>164,000</b>	<b>164,000</b>	<b>1,702,000</b>
<b>Total Infrastructure Planning</b>	<b>164,000</b>	<b>164,000</b>	<b>164,000</b>	<b>164,000</b>	<b>164,000</b>	<b>164,000</b>	<b>195,000</b>	<b>195,000</b>	<b>164,000</b>	<b>164,000</b>	<b>1,702,000</b>
<b>Total COMMUNITY DEVELOPMENT</b>	<b>164,000</b>	<b>164,000</b>	<b>164,000</b>	<b>164,000</b>	<b>164,000</b>	<b>164,000</b>	<b>195,000</b>	<b>195,000</b>	<b>164,000</b>	<b>164,000</b>	<b>1,702,000</b>
<b>GRAND TOTAL</b>	<b>23,068,000</b>	<b>7,474,000</b>	<b>3,467,000</b>	<b>424,000</b>	<b>164,000</b>	<b>164,000</b>	<b>195,000</b>	<b>195,000</b>	<b>164,000</b>	<b>164,000</b>	<b>35,479,000</b>

# Enterprise Initiatives

The Enterprise Initiatives category includes projects that support on-going initiatives for the town's self-supported programs: Cemeteries, Harbours, Parking and Building Services. The total ten-year capital budget includes expenditures of \$11.9 million. The following pie chart illustrates the total Enterprise Initiatives budget by program with Harbours representing the largest program at 6.6 million or 55% which includes \$2.7 million to rehabilitate seawall infrastructure.

**2019-2028 Enterprise Initiatives by Program (Millions)**



*The 2019 Enterprise Initiatives capital budget totals \$1.9 million, of which a breakdown by program is provided below.*

2019 Capital Budget (\$Millions)	
Program	2019
Parking	\$ 0.7
Cemeteries	\$ 0.1
Harbours	\$ 1.0
Building Services	\$ 0.2
<b>Total</b>	<b>\$ 1.9</b>

*Dredging at Bronte Harbour will take place in 2019 at \$0.35 million.*

# Enterprise Initiatives

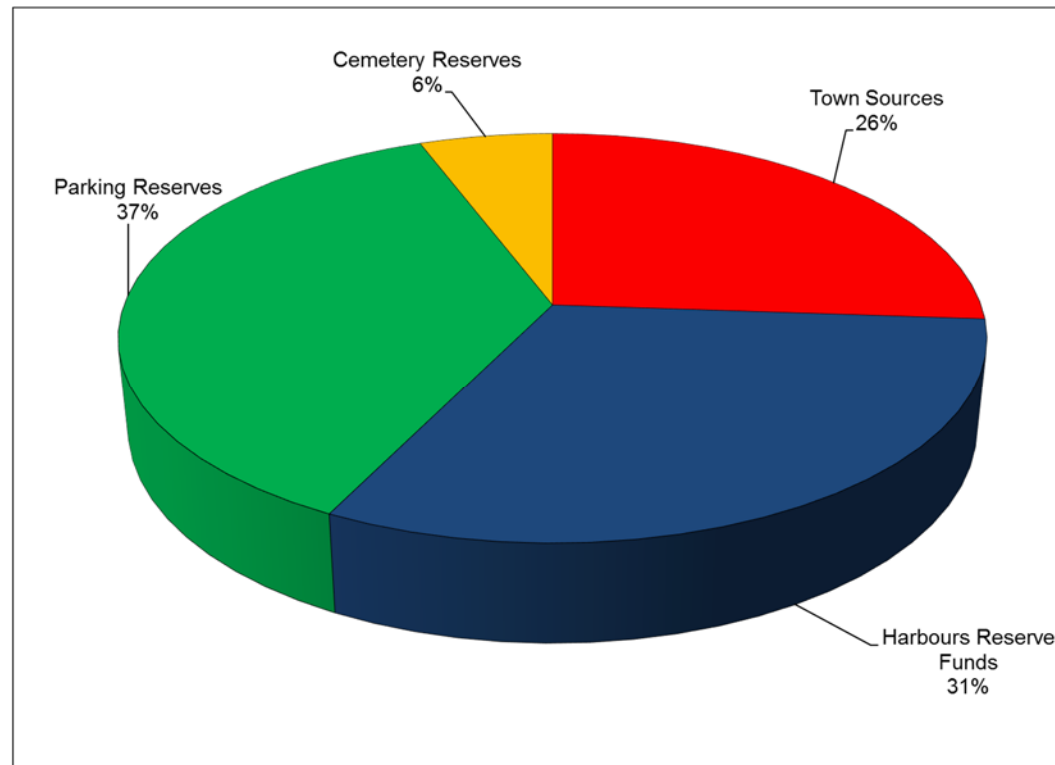
The following table highlights significant projects for Enterprise Initiatives within the ten-year forecast. The most significant project reconstruction of the north seawall at Bronte Inner Harbour.

<b>10 Year Project Highlights (\$ Millions)</b>						
<b>Program</b>	<b>Department - Project</b>		<b>2019</b>	<b>Total</b>	<b>Primary Year/s</b>	
Harbours	52212001 Seawall Rehab. - Bronte Harbour North Wall	\$	-	\$ 1.9	2023	
Harbours	52901904 Harbours Equipment Replacement	\$	0.1	\$ 1.0	All 10	
Harbours	52901804 Annual Dockage/Property	\$	0.1	\$ 1.0	All 10	
Parking	53521602 Replacement of on Street Parking Equipment	\$	0.1	\$ 0.8	All 10	
Harbours	52901902 Bronte Harbour Dredging	\$	0.4	\$ 0.7	2019, 2023	
Harbours	52902201 Oakville Harbour Dredging	\$	-	\$ 0.7	2022, 2026	
Parking	53511904 Parking Garage - Rehab - FCM	\$	0.1	\$ 0.7	All 10	
Parking	53511605 Lot Maintenance and Repair	\$	0.0	\$ 0.6	All 10	
Parking	53522001 Vehicle Replacement (Enforcement)	\$	0.1	\$ 0.5	2019-2020	
Harbours	52211801 Seawall Installation - Berta Point - Bronte Harbour	\$	-	\$ 0.5	2021	
Parking	53521503 Parking LPR Equipment and Software	\$	0.3	\$ 0.5	2019	
Harbours	52901901 New Gantry Wall TOWARF Slip	\$	-	\$ 0.3	2020	
<b>Total</b>		<b>\$</b>	<b>1.1</b>	<b>\$ 9.3</b>		

# Enterprise Initiatives

Funding for the Enterprise Initiatives capital budget is provided from respective program specific reserves and reserve funds that are fueled by revenues generated by Cemetery, Parking, Harbours and Building services. The Cemetery, Parking and Building Services capital budgets are 100% financed from their respective reserves. Where in the case of Harbours, the town capital reserves have been used to support the seawall rehabilitations as determined in the 2005 Harbour Master Plan and currently contribute 35% of the overall funding for Harbours projects.

## Enterprise Initiatives – Funding Sources



**Town of Oakville**

**2019 Capital Budget and 10 Year Financing Plan**

<b>Enterprise Initiatives</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
	<b>Budget</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>
<b>COMMUNITY SERVICES</b>											
<b>Cemeteries</b>											
52711804 Cemeteries Annual Provision	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000
52712002 Road Rehabilitation	-	101,000	55,000	-	-	151,000	-	-	-	-	307,000
52712101 Columbarium - Trafalgar	70,000	-	-	70,000	-	-	-	-	-	-	140,000
52712301 Fencing Rehabilitation	-	-	-	-	60,000	-	-	-	-	-	60,000
52721901 Cemetery Equipment	10,000	-	12,000	-	-	-	7,000	3,000	-	-	32,000
<b>Total Cemeteries</b>	<b>95,000</b>	<b>116,000</b>	<b>82,000</b>	<b>85,000</b>	<b>75,000</b>	<b>166,000</b>	<b>22,000</b>	<b>18,000</b>	<b>15,000</b>	<b>15,000</b>	<b>689,000</b>
<b>Harbours</b>											
52211603 Seawall Rehabilitation - Oakville Harbour	251,000	-	-	-	-	-	-	-	-	-	251,000
52211801 Seawall Installation - Berta Point - Bronte Harbour	-	101,000	402,000	-	-	-	-	-	-	-	503,000
52212001 Seawall Rehab. - Bronte Harbour North Wall	-	-	-	101,000	1,810,000	-	-	-	-	-	1,911,000
52901804 Annual Dockage/Property	93,000	96,000	99,000	98,000	99,000	101,000	101,000	101,000	101,000	101,000	990,000
52901901 New Gantry Wall TOWARF Slip	-	312,000	-	-	-	-	-	-	-	-	312,000
52901902 Bronte Harbour Dredging	352,000	-	-	-	352,000	-	-	-	-	-	704,000
52901904 Harbours Equipment Replacement	62,000	251,000	191,000	14,000	131,000	78,000	168,000	6,000	75,000	31,000	1,007,000
52901905 Harbours Business Plan	151,000	-	-	-	-	-	-	-	-	-	151,000
52901906 OYS Dockage	65,000	-	-	-	-	-	-	-	-	-	65,000
52902201 Oakville Harbour Dredging	-	-	-	352,000	-	-	-	352,000	-	-	704,000
<b>Total Harbours</b>	<b>974,000</b>	<b>760,000</b>	<b>692,000</b>	<b>565,000</b>	<b>2,392,000</b>	<b>179,000</b>	<b>269,000</b>	<b>459,000</b>	<b>176,000</b>	<b>132,000</b>	<b>6,598,000</b>
<b>Total COMMUNITY SERVICES</b>	<b>1,069,000</b>	<b>876,000</b>	<b>774,000</b>	<b>650,000</b>	<b>2,467,000</b>	<b>345,000</b>	<b>291,000</b>	<b>477,000</b>	<b>191,000</b>	<b>147,000</b>	<b>7,287,000</b>
<b>COMMUNITY DEVELOPMENT</b>											
<b>Parking</b>											
53511605 Lot Maintenance and Repair	15,000	15,000	156,000	106,000	15,000	15,000	15,000	15,000	90,000	190,000	632,000
53511704 Annual Utilization Survey	30,000	30,000	15,000	30,000	30,000	30,000	45,000	-	30,000	30,000	270,000
53511803 Parking - Minor repairs	20,000	43,500	32,400	20,000	20,000	20,000	20,000	20,000	20,000	20,000	235,900
53511904 Parking Garage - Rehab - FCM	118,000	41,000	273,000	77,000	8,000	-	-	165,000	-	16,000	698,000
53512701 New Parkade Traffic and Revenue Control Equipment	-	-	-	-	-	-	-	-	201,000	-	201,000
53521503 Parking LPR Equipment and Software	275,000	-	-	-	-	-	-	201,000	-	-	476,000
53521602 Replacement of on Street Parking Equipment	131,000	121,000	15,000	15,000	45,000	45,000	45,000	45,000	166,000	156,000	784,000
53521802 Lot Equipment Replacement (Pay and Display)	-	-	-	144,000	24,000	-	12,000	24,000	-	-	204,000
53521902 Vehicle Replacement (Operations)	-	35,000	-	-	-	-	35,000	-	-	-	70,000
53521903 Replace Handhelds and Software	18,000	40,000	-	15,000	18,000	15,000	25,000	15,000	18,000	15,000	179,000
53522001 Vehicle Replacement (Enforcement)	64,000	97,000	-	-	64,000	129,000	-	-	64,000	129,000	547,000
53522202 Replacement of Police Radios	-	-	-	75,000	-	-	-	-	-	-	75,000
<b>Total Parking</b>	<b>671,000</b>	<b>422,500</b>	<b>491,400</b>	<b>482,000</b>	<b>224,000</b>	<b>254,000</b>	<b>197,000</b>	<b>485,000</b>	<b>589,000</b>	<b>556,000</b>	<b>4,371,900</b>
<b>Building Services</b>											
62101701 Building Services Business Process Review	200,000	-	-	-	-	-	-	-	-	-	200,000
<b>Total Building Services</b>	<b>200,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>200,000</b>
<b>Total COMMUNITY DEVELOPMENT</b>	<b>871,000</b>	<b>422,500</b>	<b>491,400</b>	<b>482,000</b>	<b>224,000</b>	<b>254,000</b>	<b>197,000</b>	<b>485,000</b>	<b>589,000</b>	<b>556,000</b>	<b>4,571,900</b>
<b>GRAND TOTAL</b>	<b>1,940,000</b>	<b>1,298,500</b>	<b>1,265,400</b>	<b>1,132,000</b>	<b>2,691,000</b>	<b>599,000</b>	<b>488,000</b>	<b>962,000</b>	<b>780,000</b>	<b>703,000</b>	<b>11,858,900</b>