



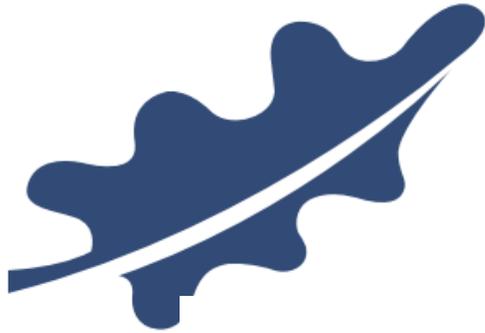
OAKVILLE

2023 Budget and Business Plans

2023 Operating and Capital Budgets

2024 - 2025 Operating Forecast

2023 - 2032 Capital Forecast



Town of Oakville



Vision

To be the most livable town in Canada

Mission

- We create and preserve Canada's most livable community that enhances our natural, cultural, social and economic environments. We achieve this by continuously improving programs and services that are both accessible and environmentally and fiscally sustainable.

Values

Accountability

Dedication

Honesty

Innovation

Respect

Teamwork

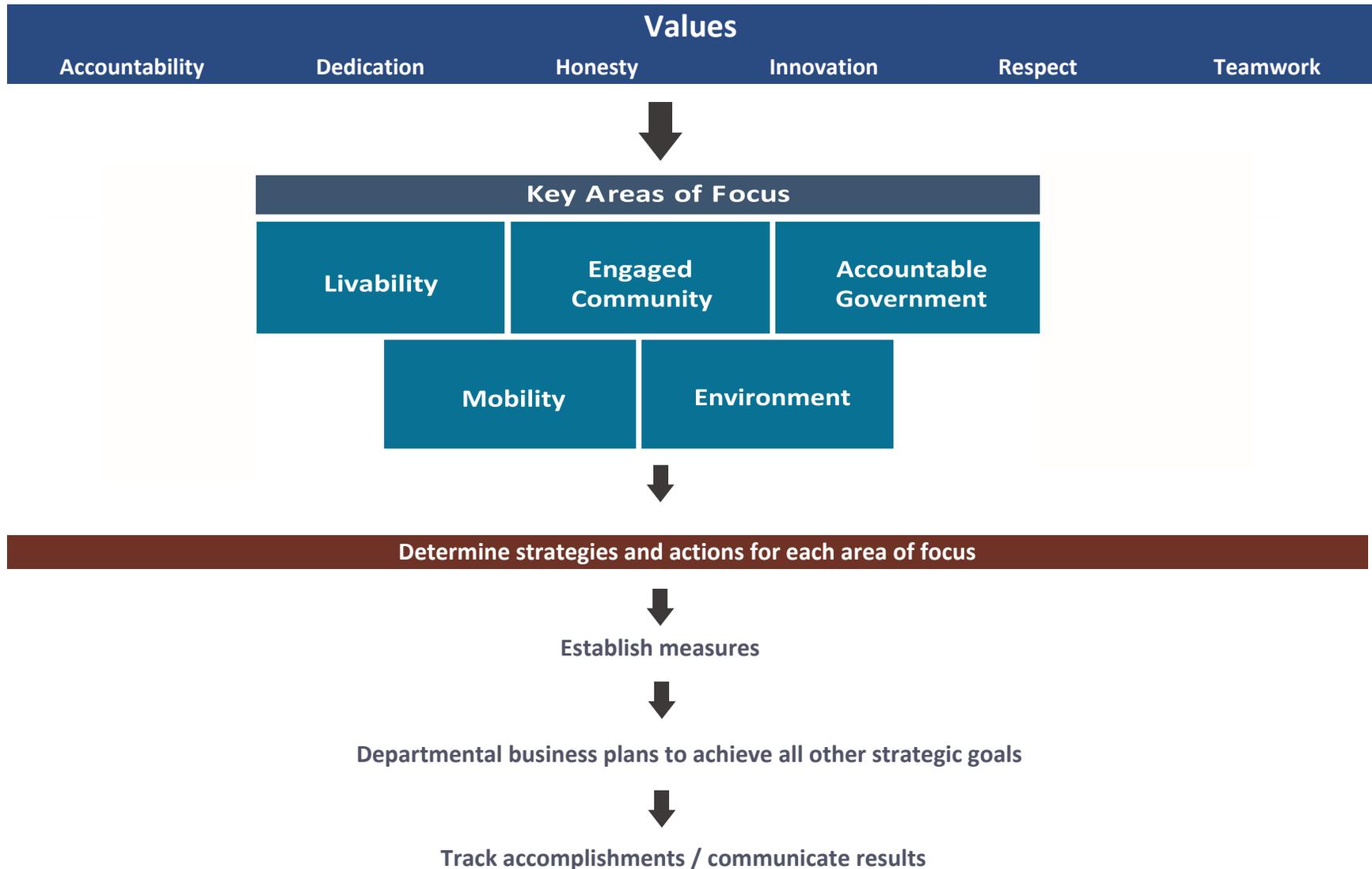
- We are highly valued and widely celebrated due to the innovative and outstanding way we satisfy the needs of our residents, business and employees. As a result, the process is as fulfilling as the outcome.
- We ensure our staff receive the same level of respect, commitment and caring that they are expected to deliver to the community.

Council's Strategic Plan

Establishing a four-year strategic plan is one of the most important responsibilities of Council. It establishes Council's vision, mission and values and sets the strategic goals that serve as the framework for both Council decision-making and day-to-day employee choices during the four-year term of office. The newly elected Town Council will confirm its long-term vision and 2023-2026 Strategic Plan in the spring of 2023 following a review of the community's priorities as identified in the 2021 Citizen Survey, engagement with staff, and strategic planning sessions. Given that the 2023 budget has been prepared and will be approved prior to the approval of the 2023-2026 Strategic Plan, the 2023 budget is based on the five key areas of focus from the 2019-2022 Strategic Plan Refresh. The 2024 budget will align with the long-term vision of the 2023-2026 Strategic Plan.

Town of Oakville Strategic Plan

(carried over from 2019-2022 Strategic Plan Refresh)



The following is an overview of key objectives that fall within the five focus areas of Council’s Strategic Plan that has been carried over from the 2019-2022 Strategic Plan Refresh.

Council Areas of Focus				
<p>Livability To be the most livable town in Canada.</p>	<p>Engaged Community Foster a community environment that engages residents of all ages, abilities and backgrounds.</p>	<p>Accountable Government Inspire public confidence through open, accountable and efficient delivery of government services.</p>	<p>Environment Protect greenspace and promote environmentally sustainable practices.</p>	<p>Mobility Improve town’s multi-modal transportation network to support effective movement of people and goods.</p>
Council Key Objectives				
<p>Provide a planning framework to maintain the character of the community</p> <p>Protect cultural heritage assets of the community</p> <p>Promote and support actions to maintain a resilient local economy</p>	<p>Engage the community in local government</p> <p>Provide recreational and cultural events and spaces to promote shared community experiences</p> <p>Provide effective licensing and enforcement framework to maintain community safety, protection and enjoyment</p>	<p>Lead in providing open and accountable government</p> <p>Ensure long-term fiscal sustainability of the town while respecting the impact of decisions on taxpayers</p> <p>Support a culture of continuous improvement and innovation to enhance cost-effective delivery of town programs and services</p>	<p>Ensure effective stewardship of the town’s natural environment</p> <p>Create a climate change resilient community</p> <p>Transition to a low carbon future</p>	<p>Plan, build and maintain road and parking infrastructure</p> <p>Promote safe travel on town roads</p> <p>Support opportunities for multi-modal transportation including walking, cycling and Transit services</p>

Annual Business Planning Process

The Strategic Plan is the essential driver of the town's annual business planning process. Council's strategic goals are incorporated into the annual departmental business plans and budgets. The timeline for the 2023 annual budget process is shown below.



The annual budget process begins with internal staff conducting a line-by-line review to ensure the proposed budget is aligned with service objectives and adjusted where appropriate to ensure budgets are reasonable and reflect average spending levels. In order to promote continuous improvement, all service areas are encouraged to review service delivery processes and find more effective ways to deliver service and potential cost savings.

Following internal staff reviews, the budget is reviewed by the internal Executive Leadership Team where the budget is evaluated from a corporate perspective to ensure it is within Council's guidelines and continues to build on the five focus areas carried over from the 2019-2022 Strategic Plan Refresh: Livability, Engaged Community, Accountable Government, Environment and Mobility. For information on how the town develops its budget, visit Oakville.ca and watch the "Budget 101 video."

How the Budget is Approved

Following the internal staff review process, the proposed budget is presented to the Budget Committee for their review. Council is provided with an executive summary, the proposed budget book, and several staff presentations. The Budget Committee then holds public meetings where members of the public can participate in the budget process. Members of the public can also send questions and comments to budget@oakville.ca. Once public input has been received, the Budget Committee proposes adjustments and makes their recommendations to staff which are then presented to Council for final approval.

Key Budget Dates

The following meetings are scheduled for the review and approval of the 2023 operating and capital budget.

Date	Item
Jan 17, 2023	Budget Document Release and Overview Presentation
Jan 24 and Jan 26, 2023	Commissioner Presentations
Feb 14 and Feb 16, 2023	Public Delegations
Feb 21, 2023	Budget Committee Deliberations
Feb 27, 2023	Council Approval

2023 Budget Overview

The approved budget shown below represents a public investment to provide the desired programs, services, and infrastructure to residents of Oakville while advancing Council's strategic priorities and values. **It is important to note that the approved 2023 budget and forecast was prepared prior to Bill 23, *More Homes Built Faster Act*, being passed and does not include the impact of these legislative changes.** Staff will continue to review the proposed changes as this process unfolds and will undertake further analysis of the potential impact as additional information and regulations are available, and the details around implementation are further understood.

\$526.8M Gross Investment in Services

\$348.5M

2023 Operating Budget*

\$178.3M

2023 Capital Budget

*Capital levy of \$42.2 million is excluded as it is used to fund the capital budget.

Net Property Tax Levy \$239.5M

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



The 2023 investment in programs and services is summarized in the table below based on the five key focus areas.

(millions)*	LIVABILITY	ENGAGED COMMUNITY	ACCOUNTABLE GOVERNMENT	ENVIRONMENT	MOBILITY
Gross Operating Investment**	\$74.7	\$69.1	\$36.8	\$32.2	\$94.1
Capital Investment	\$5.9	\$26.4	\$14.4	\$63.6	\$67.9
Total Gross Investment**	\$80.7	\$95.5	\$51.2	\$95.8	\$162.0
Net Tax Levy**	\$48.3	\$42.6	\$32.4	\$21.9	\$63.6

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

**Excludes Corporate Revenue and Expenses which includes financial expenses and revenues not related to specific town programs.

2023 Strategic Investments and Initiatives

Both ongoing work and new initiatives advance the town toward its vision. The section that follows identifies some key initiatives in 2023 that support the five key focus areas. Full details are available in the program business plans.



Livability

- \$2.4 million for emergency vehicles and equipment.
- \$2.1 million for project commencement and design work for construction of the permanent Fire Station 9 in North Oakville.
- \$1.1 million for Planning reviews and studies
- Continue to work through the town's official plan review program and associated studies.
- Initiate a comprehensive economic development strategy update.



Engaged Community

- \$9.3 million for the continued construction of the community centre and library and geothermal retrofit at Sixteen Mile Sports Complex.
- \$8.8 million for various parking lot, driveway, and facility-related maintenance and improvements.
- Development of the Downtown Cultural Hub plan to build on the vision and objectives of the Downtown Plan.
- Implementation of the Inclusivity, Diversity, Equity and Accessibility (IDEA) multi-year plan.
- Continue reviews of various enforcement by-laws.



Accountable Government

- \$4.8 million for hardware/software replacement.
- \$1.6 million for the multi-year initiative to replace the card access security system.
- \$1.3 million for the first phase to modernize the delivery of building permit and inspection services.
- \$1.0 million for the multi-year initiative to establish an enterprise payment program.
- Continue development of the multi-year security review of town facilities.
- Prepare the 2023-2026 Council Strategic Plan.
- Develop a strategy for land acquisition and disposition.



Environment

- \$18.0 million transit facility expansion for electric vehicle charging infrastructure.
- \$10.7 million for Transit electric vehicles.
- \$6.7 million for parks, trails, and parks facilities renewal and rehabilitation.
- \$6.4 million to develop new neighbourhood parks, parkettes, and trails.
- \$4.7 million to support the health of the tree canopy and natural environment through the EAB program, invasive species audit/control, woodlot preventative maintenance, and tree planting.
- \$4.2 million for storm water and erosion control infrastructure improvements.
- Continue to promote environmentally sustainable practices.

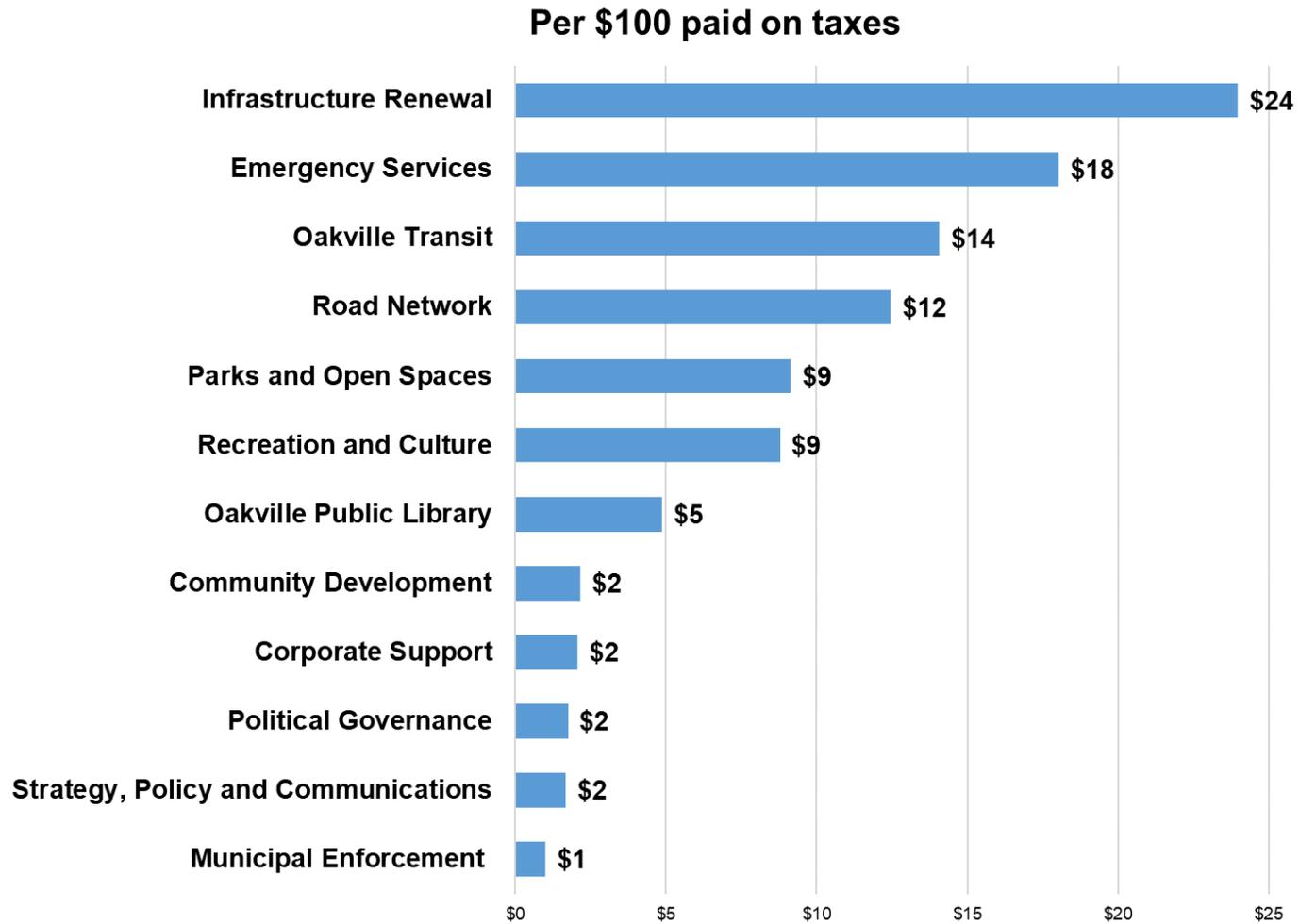


Mobility

- Free public transit for youth (ages 13 to 19) and seniors starting in May (with the use of a valid PRESTO card).
- \$12.1 million for Khalsa Gate Urbanization and Streetscape with active transportation.
- \$9.0 million for the road resurfacing and preservation program.
- \$8.3 million for the multi-year construction of Burloak Drive Grade Separation with active transportation.
- \$4.1 million for rehabilitation work at the downtown parking garage.
- \$2.4 million in stand alone active transportation initiatives including cycle lanes, pathways, and sidewalks.
- \$1.9 million in traffic management and calming infrastructure to promote safe travel and pedestrian safety on town roads.

2023 Tax Levy

The total tax levy requirement to support town programs is \$239,519,300. The largest share of the tax dollar is spent on Infrastructure Renewal followed by Emergency Services, Oakville Transit, and the Road Network. The table below shows how \$100 dollars paid in taxes supports the various programs and services provided by the town.





OAKVILLE

2023 BUDGET OVERVIEW

OPERATING AND CAPITAL



2023 Tax Levy Increase

The budget overview presents the approved 2023 operating budget, 2023 capital budget, 2024 and 2025 operating forecast, and the 2023-2032 capital forecast. The operating and capital budgets ensure the town's strong financial position is maintained and our residents continue to receive the programs and services they value. **It is important to note that the approved 2023 budget and forecast was prepared prior to Bill 23, *More Homes Built Faster Act*, being passed and does not include the impact of these legislative changes.** Staff will continue to review the proposed changes as this process unfolds and will undertake further analysis of the potential impact as additional information and regulations are available, and the details around implementation are further understood.

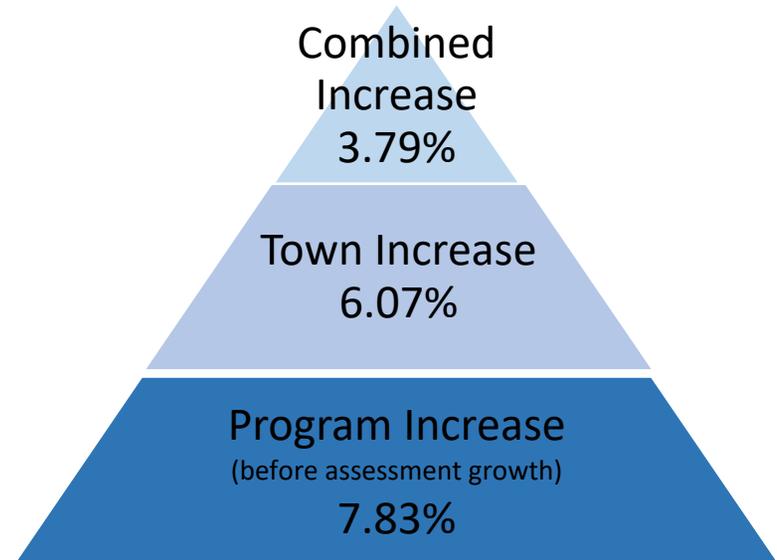
The 2023 program increase is 7.83% for a total approved tax increase to the town's budget of 6.07% after assessment growth.

When combined with the increase for the Region and no increase for Education, the overall tax bill increase is 3.79%.

Over the past several months, detailed work was completed to review previous years' spending, revenue and performance trends, and adjust program budgets where necessary. As a result, there are several pressures that are accommodated within the budget including personnel increases, rising costs for fuel, materials, and contracted services, as well as costs related to growth for new infrastructure, programs completed as part of the capital budget, and for infrastructure assumed by the town as new developments are completed. Given the growth that the town has experienced over the years, additional staffing resources are needed in various programs to maintain the same level of service which has resulted in new positions being added in Human Resources, Finance, Political Governance, Oakville Public Library, Infrastructure Maintenance, and Strategy, Policy and Communications with more details provided in the respective business plans. Budgetary pressures of the ongoing recovery from the COVID-19 pandemic are also expected to continue into 2023 impacting Transit revenues. The legislative changes that have been passed through Bill 109, *More Homes for Everyone Act*, have resulted in the need to add three new positions in the 2023 budget in Planning Services.

In order to help mitigate the impact of these budgetary pressures, as well as future impacts as the town grows and evolves, staff look for efficiencies on an ongoing basis. The 2022 budget included \$500,000 in tax stabilization funding for efficiencies to be realized over the 2022-2024 period from various service reviews. Staff have identified \$147,400 in savings thus reducing the tax stabilization funding in the 2023 budget by the same amount. The 2023 budget includes the balance of \$352,600 in tax stabilization funding with further efficiencies to be identified in the 2024 and 2025 budgets.

Budget Overview



The following table outlines the budget drivers of the approved tax increase. The total property tax increase is 3.79% or \$27.72 per \$100,000 of assessment when the town increase is combined with the increase for the Region of Halton and no increase in Education.

Budget Drivers	Overall Share of Tax Bill	2023 Increase on Tax Levy (million)	2023 Increase on Tax Levy	2023 Impact on Total Tax Bill	Increase per \$100,000 of Assessment*
Inflationary Impacts/Revenue Adjustments		\$ 12.07	5.43%	2.27%	\$ 16.59
Capital and Growth Impacts		\$ 3.31	1.49%	0.62%	\$ 4.55
Service Enhancements		\$ 0.36	0.16%	0.07%	\$ 0.50
Prior Years Assessment Growth		\$ (1.99)	-0.90%	-0.37%	\$ (2.74)
Capital Levy		\$ 2.22	1.00%	0.42%	\$ 3.05
Total Base Operating Budget		\$ 15.96	7.19%	3.00%	\$ 21.95
Prior Year COVID-19 Impacts Reversed		\$ (5.69)	-2.56%	-1.07%	\$ (7.83)
Government Support for COVID-19 Impacts Reversed		\$ 5.69	2.56%	1.07%	\$ 7.83
Transit Impact		\$ 3.21	1.44%	0.60%	\$ 4.41
Tax Stabilization funding for Transit Impact		\$ (3.21)	-1.44%	-0.60%	\$ (4.41)
Total Operating Budget including Transit impact		\$ 15.96	7.19%	3.00%	\$ 21.95
Assessment Growth		\$ (3.91)	-1.76%	-0.73%	\$ (5.37)
Budget Committee Recommendations		\$ 1.42	0.64%	0.27%	\$ 1.95
Total Town of Oakville*	41.7%	\$ 13.47	6.07%	2.53%	\$ 18.52
Region of Halton**	37.4%		3.36%	1.26%	\$ 9.20
Education	20.9%		0.00%	0.00%	\$ -
Total*				3.79%	\$ 27.72

*Exclusive of reassessment impacts

**Approved increase for Region of Halton from the 2023 Budget report

Inflationary Impacts/Revenue Adjustments (\$12.07 million) reflect changes to the existing base that provide for the same level of service as in the previous year. The largest driver is personnel increases for negotiated labour contracts and step progression as well as increases to benefits. The impact from the rising costs of fuel, materials, supplies, and contracted services as well as changes in revenue from user fees and other sources are also included.

Capital and Growth Impacts (\$3.31 million) include costs for the expansion of Transit's electric specialized fleet, maintenance for Sixteen Mile Sports Complex sport-fields, contributions to building maintenance reserve for Trafalgar Park CC and Oakville Trafalgar CC, and costs to maintain new infrastructure assumed through new subdivisions such as roads, sidewalks, street trees, neighborhood parks, parkettes, and trails. Also included are new positions in various programs to maintain the same level of service given the growth that the town has experienced over the years.

Service Enhancements (\$0.36 million) include a number of changes for 2023. The legislative changes that have been passed through Bill 109, *More Homes for Everyone Act* have resulted in the need to add new positions in Planning Services with two positions captured in this category and one additional position captured in the Budget Committee Recommendations category described further below. Additions also include a Corporate Strategy Program Advisor in Strategy, Policy and Communications to support various corporate objectives; a Legislative Projects Advisor in Political Governance to manage and coordinate corporate records, policy and legislative requirements; a User Experience Designer in Building Services, fully funded from permit fees, to meet the emerging needs of digital service delivery and support the user experience; and additional part-time hours to create a permanent part-time Junior Creative Services Advisor, fully funded from capital projects, to support various creative communications for the organization. Also included is a 3-year pilot for a Film Office program, fully funded from the Municipal Accommodation Tax and Tax Stabilization reserves, to support an increasing interest in Oakville as a destination for the film industry.

Prior Years' Assessment Growth (\$1.99 million reduction) is used to help offset growth impacts. In 2017, a financial practice was implemented to align the assessment growth recognized in the budget with the growth impacts. As a result, deferred assessment funds have been transferred to the Tax Stabilization reserve to be used in future years when growth cost pressures are experienced. In 2023, a transfer has been budgeted to offset the growth impacts.

Capital Levy (\$2.22 million) is a primary source of funding for infrastructure renewal projects and represents a 1% increase on the tax levy. A capital levy policy is considered best practice in municipal financing and helps ensure that funding is available to replace assets based on the town's asset management plan.

Prior Year COVID-19 Impacts Reversed (\$5.69 million reduction) is the reversal of the net COVID-19 impacts included in the 2022 budget. The reversal resets the budget to levels before the COVID-19 pandemic.

Government support for COVID-19 Impacts Reversed (\$5.69 million) is the reversal of the funding which was budgeted as an interim measure to offset the COVID-19 impacts in the 2022 budget.

Transit Impact (\$3.21 million) is the revenue impact due to ridership experiencing a slower recovery from the pandemic.

Tax Stabilization funding for Transit impact (\$3.21 million reduction) is budgeted as an interim offsetting measure.

Assessment Growth (\$3.91 million reduction) results from additional properties being added to the roll and expansions/additions to existing properties which reduce the overall tax increase. An increase in property values does not provide additional revenue to the town as the tax rate is adjusted to ensure that the town raises the same tax revenue.

Budget Committee Recommendations (\$1.42 million) approved by Council include the following items: \$10,000 for the Santa Claus Parade; \$20,000 for the Pink Project for women's washroom products in town facilities; \$80,000 for enhanced sidewalk clearing service along reconstructed Lakeshore Road within Downtown BIA; \$18,000 for a communication and education plan on illegal dumping of household waste in park waste receptacles; \$20,000 for maintenance, supplies and utilities for a Parks winterized washroom location; \$8,300 for winter control and walkway lighting at Holton Heights Park; \$500,000 transfer to the Capital Reserve for ATMP and traffic calming initiatives; \$550,000 in Transit revenue loss for the youth free ride program with \$275,000 funded from the Tax Stabilization reserve in 2023; \$540,000 in Transit revenue loss for the seniors free ride program with \$270,000 funded from the Tax Stabilization reserve in 2023; \$22,000 in engagement postage and distribution costs in Office of the Mayor and Council; \$75,000 for a Revenue and Taxation Coordinator position (part year); \$35,000 for the Community Activation Grant; \$84,500 for a Natural Heritage Planner position (part year); and waiving the patio permit fees for 2023 with any lost revenue to be offset with a transfer from the Tax Stabilization reserve.

2023 Operating Budget by Cost Component (\$390.8 million)

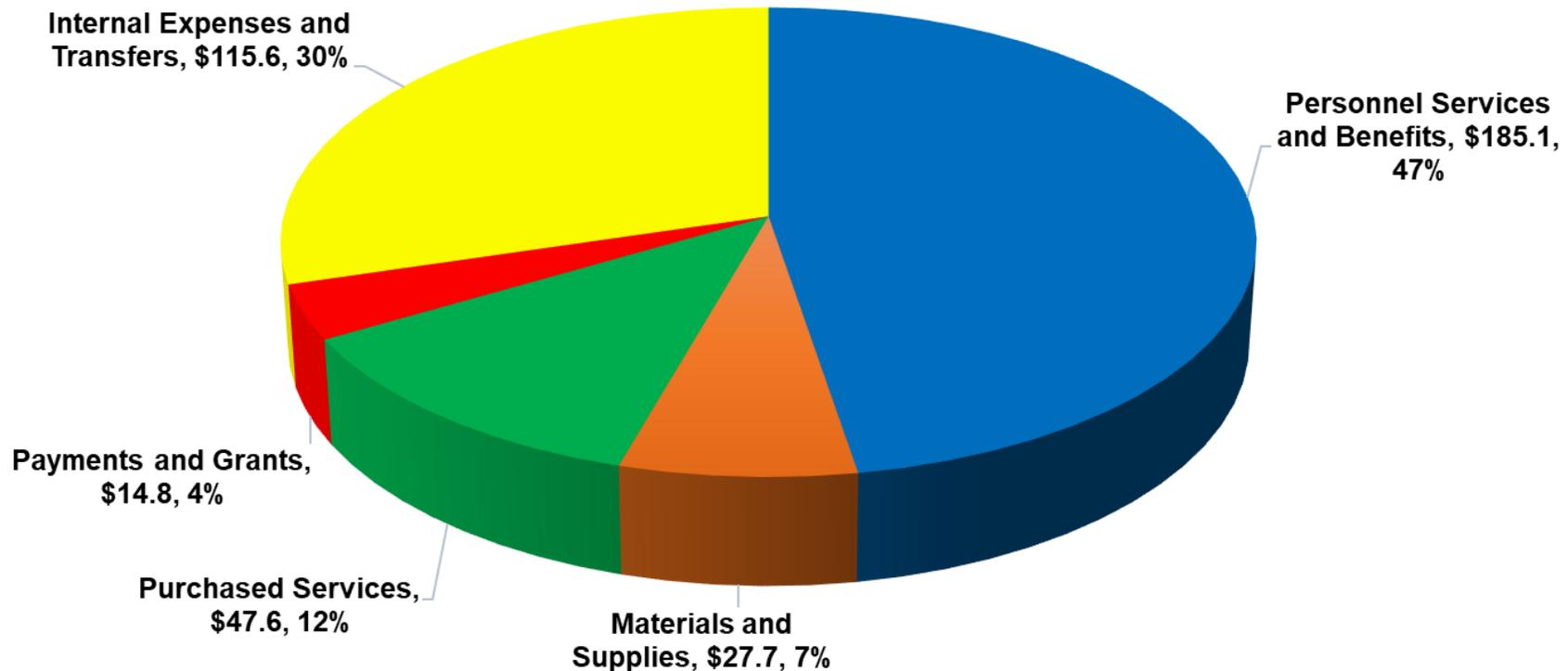
As shown in the chart below, Personnel Services and Benefits account for \$185.1 million or 47% of the operating budget. This includes costs for salaries, wages, and benefits, including increases for negotiated labour contracts and movement through salary grids. New positions from legislative changes, growth, and new capital infrastructure are also included.

Materials and Supplies account for \$27.7 million or 7% and include expenditures for fuel, utilities, vehicle parts, construction materials, and other supplies. The expenditure items in this category have risen to reflect market conditions.

Purchased Services account for \$47.6 million or 12% and includes costs for items such as contracted services, communication, software maintenance, professional fees, training and development, and insurance.

Payments and Grants account for \$14.8 million or 4% and include community grants, rebates, financial expenses, and debt charges.

Internal Expenses and Transfers account for \$115.6 million or 30% and include the capital levy funding and other provisions for future expenditures such as replacement of equipment, vehicles and various components at town facilities.



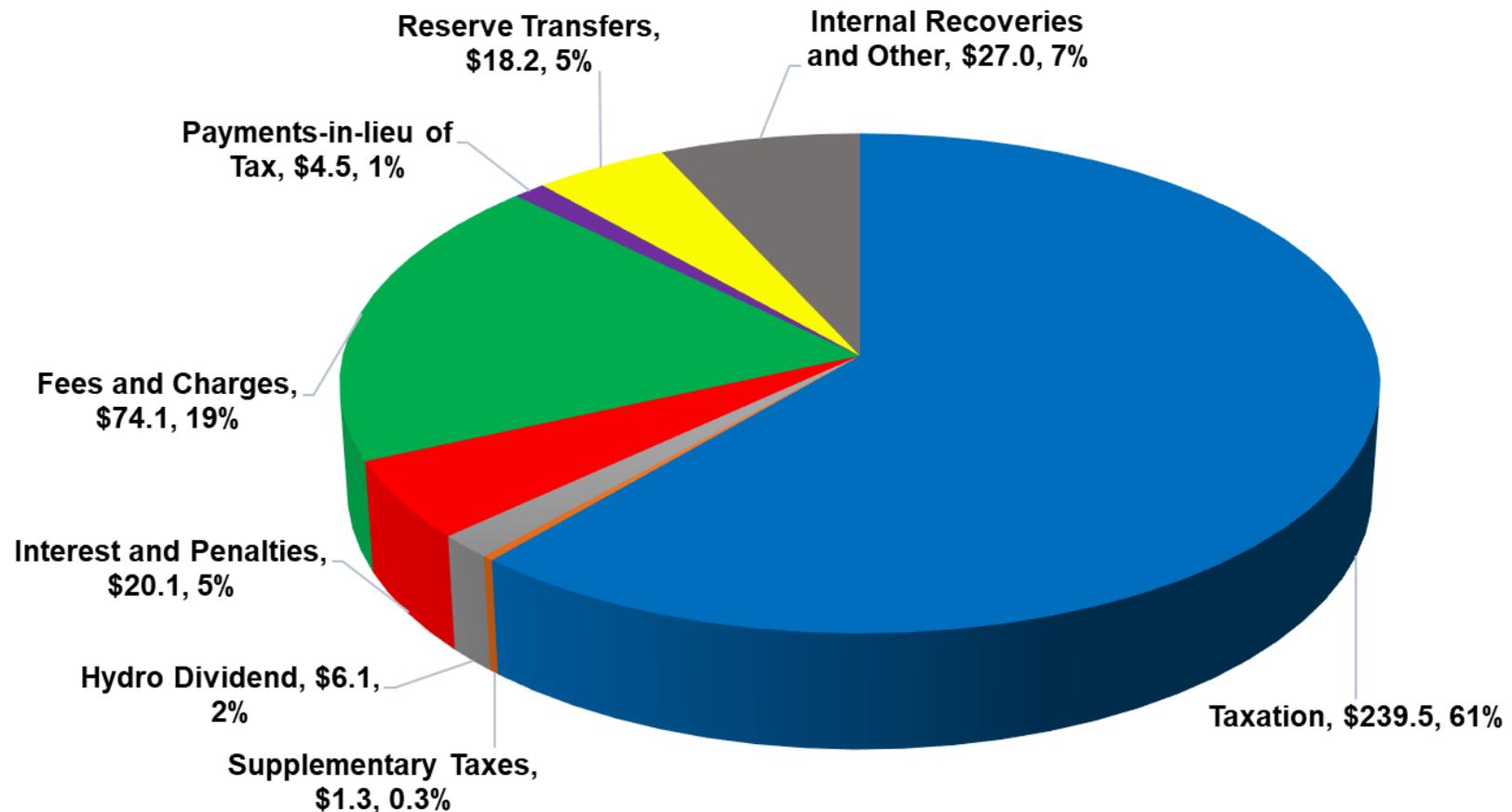
2023 Operating Budget by Funding Source (\$390.8 million)

Taxation revenue is the largest source of funding for the operating budget at \$239.5 million or 61% of total revenue.

Fees and Charges are the next largest source of funding at \$74.1 million or 19%. Fee revenue includes items such as Recreation and Culture user fees, sport field rentals, Transit fares, and Parking fees. Included in the fees and charges are inflationary increases for programs.

Internal Recoveries and Other at \$27.0 million or 7% and Interest and Penalties at \$20.1 million or 5% are the next largest sources.

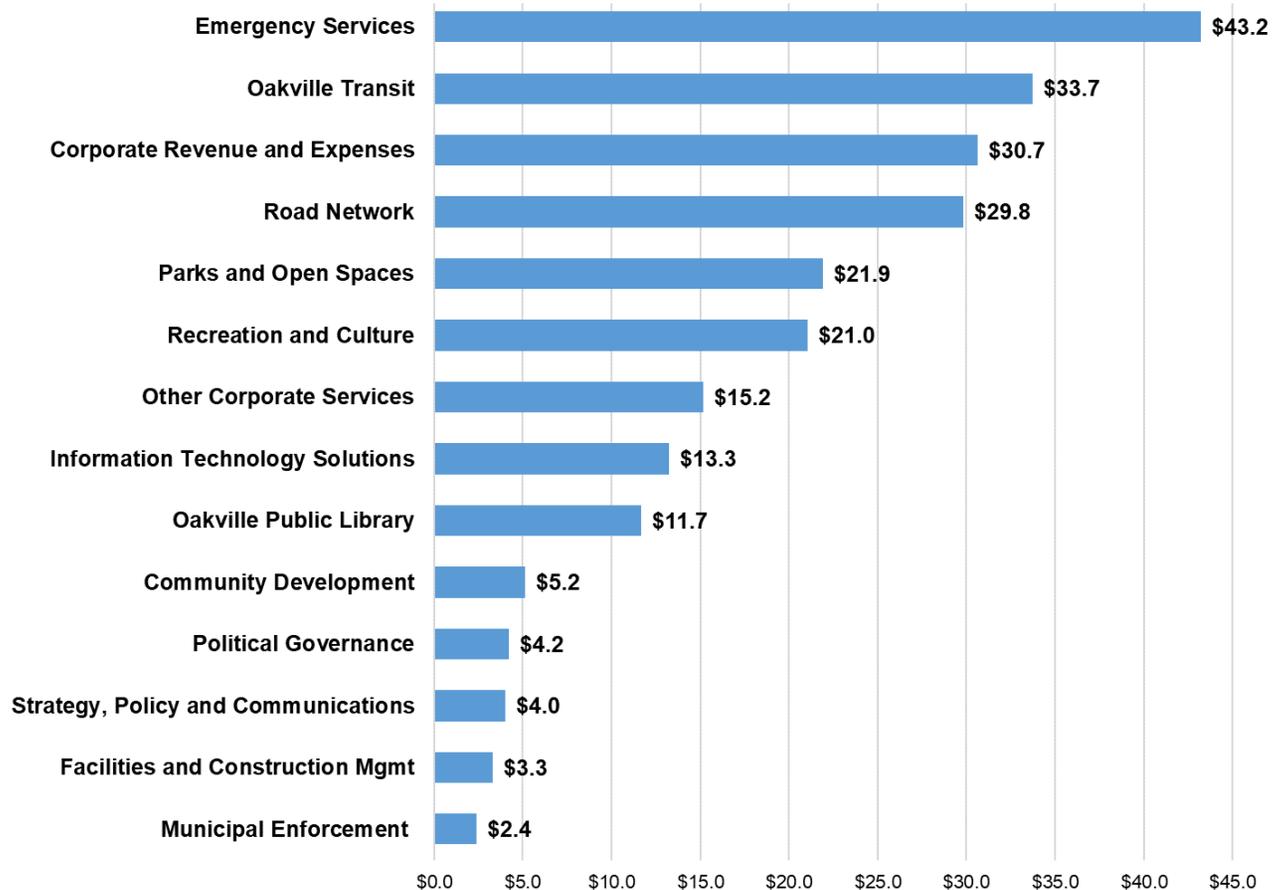
Reserve transfers of \$18.2 million or 5% include \$3.2 million in Tax Stabilization funding as an interim measure to offset the Transit net revenue impact due to ridership experiencing a slower recovery from the COVID-19 pandemic.



2023 Total Tax Levy by Program (\$239.5 million)

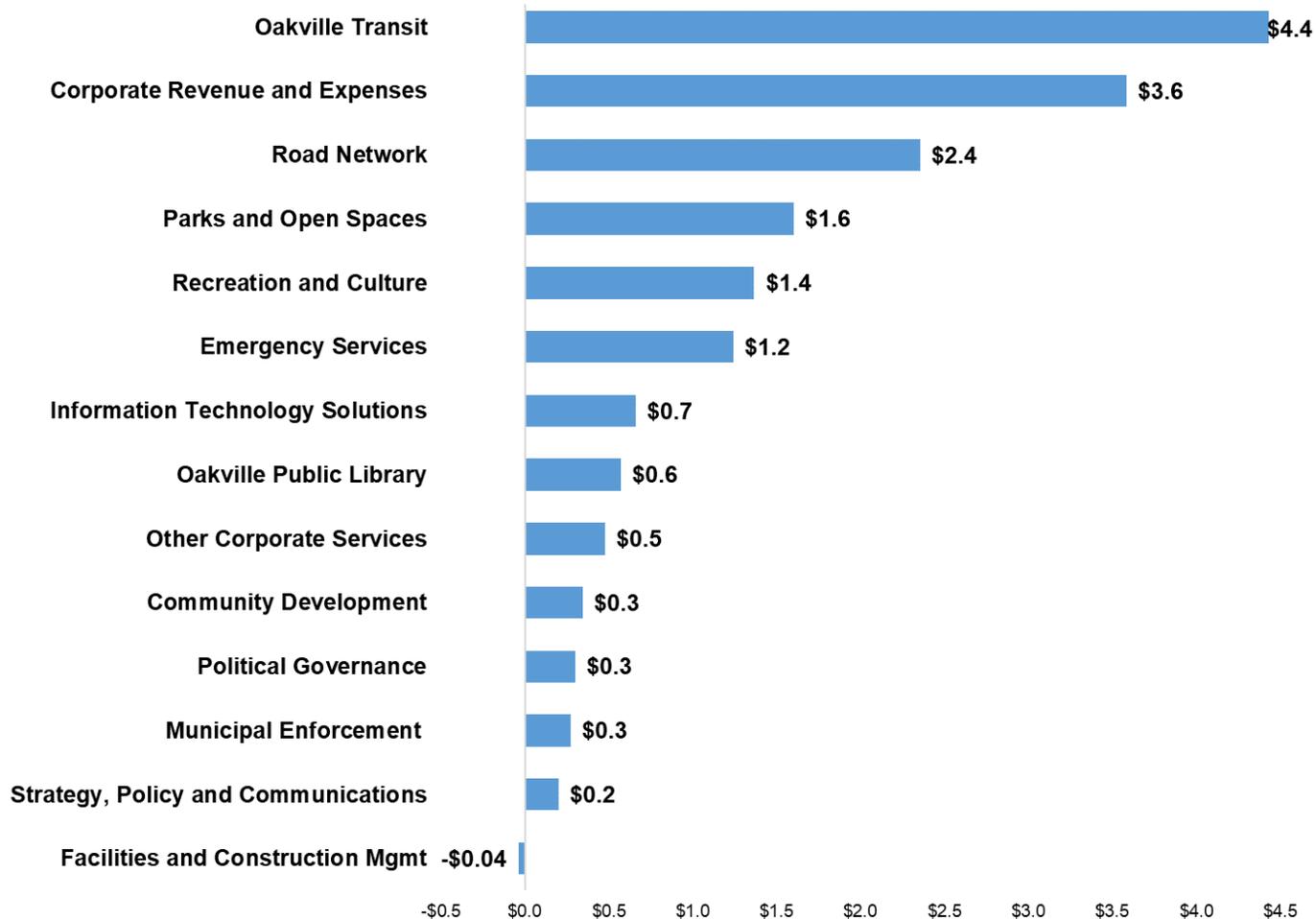
The breakdown of the total tax levy requirement by program is shown below (in millions). The largest programs are Emergency Services and Oakville Transit. Corporate Revenue and Expenses consists of financial expenses and revenues not related to specific town programs.

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



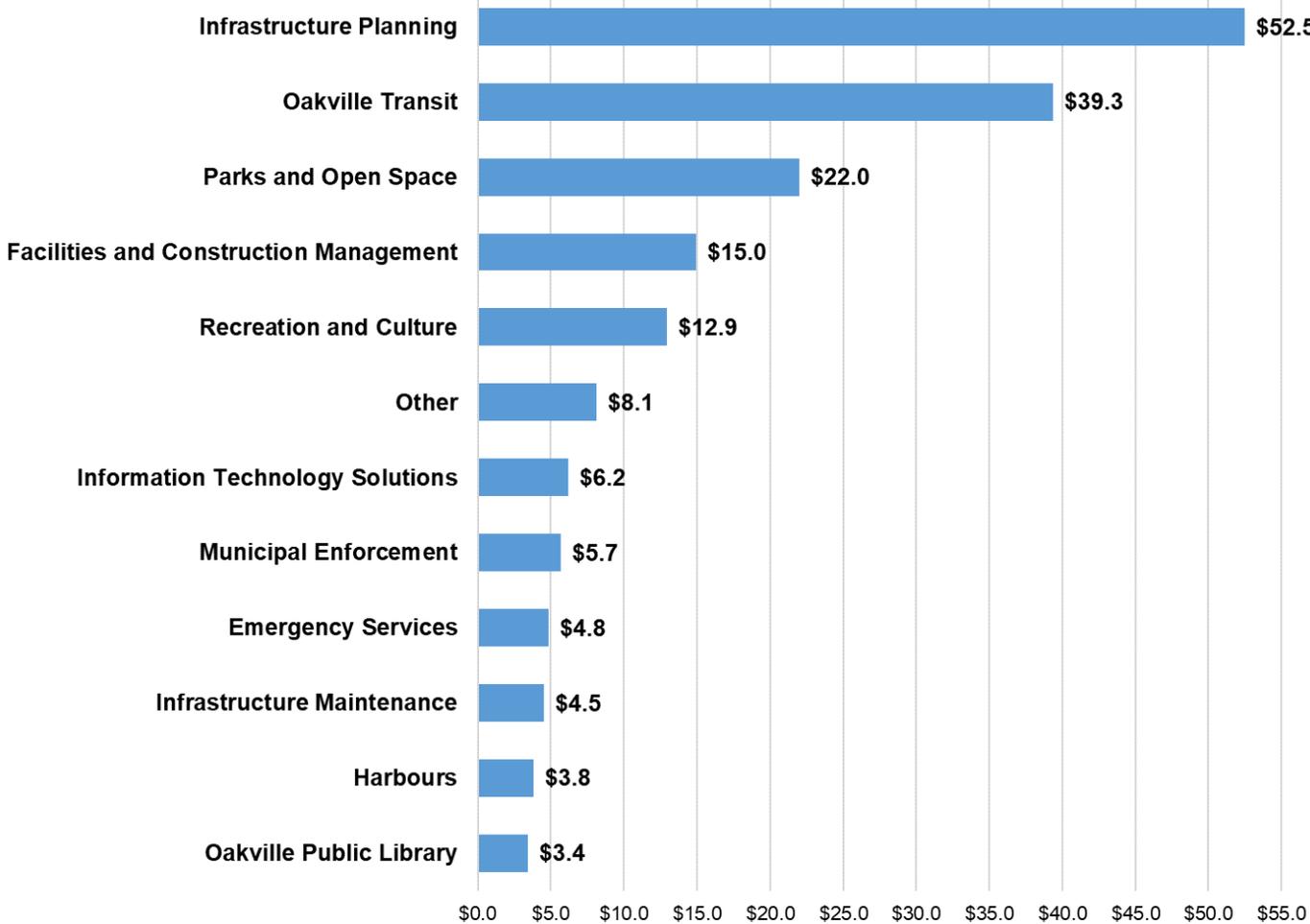
2023 Tax Levy Increase by Program (\$17.4 million)

The breakdown of the tax levy increase by program before assessment growth is shown below (in millions). The largest increase is Oakville Transit primarily due to the rising cost of the diesel fuel rate and contractual increases for salaries. The second largest increase is in Corporate Revenue and Expenses primarily due to the reversal of the \$5.7 million in Government support funding which was included in the 2022 budget as an interim measure to offset the budgeted COVID-19 impacts. The business plans provide more details on the tax levy increase for all the town programs by cost and revenue type as well as by program service areas.



2023 Capital Budget by Program (\$178.3 million)

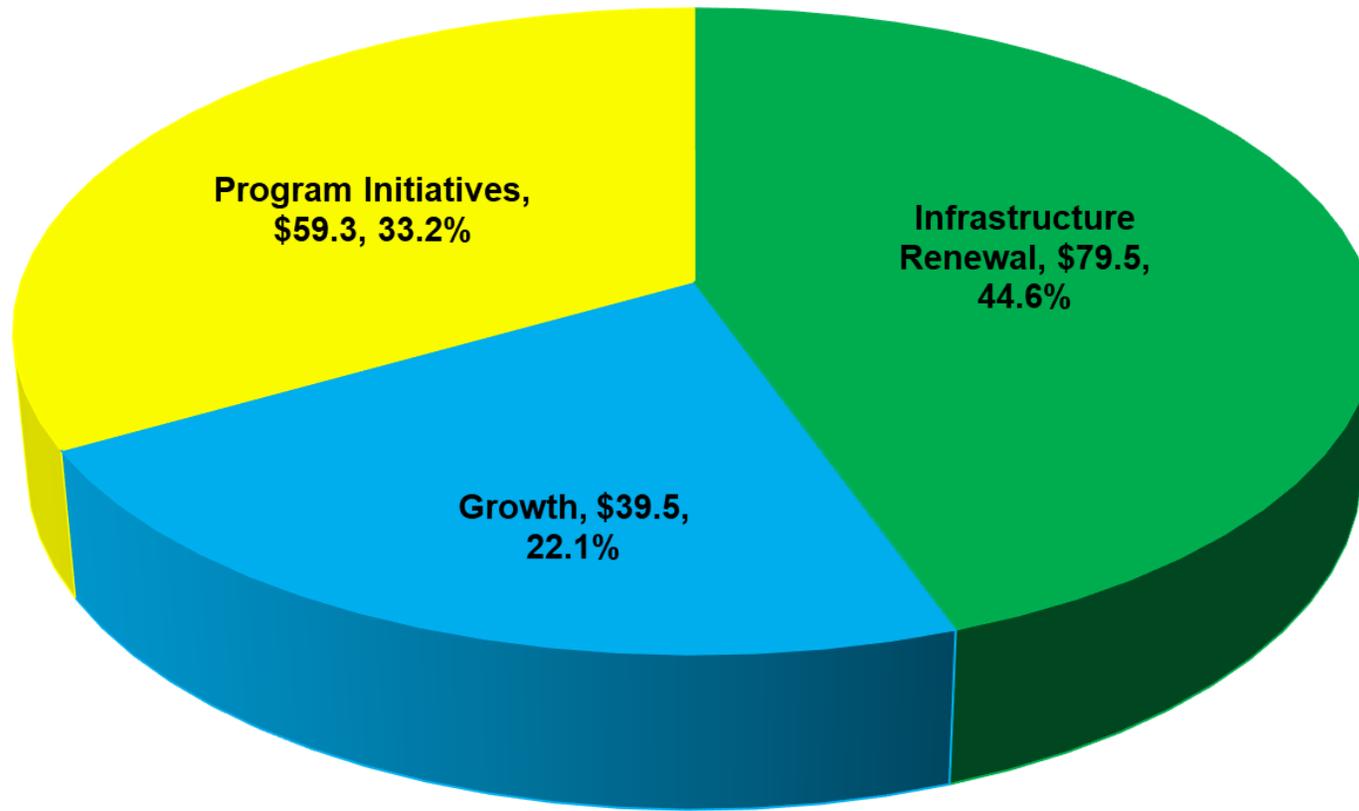
The chart below illustrates the breakdown of the capital budget for each program (in millions). The largest investment is in Infrastructure Planning with \$52.5 million which represents the town’s roads, bridges, sidewalks, cycle lanes, and storm water infrastructure. Major projects include Khalsa Gate Urbanization and Streetscape with active transportation, the multi-year construction of Burloak Drive Grade Separation with active transportation, and the annual road resurfacing and preservation program. Oakville Transit with \$39.3 million is the second largest investment and includes the facility expansion for electric vehicle charging infrastructure and purchase of electric vehicles. Next is Parks and Open Space at \$22.0 million which includes new parks and trails renewal of existing parks, trails, and parks facilities.



2023 Capital Budget by Category (\$178.3 million)

The capital budget is built on a framework based on “drivers” to review and assess capital project needs. All financial tools available to the town need to be managed as a whole with the overall fiscal picture in mind. Therefore, the framework classifies projects into the three categories shown below (in millions).

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



2023 Capital Budget by Funding Source (\$178.3 million)

Financing of the 2023 capital budget is provided by several different funding sources as illustrated in the chart (in millions).

The Capital Levy (\$42.2 million) and Capital Reserves (\$37.1 million) are the largest source of funding at \$79.3 million. These are the primary funding sources for infrastructure renewal, program initiatives, and the town share of growth-related capital projects.

Development charges (DCs) and the new Community Benefits Charge (CBC) represent the second largest source of capital funding at \$31.6 million, of which DCs fund growth driven projects and CBC provides funding for the high density share of growth-related projects ineligible for DCs.

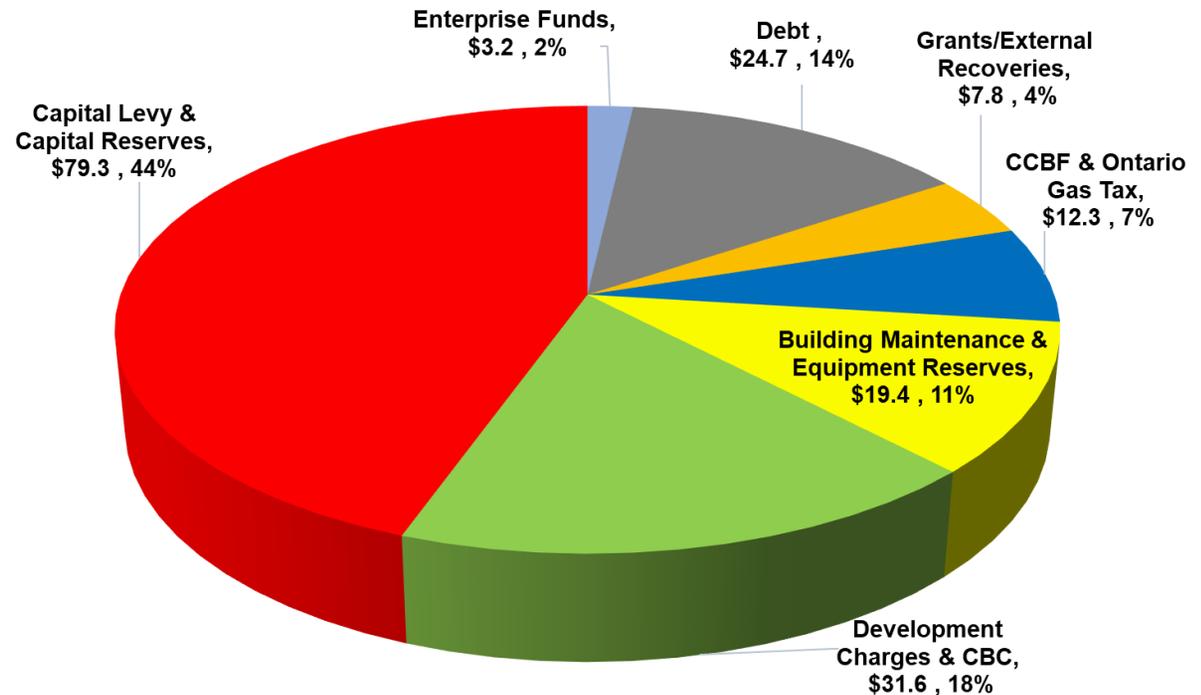
As per the recommendation of Budget

Committee and Council approval, total debt financing of \$24.7 million includes a new capital project for the Transit facility expansion (\$18 million) to support the charging infrastructure needs for the Fleet electrification. Future debt charges for financing the Harbours dockage replacement and dredging (\$2.6 million) and Parkade rehabilitation (\$4.1 million) will be funded from the Harbours and Parking revenues.

Equipment reserves (\$13.2 million) and the Building Maintenance reserve fund (\$6.2 million) finance the renewal of existing infrastructure as based on the asset management plan. These funding sources are supported by annual allocations from operating budget to ensure funding is in place for future replacements.

The Canada Community-Building Fund (CCBF), formerly known as Federal Gas Tax, is another significant source of funding for the capital budget at \$10.8 million. Funding is allocated to larger infrastructure projects based on agreement criteria and include road rehabilitation and widening, bridge rehabilitations, and storm water improvements.

External grants and recoveries (\$7.8 million) are from the Investing in Canada Infrastructure Program (ICIP) – Public Transit stream and support the acquisition of electric buses.



Budget Committee Referrals

Item	Meeting Date	Recommendation
Streetscaping in Kerr Village Area	Council 04/25/2022	<p>That staff report back to Council part of the 2023 Capital Budget process, with a proposed timeline and preliminary budget recommendations to complete streetscaping projects – including the required studies, consultation, infrastructure assessments, design, and construction – on both Lakeshore Road West and Kerr Street in the Kerr Village area.</p> <p>And that the report also includes proposed timelines and budget requirements for Bronte Road and Lakeshore Road West in Bronte Village and for the remaining streets included in the Downtown Transportation and Streetscape Study.</p> <p>And that staff outline short-term and long-term options relating to timing for streetscape designs for Kerr Street, Bronte Road and the remaining Downtown streets and the staging of capital infrastructure projects to implement the preferred streetscape designs.</p>
Tax Rebate Program for Part IV Designated Properties	Council 5/25/2022	That staff report back on the financial implications of introducing a tax rebate program for Part IV designated properties in Oakville and that this be brought back for council’s consideration during the 2023 Budget process.
Community Benefits Charge Strategy and By-law 2022-069	P and D Council 9/6/2022	That the capital project listing set out in Chapter 4 of the Community Benefits Charge Strategy dated August 5, 2022, subject to further annual review during the capital budget process, be approved.
Downtown Cultural Hub Workplan Update 2022	Council 9/22/2022	That staff be directed to include appropriate capital budget request for Council consideration in the 2023 budget process.
Kerr Village Streetscape Christmas Lighting Funding	Council 12/19/2022	That staff prepare a report to be referred to the 2023 Budget Committee, outlining the Kerr Village Streetscape Christmas lighting and decoration and to consider, as a funding source, any applicable S.37 bonusing funds that may be eligible for the Kerr Village area.

2024 and 2025 Operating Forecast

The forecast for the operating budget incorporates inflation to personnel and other expenditures as well as additional operating costs resulting from capital projects forecasted to be undertaken. In addition, the 2024 and 2025 budget includes reductions in Tax Stabilization funding which is budgeted as an interim measure to offset the Transit revenue impact due to ridership experiencing a slower recovery from the COVID-19 pandemic.

The net overall increase, including the Region and Education, is forecasted to be 3.47% in 2024 and 2.46% in 2025.

Budget Drivers	Overall Share of Tax Bill	2024 Increase on Tax Levy	2024 Impact on Total Tax Bill	2025 Increase on Tax Levy	2025 Impact on Total Tax Bill
Inflationary Impacts/Revenue Adjustments		2.62%	1.09%	1.77%	0.74%
Capital and Growth Impacts		3.00%	1.25%	1.43%	0.60%
Service Enhancements		0.00%	0.00%	0.00%	0.00%
Prior Years Assessment Growth		0.00%	0.00%	0.00%	0.00%
Capital Levy		1.00%	0.42%	1.00%	0.42%
Total Base Operating Budget		6.62%	2.76%	4.20%	1.75%
Prior Year COVID-19 Impacts Reversed		0.00%	0.00%	0.00%	0.00%
Government Support for COVID-19 Impacts Reversed		0.00%	0.00%	0.00%	0.00%
Transit Impact		-0.37%	-0.15%	-0.35%	-0.15%
Tax Stabilization funding for Transit Impact		0.37%	0.15%	0.35%	0.15%
Total Operating Budget including Transit impact		6.62%	2.76%	4.20%	1.75%
Assessment Growth		-1.00%	-0.42%	-1.00%	-0.42%
Budget Committee Recommendations		0.00%	0.00%	0.00%	0.00%
Total Town of Oakville*	41.7%	5.62%	2.34%	3.20%	1.34%
Region of Halton**	37.4%	3.00%	1.12%	3.00%	1.12%
Education	20.9%	0.00%	0.00%	0.00%	0.00%
Total*			3.47%		2.46%

*Exclusive of reassessment impacts

**Approved increase for Region of Halton from the 2023 Budget report

Asset Management Planning

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

The Corporate Asset Management Plan (CAMP) is a strategic document that states how the \$3.6 billion worth of infrastructure assets under the direct ownership and control of the town are to be managed over a period of time. The plan describes the characteristics and condition of infrastructure assets, the customer level of service expected from them, planned lifecycle activities and technical measures to ensure the assets are providing the expected customer level of service, and financing strategies to implement these actions.

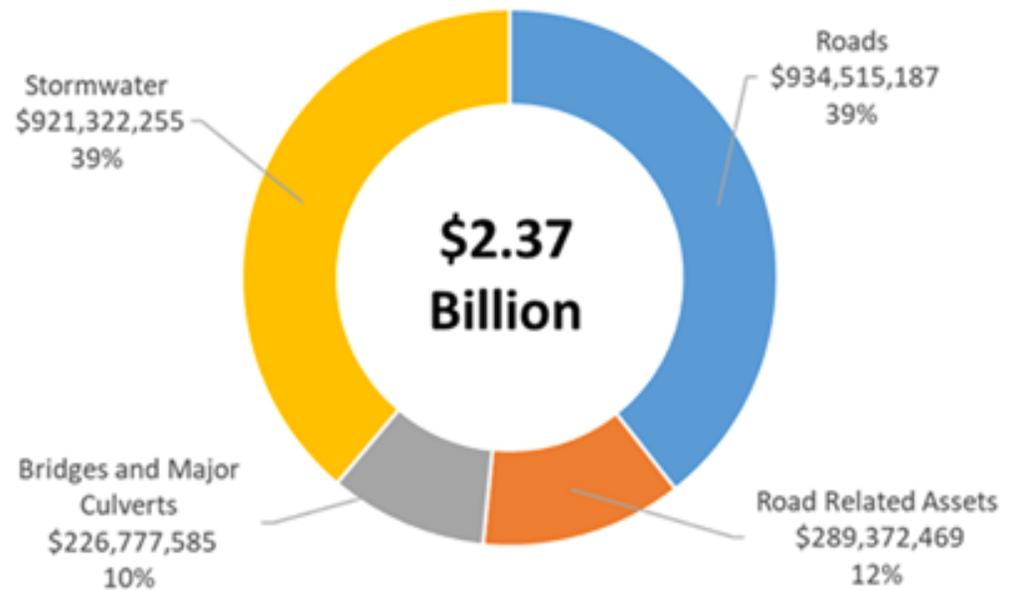
Since 2013, the town has been working to align with the standards in ISO 55000 and set specific goals to further enhance the town's Asset Management plan. Goals were established to develop a more comprehensive asset management strategy, policy and governance structure to align Council's strategic vision and fully integrate the town's organizational goals into our asset management principles.

In 2018, the first CAMP was presented to Council which included many of the key requirements such as the inventory, replacement value, age, condition, lifecycle activities and ten-year capital and operating costs. Since that time, the Province of Ontario enacted Ontario Regulation 588/17, Asset Management Planning for Municipal Infrastructure, which outlines guidelines and expectations for the application of asset management principles for municipalities and builds on the ISO 55000 standards and identifies numerous key deliverables in a phased approach that municipalities must meet and include in future AMPs over the 2019-2025 timeframe shown in the chart.



Over the past several years, the town has been developing and implementing an asset management improvement program which is aligned with the requirements of ISO 55000 and O. Reg. 588/17 which includes additional aspects to be included in asset management plans such as levels of service, risk assessment, climate change considerations and performance measures. In June 2021, staff presented an update to the Asset Management Policy and Strategy documents in order to better align with requirements in the regulation and Council’s most recent 2019-2022 Strategic Plan Refresh. This was accompanied with a recent State of Local Infrastructure Report (SOIR) for Roads, Parks, Facilities, Transit, Fleet and Environmental Networks based on information as of December 2020.

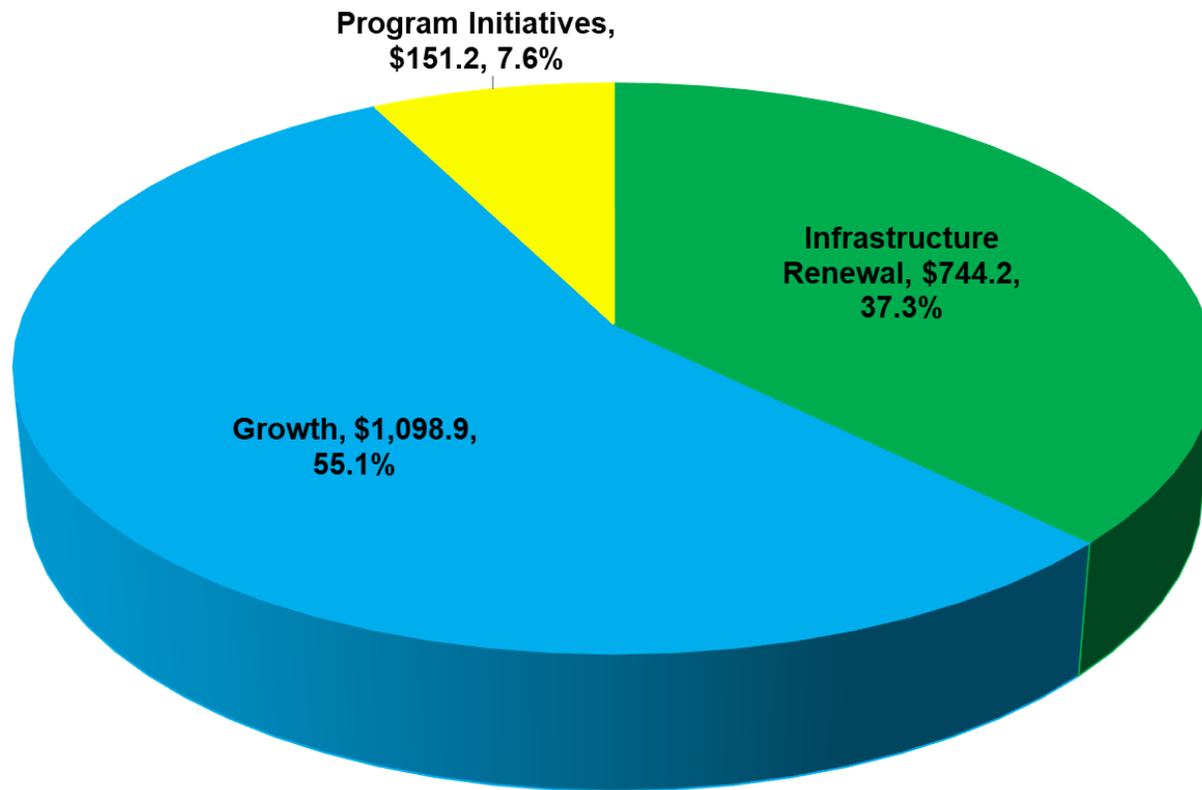
In June 2022, the 2022 Corporate Asset Management Plan (CAMP) – Part A was endorsed by Council, which includes plans for the Transportation Network Services and the Stormwater Network Services and includes \$2.4 billion in assets, based on replacement value, representing 66% of the town’s total asset portfolio. Part B of the plan which includes information on non-core infrastructure such as Parks, Facilities, Vehicles and Equipment is planned to be completed by June 2024. A summary of the infrastructure included in Part A is provided in the chart below. Road related infrastructure includes sidewalks, streetlights, traffic signals, retaining/noise walls and guiderails.



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

2023-2032 Capital Forecast by Category (\$2.0 billion)

The ten-year capital forecast and financing plan continues to implement objectives set out in various master plans and strategic goals while maintaining fiscal sustainability and ensuring the financial policies are adhered to. This chart illustrates the breakdown of the ten-year capital forecast by category (in millions). The Infrastructure Renewal portion of the capital forecast has been developed using asset specific data according to the town's Corporate Asset Management Plan. Annual condition assessments of the various asset categories have been incorporated into the budget process and guide the decision-making along with age and lifecycle activities of the asset. The Growth portion incorporates projects identified through one or more of the town's multi-year master plans that were developed to support the development and future outlook of the town. The Program Initiatives portion includes projects to achieve the organization's strategic goals that are not otherwise classified as Infrastructure Renewal or Growth. The full list of capital projects and respective budgets can be found in the Capital Detail Sheets document along with a Capital Forecast Map on the budget website that identifies key engineering, parks, and facilities projects.



Capital Financing Summary

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

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

The following financing policies and assumptions represent the sustainability framework outlined in the asset management plan which guides the affordability of the ten-year capital forecast.

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

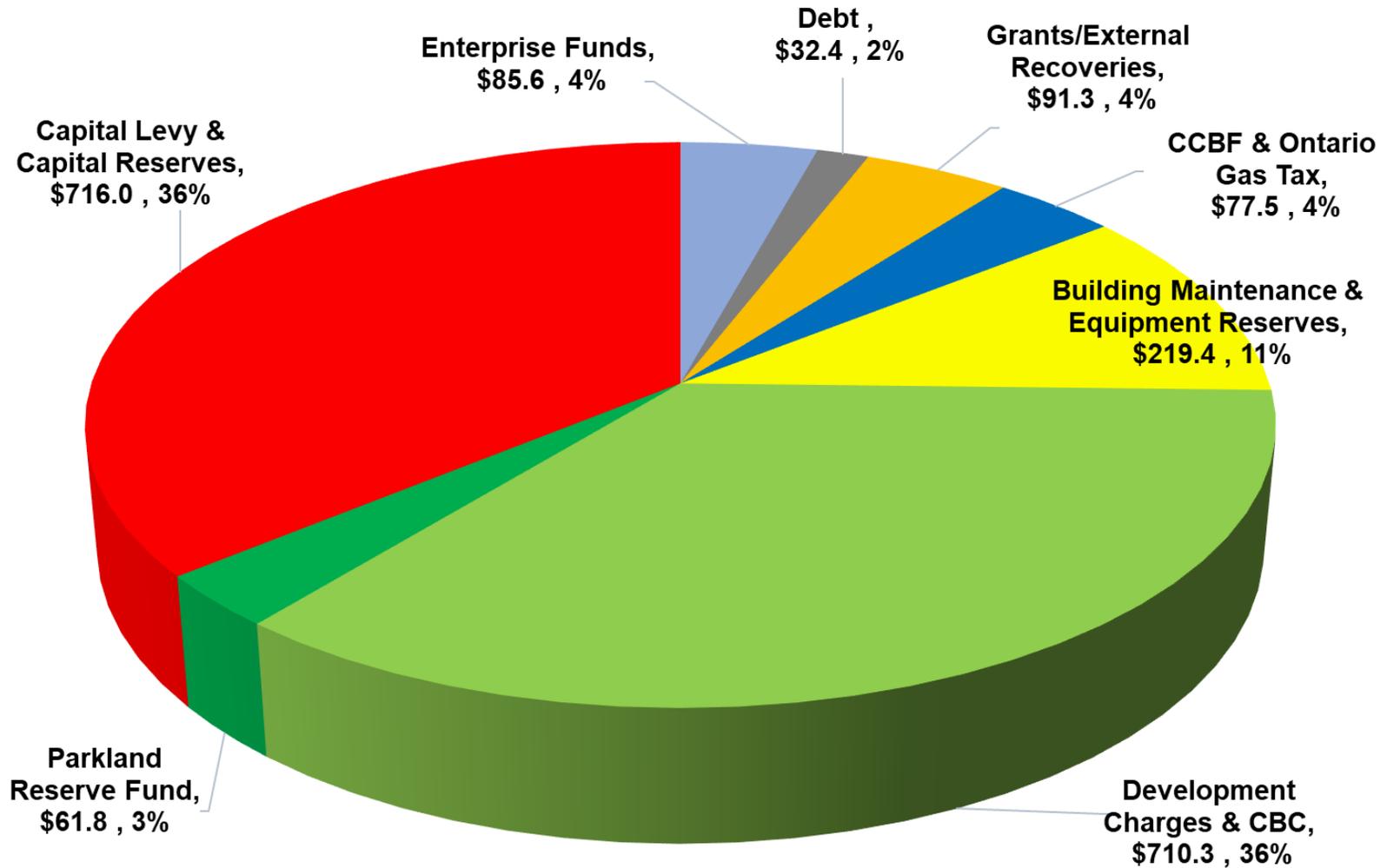
It is through the long-term financial plan that future reserve and reserve fund requirements are determined, debt repayment levels are managed and future operating budget expenditures are planned for. The Financial Control policy and related Reserve/Reserve Fund procedure, Corporate Debt policy, and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

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

Budget Overview

2023-2032 Capital Financing (\$2.0 billion)

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



Development Charges

Development charges (DC) represent the largest funding source at \$703.7 million, or approximately 36% of the capital plan. DCs are collected from residential and non-residential development and redevelopment to provide funding for the land and infrastructure of eligible services to maintain the town's service levels as growth occurs.

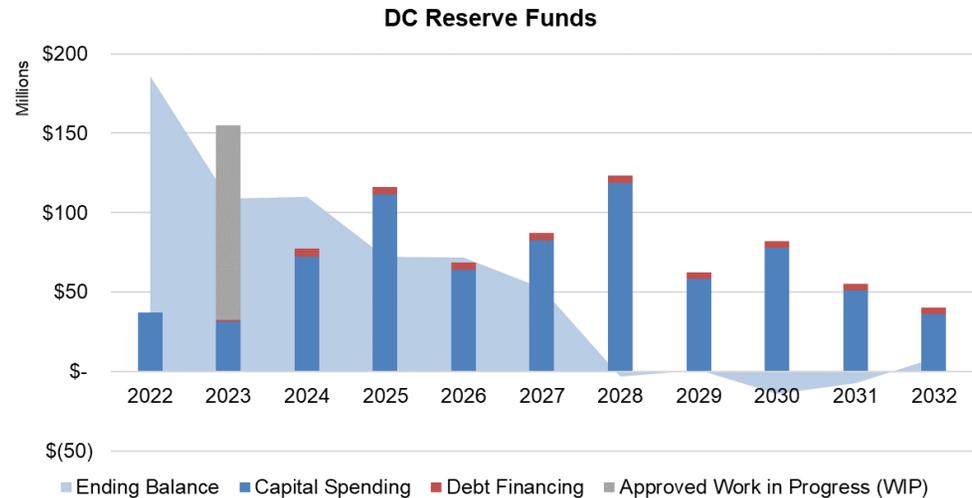
The town completed a DC Background Study and new by-law in 2022, updating the growth forecast, project costs, and timing, to ensure that DC rates were updated to support the growth capital program. The capital forecast reflects the anticipated residential and non-residential growth in the town and the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

DC reserve funds are projected to open 2023 with a balance of \$185.7 million, declining to a negative position for a period of time, and ending at \$8 million. As balances go negative later in the forecast period, there may be the need to debt finance certain projects that are delivered but have a benefit to growth beyond 2031 as identified in the DC Background Study. Debenture financing of \$36 million for the Sixteen Mile Sports Complex and Library was approved in 2022 to ensure recreation and library growth needs are met over the forecast period while reserve fund levels are maintained. The debt charges will be funded by future DC revenues for these services.

Bill 23, *More Homes Built Faster Act, 2022* was passed by the Province on November 28, 2022, with a series of proposed changes to the *Development Charges Act*, *Planning Act*, and *Conservation Authorities Act*, aiming to address housing crisis by building 1.5 million homes over the next ten years. As a result of these legislative changes, it is anticipated that the town's DC revenues will be reduced significantly, which will have an impact on future capital forecasts and financial planning.

Capital Levy and Capital Reserves

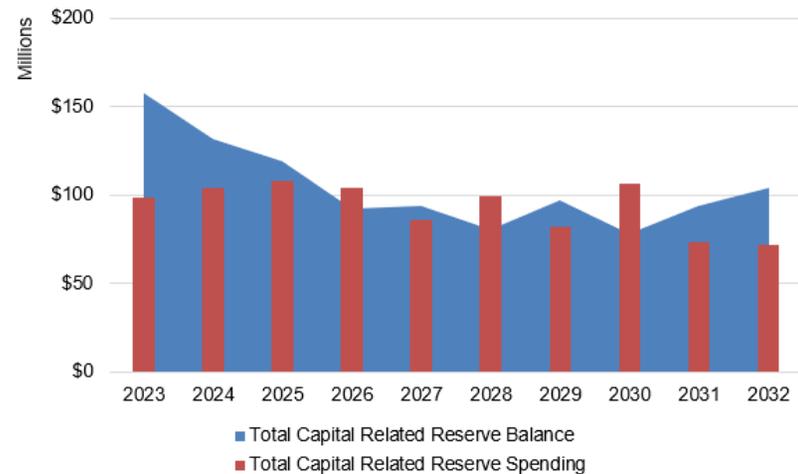
The capital levy and capital reserves provide \$716.0 million in financing, or 36% of the capital plan. The annual capital levy is a reliable source of funding for infrastructure renewal, growth, and program initiatives capital projects. In many years, capital levy funding alone is not sufficient to finance all capital needs and capital reserves are used. Funding from



capital reserves represents \$223.0 million over the forecast period and is closely monitored in order to ensure that a 1:1 debt to reserve financing ratio or better is maintained. The funding of the capital forecast results in a debt to reserve ratio of 0.34:1 in 2023, which will increase slightly and average 0.44:1 over the forecast period. This is an indicator of the financial sustainability of the town and contributes to a high-quality credit rating.

Equipment Reserves and Building Maintenance Reserve Fund

Equipment reserves and the Building Maintenance reserve fund provide another integral source of funding for infrastructure renewal projects, funding \$219.4 million of the capital plan. They are the primary source of funding for all town vehicle and equipment replacements (\$142.4 million) and building repairs and maintenance (\$77 million). These funding sources are supported by annual contributions from the operating budget to ensure that funding is in place in to maintain assets in a state of good repair. As new assets are constructed or purchased, contributions for the future maintenance and replacement are added to the operating budget. Staff review these contributions annually to ensure that any significant changes to the costs and timing of capital needs are considered in the required funding for these sources. Investment income is allocated to these reserves; however, as a result of the low interest rate environment over the past two years, transfers to these reserves have been increased by inflation to help keep up with rising capital costs.



The overall balance in capital reserves, equipment reserves, and the building maintenance reserve fund remain healthy throughout the forecast period. GFOA recommends that capital related reserves be the equivalent of one year’s worth of the average ten-year requirements. The chart to the right shows the capital spending from these sources including capital levy spending and the ending balance available by year. While the overall balance does decline, there are sufficient funds available to support the capital program.

Canada Community-Building Fund

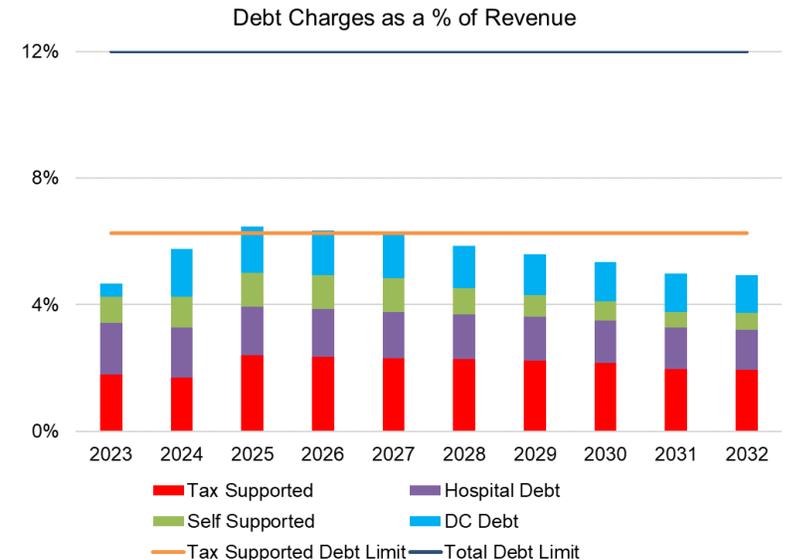
Funding from the federal government through the Canada Community-Building Fund (CCBF), formerly known as Federal Gas Tax, supports a variety of capital projects. The town has an annual allocation that provides predictable funding on a

per capita basis for projects that meet set criteria. Over the forecast, \$67.5 million in CCBF funding has been allocated to both infrastructure renewal and growth related capital projects.

Debt Financing

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

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



As per Budget Committee’s recommendation and Council approval, \$18 million of debt financing has been added to fund the Transit Facility Expansion to support the charging infrastructure needs for the Fleet electrification as well as \$4.2 million for the Capital Lease for Charging Infrastructure. Debt financing of the 2023 capital budget totals \$24.7 million, which includes the Transit Facility Expansion at \$18 million, the replacement of Harbours dockage and dredging at \$2.6 million and Parkade rehabilitation at \$4.1 million. Future debt charges for the Transit facility expansion will be tax supported. The replacement of Harbours dockage and dredging and Parkade rehabilitation are self supported programs, therefore funded by the Harbours and Parking revenues.

As illustrated in the chart, the existing and proposed debt charges are well within approved guidelines. In 2023, total debt charges (including capital lease payments) of \$13.2 million will be incurred, which is 4.7% of own source revenues. Existing tax supported debt is primarily related to the Downtown Lakeshore reconstruction, which will end in 2030. Self supported debt relates to debt issued on behalf of enterprise programs, along with debt issued for the LED Streetlight project which is offset by hydro savings. Sinking fund payments for the Hospital account for \$4.6 million of the total debt charges and will be complete in 2045.

A total of \$36 million in DC supported debt has been approved for the Sixteen Mile Sports Complex and Library, of which \$10 million was issued in 2022 and \$26 million will be issued over the life of the project. Anticipated debt charges would amount to 7% of the five year average of DC revenue, which is well within the town's policy of 25%. Debt charges will be funded by recreation and library DC revenue.

Operating Impacts from Capital Projects

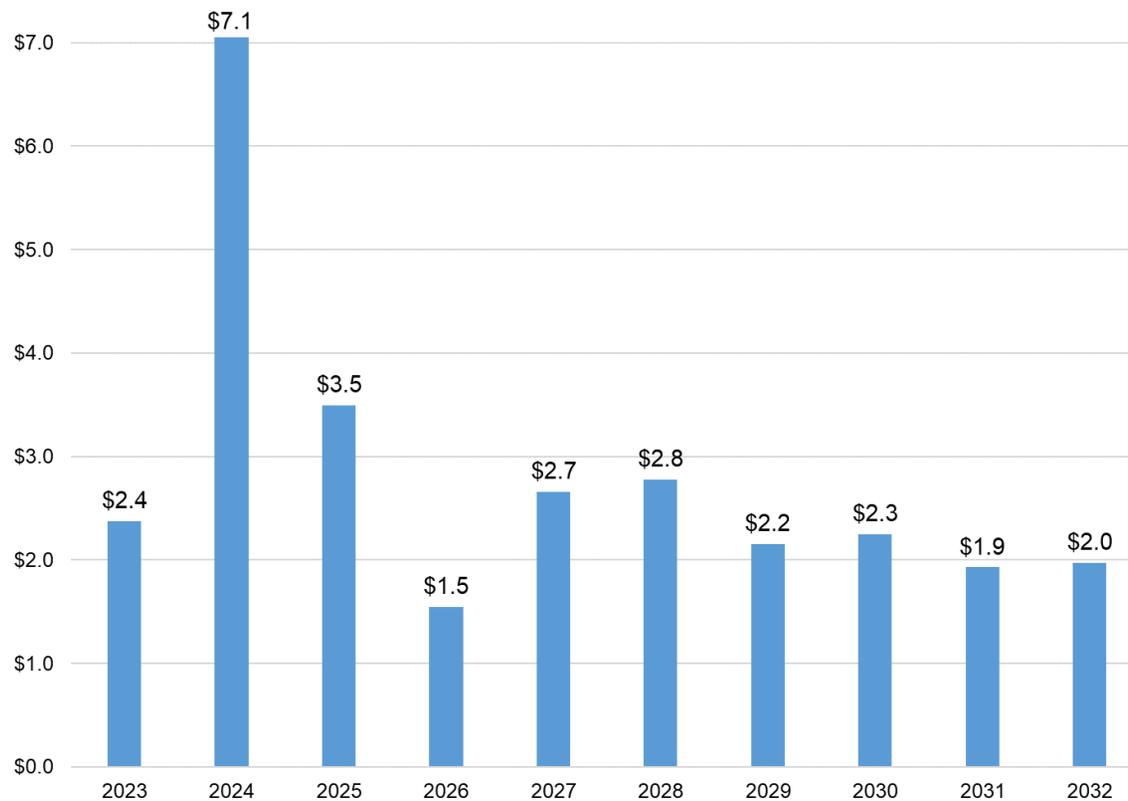
The chart below shows the ten-year operating requirements (in millions) and a summary of the main drivers by year.

2023: costs for electric Transit specialized fleet expansion, maintenance for Sixteen Mile Sports Complex sport-fields, and contributions to the building maintenance reserve for Trafalgar Park CC and Oakville Trafalgar CC.

2024: costs to operate the community centre and library and annualized maintenance of the sport-fields at the Sixteen Mile Sports Complex, software maintenance for MS Office 365, and operating costs for Transit charging infrastructure.

2025: annualized costs to operate the community centre and library at the Sixteen Mile Sports Complex, operating costs for electric fleet expansion, and maintenance of new infrastructure in new subdivisions.

2026-2032: costs to operate electric Transit expansion and to maintain infrastructure assumed through new subdivisions.



2023-2032 Infrastructure Renewal Forecast (\$744.2 million)

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

- \$114.1 million for Transit electric bus and vehicle replacements and refurbishments
- \$99.4 million for road resurfacing and preservation
- \$74.0 million for various facilities, parking lots and driveways maintenance and improvements
- \$72.9 million for pond cleanouts, storm water and erosion control infrastructure improvements
- \$65.0 million for parks, trails and parks facilities renewal and rehabilitation
- \$62.8 million for road, bridge and sidewalk rehabilitation



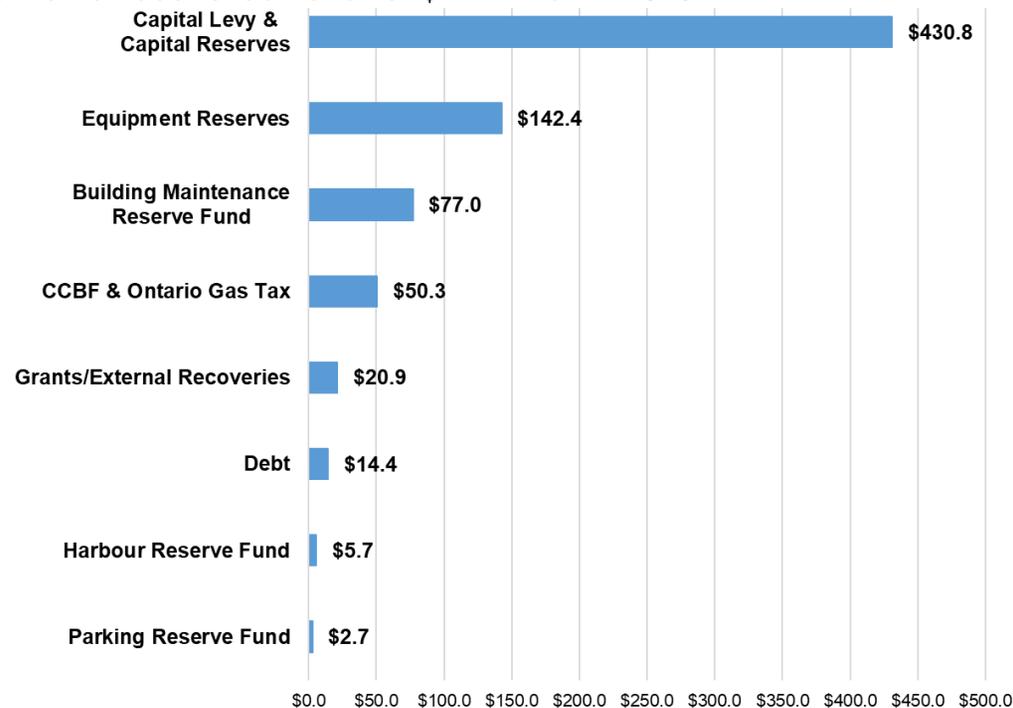
2023-2032 Infrastructure Renewal Financing (\$744.2 million)

The chart below shows the financing sources that have been used for the Infrastructure Renewal program (in millions). Initiated by Council in 1996, the capital levy provides a significant funding source for the capital program at 363.4 million, allowing for ongoing state of good repairs and replacements. Equipment reserves and the building maintenance reserve fund are the main sources of funding for all fleet and equipment replacements as well as facility repairs and replacements.

The Canada Community-Building Fund (CCBF), formerly known as Federal Gas Tax, funds \$48.1 million over the forecast period, supports a variety of capital projects, and is used to finance road and bridge rehabilitations, as well as storm sewer and erosion control.

The Investing in Canada Infrastructure Program (ICIP) – Public Transit stream, which is a joint federal and provincial program, will provide \$20.7 million in funding over the next five years towards the replacement of transit buses at the end of their useful life with electric buses.

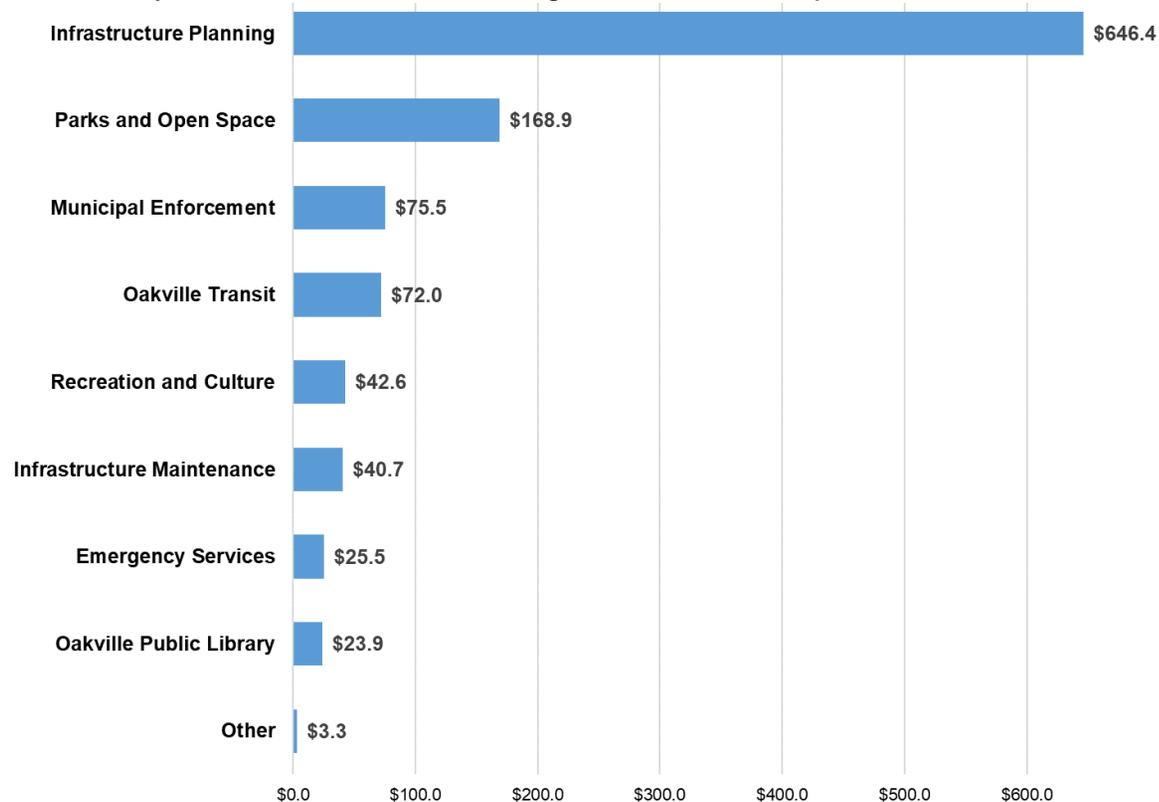
Debt financing of \$14.4 million includes the replacement of Harbours dockage and dredging at \$10.3 million over the forecast period as well as the Parkade rehabilitation at \$4.1 million in 2023.



2023-2032 Growth Forecast (\$1,098.9 million)

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

- \$83.7 million for new neighbourhood parks, parkettes and trails
- \$74.2 million for a new downtown parking facility
- \$64.6 million in additional conventional and specialized Transit electric vehicles
- \$63.6 million in new stand-alone active transportation initiatives including cycle lanes, pathways and sidewalks
- \$61.8 million for acquisition of land for future park development
- \$60.5 million for Kerr Street widening and grade separation
- \$58.8 million for QEW Royal Windsor Drive Interchange and active transportation

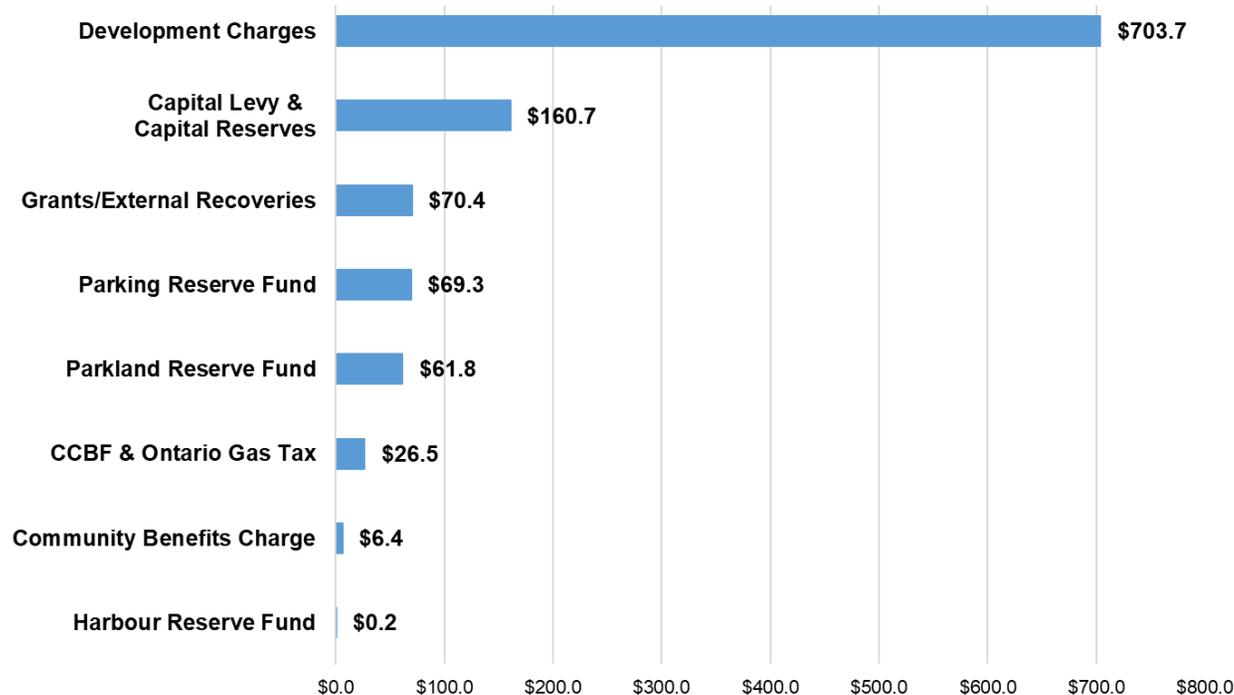


2023-2032 Growth Financing (\$1,098.9 million)

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

Growth financing was determined according to the capital requirements and project timing from the 2022 DC Background Study and CBC Strategy. Parking services are no longer eligible for DCs, and CBCs have been used for growth-related parking projects for the share driven by high-density development. Due to this legislative restriction, significant funding from the Parking reserve fund is now required for the share driven by other forms of development.

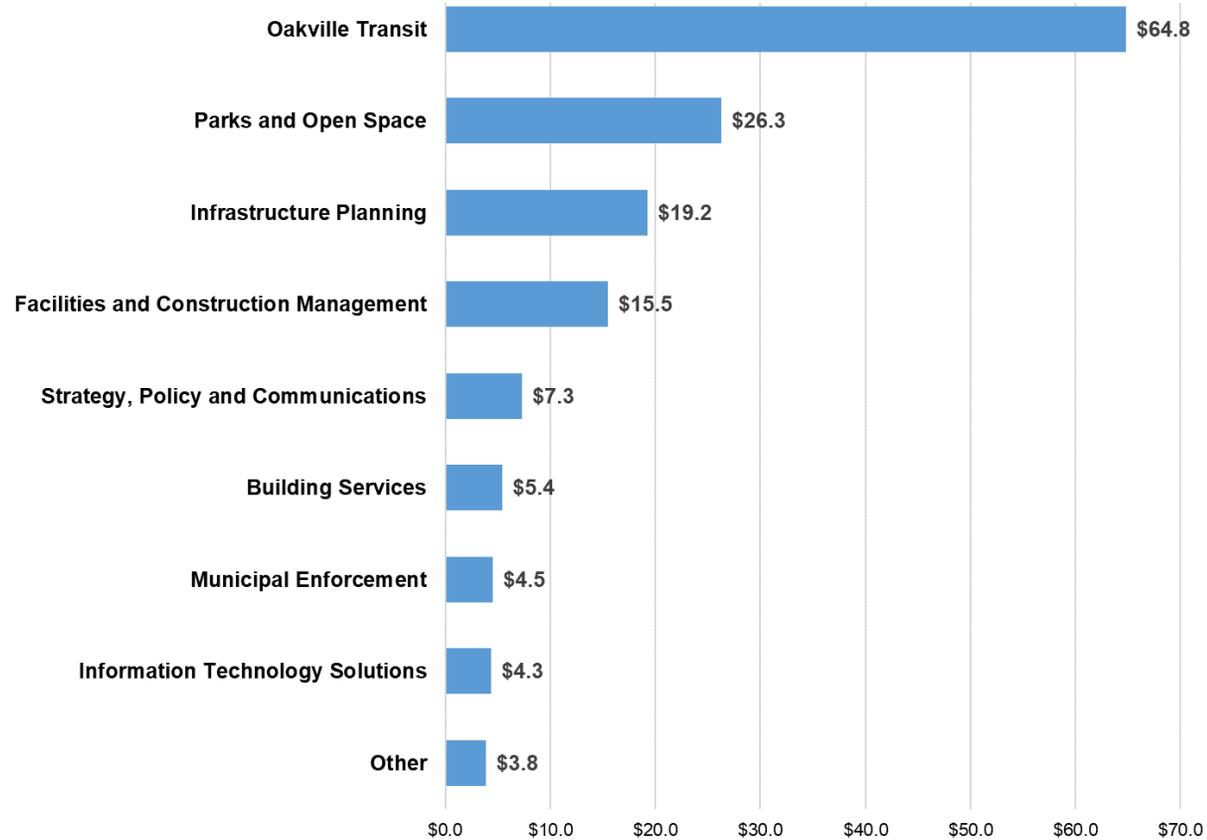
Grants and external recoveries represent funding for growth related electric buses through the ICIP-Transit stream grant program, as well as cost sharing for major road related projects with other entities.



2023-2032 Program Initiatives Forecast (\$151.2 million)

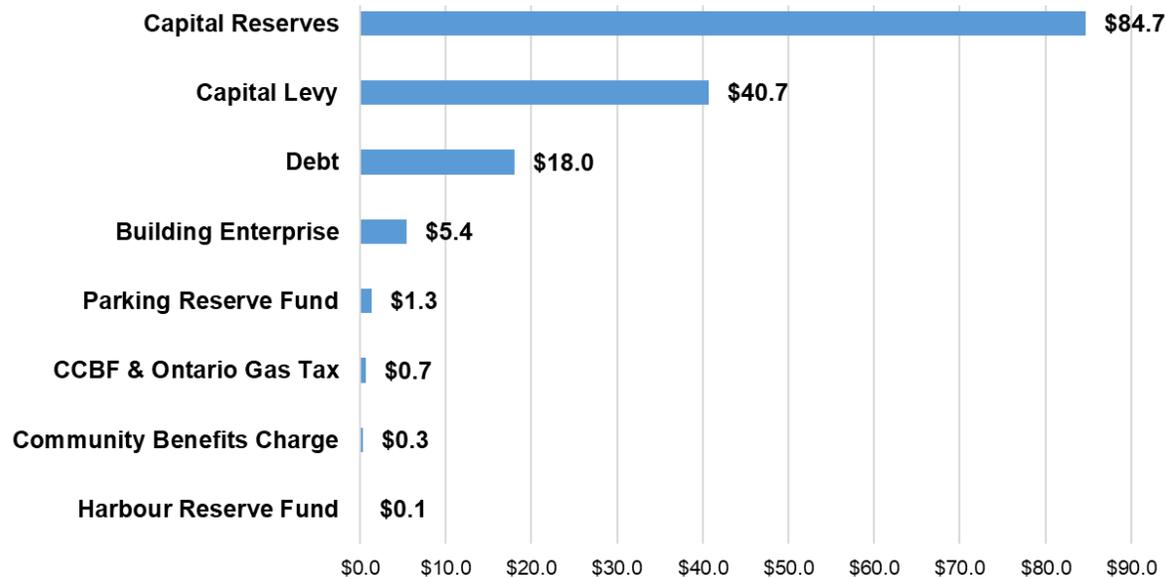
Projects in this category are required to achieve Council’s and the Executive Leadership Team’s strategic goals and are not otherwise classified as Infrastructure Renewal or Growth. The chart below shows the breakdown by program (in millions). Significant projects include:

- \$45.8 million for the Transit capital lease for charging infrastructure
- \$18.0 million for the Transit facility expansion to support the charging infrastructure
- \$15.4 million for EAB and invasive species management and woodland regeneration program
- \$15.1 million for Khalsa Gate urbanization and streetscape with active transportation
- \$4.0 million for traffic calming initiatives
- \$1.0 million for the Downtown Cultural Hub refresh



2023-2032 Program Initiatives Financing (\$151.2 million)

The chart below shows the financing sources that have been used for the Program Initiatives (in millions). The majority of the funding for program initiatives is provided from the capital levy and capital reserves. Debt financing of \$18 million is for the Transit facility expansion to support the charging infrastructure needs. The CBC reserve fund has been used to fund the growth portion of capital projects, such as Towne Square Rehabilitation, Downtown Cultural Hub refresh, and the Downtown Parking Supply Strategy.



Provincial PSAB Reporting Requirement

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

The 2023 budget excludes amortization expenses which are currently estimated at \$51.0 million. Amortization expenses are not budgeted as municipalities use traditional transfers to reserve and reserve funds and annual capital levy funding to repair, maintain and replace existing assets. Funds are held in reserve and reserve funds and balances are reviewed annually in order to ensure that funding levels are adequate for future asset replacements.

The 2023 budget includes \$68.4 million in budgeted transfers directly to capital and reserves or reserve funds for the refurbishment and replacement of the town's capital assets. Based on analysis completed during the preparation of the 2023 capital budget and financing strategy, the annual budgeted transfer provides adequate funding for the major repairs and replacement of existing tangible capital assets. Infrastructure renewal needs have been identified based on life cycle information and prudent repair and maintenance standards. Currently, all identified infrastructure renewal needs in 2023 have been funded. It should also be noted that as part of the town's current budgeting practice, it is policy that as new assets are constructed or purchased for growth, additional transfers to reserves are built into the operating budget in the year the asset comes into service to ensure funding exists for the replacement of those assets. Included in the \$68.4 million noted above is \$1.05 million in increased transfers to reserves and reserve funds as a result of new capital assets.

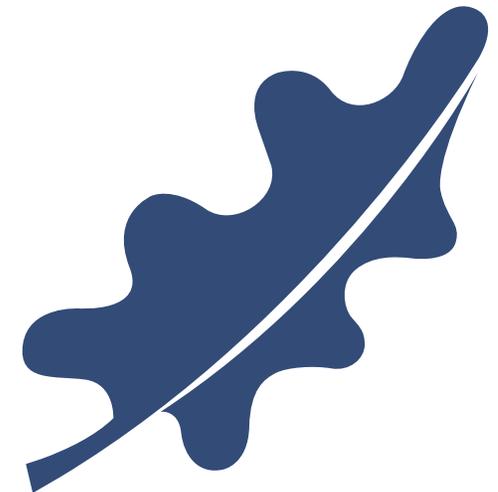
The town has been required under PSAB to report post-employment liabilities within the financial statements for many years. Post-employment liabilities include both Workers Safety & Insurance Board (WSIB) and post-employment employee benefit liabilities. Actuarial reviews were conducted during 2019 which provided an updated estimate of the liability for financial reporting. The town's current estimated liability reported in its financial statements is \$37.8 million (\$33.1 million for post-employment benefits and \$4.7 million for WSIB). The town has budgeted to contribute a total of \$673,300 (\$377,600 for employee benefits and \$295,700 for WSIB) to its Post-Employment Reserve fund which has a forecasted balance of \$26 million at the end of 2022. Thus, the town has an estimated unfunded post-employment liability of \$11.8 million. There is no requirement to have full funding in place for the post-employment benefits but full funding is required for the WSIB, which the town has. The current year annual cost of employee benefit post-employment benefits is expensed as paid throughout the year and is budgeted at \$821,100.



OAKVILLE

2023 BUDGET DETAILS

OPERATING AND CAPITAL



2023 Gross Operating Budget by Program

	2022 Restated Budget	2023 Inflation and Adjustments	2023 Capital and Growth Impacts	2023 Base Budget	2023 Service Level Change	2023 Requested Budget	\$ Change from 2022	% Change from 2022
Gross Expenditures by Program								
Political Governance	4,522,000	-500,800	86,600	4,107,800	92,200	4,200,000	-322,000	-7.1%
Administrative Executive Leadership	2,350,200	142,800	0	2,493,000	0	2,493,000	142,800	6.1%
Economic Development	1,791,200	2,500	0	1,793,700	130,000	1,923,700	132,500	7.4%
Strategy, Policy and Communications	3,975,200	74,000	58,000	4,107,200	121,200	4,228,400	253,200	6.4%
Corporate Asset Management	1,843,400	94,500	0	1,937,900	0	1,937,900	94,500	5.1%
Financial Services	6,573,900	207,800	102,800	6,884,500	75,000	6,959,500	385,600	5.9%
Human Resources	3,585,400	175,300	51,600	3,812,300	0	3,812,300	226,900	6.3%
Regulatory Services	792,300	40,700	0	833,000	0	833,000	40,700	5.1%
Information Technology Solutions	13,273,000	524,300	155,000	13,952,300	0	13,952,300	679,300	5.1%
Legal Services	2,435,000	118,400	0	2,553,400	0	2,553,400	118,400	4.9%
Facilities & Construction Management	4,850,300	232,300	0	5,082,600	0	5,082,600	232,300	4.8%
Emergency Services	42,540,100	1,103,300	141,500	43,784,900	0	43,784,900	1,244,800	2.9%
Recreation and Culture	41,424,000	1,119,700	398,500	42,942,200	65,000	43,007,200	1,583,200	3.8%
Oakville Public Library	11,767,300	493,300	165,000	12,425,600	0	12,425,600	658,300	5.6%
Parks & Open Space	25,284,700	1,211,200	720,700	27,216,600	18,000	27,234,600	1,949,900	7.7%
Cemeteries	1,029,700	97,800	0	1,127,500	0	1,127,500	97,800	9.5%
Harbours	3,638,000	210,800	0	3,848,800	0	3,848,800	210,800	5.8%
Infrastructure Maintenance	38,072,100	2,608,400	657,300	41,337,800	80,000	41,417,800	3,345,700	8.8%
Infrastructure Planning & Improvements	5,109,200	457,900	0	5,567,100	0	5,567,100	457,900	9.0%
Municipal Enforcement	3,600,200	780,500	1,000	4,381,700	0	4,381,700	781,500	21.7%
Parking	5,605,300	136,500	-31,800	5,710,000	0	5,710,000	104,700	1.9%
Oakville Transit	36,822,500	3,626,900	922,000	41,371,400	0	41,371,400	4,548,900	12.4%
Strategic Business Services	1,309,200	29,900	0	1,339,100	0	1,339,100	29,900	2.3%
Building Services	12,451,200	2,489,800	0	14,941,000	0	14,941,000	2,489,800	20.0%
Planning Services	7,666,500	94,000	30,600	7,791,100	283,100	8,074,200	407,700	5.3%
Development Services	4,725,400	-74,300	0	4,651,100	0	4,651,100	-74,300	-1.6%
Corporate Revenue & Expenses	80,669,300	2,717,700	0	83,387,000	500,000	83,887,000	3,217,700	4.0%
Total Gross Expenditures by Program	367,706,600	18,215,200	3,458,800	389,380,600	1,364,500	390,745,100	23,038,500	6.3%

2023 Net Levy by Program

	2022 Restated Budget	2023 Inflation and Adjustments	2023 Capital and Growth Impacts	2023 Base Budget	2023 Service Level Change	2023 Requested Budget	\$ Change from 2022	% Change from 2022
Tax Levy by Program								
Political Governance	3,896,400	121,300	86,600	4,104,300	92,200	4,196,500	300,100	7.7%
Administrative Executive Leadership	1,850,200	290,200	0	2,140,400	0	2,140,400	290,200	15.7%
Economic Development	791,200	2,500	0	793,700	0	793,700	2,500	0.3%
Strategy, Policy and Communications	3,794,000	53,900	58,000	3,905,900	91,900	3,997,800	203,800	5.4%
Corporate Asset Management	1,639,800	88,500	0	1,728,300	0	1,728,300	88,500	5.4%
Financial Services	5,016,000	-52,800	102,800	5,066,000	75,000	5,141,000	125,000	2.5%
Human Resources	3,440,100	-201,500	51,600	3,290,200	0	3,290,200	-149,900	-4.4%
Regulatory Services	372,200	26,600	0	398,800	0	398,800	26,600	7.1%
Information Technology Solutions	12,592,400	506,900	155,000	13,254,300	0	13,254,300	661,900	5.3%
Legal Services	2,380,600	97,400	0	2,478,000	0	2,478,000	97,400	4.1%
Facilities & Construction Management	3,358,700	-82,200	46,000	3,322,500	0	3,322,500	-36,200	-1.1%
Emergency Services	41,955,900	1,099,900	141,500	43,197,300	0	43,197,300	1,241,400	3.0%
Recreation and Culture	19,679,800	903,800	398,500	20,982,100	65,000	21,047,100	1,367,300	6.9%
Oakville Public Library	11,078,300	407,400	165,000	11,650,700	0	11,650,700	572,400	5.2%
Parks & Open Space	20,132,900	874,200	694,200	21,701,300	18,000	21,719,300	1,586,400	7.9%
Cemeteries	170,800	144,800	-130,000	185,600	0	185,600	14,800	8.7%
Harbours	0	0	0	0	0	0	0	0.0%
Infrastructure Maintenance	24,310,000	1,194,000	605,700	26,109,700	80,000	26,189,700	1,879,700	7.7%
Infrastructure Planning & Improvements	3,164,200	476,300	0	3,640,500	0	3,640,500	476,300	15.1%
Municipal Enforcement	2,140,400	272,400	1,000	2,413,800	0	2,413,800	273,400	12.8%
Parking	0	-6,800	6,800	0	0	0	0	0.0%
Oakville Transit	29,288,300	2,967,100	922,000	33,177,400	545,000	33,722,400	4,434,100	15.1%
Strategic Business Services	332,800	9,200	0	342,000	0	342,000	9,200	2.8%
Building Services	245,100	-103,500	0	141,600	0	141,600	-103,500	-42.2%
Planning Services	2,996,100	-51,000	30,600	2,975,700	283,100	3,258,800	262,700	8.8%
Development Services	441,200	174,800	0	616,000	0	616,000	174,800	39.6%
Corporate Revenue & Expenses	27,069,400	3,083,600	0	30,153,000	500,000	30,653,000	3,583,600	13.2%
Total Tax Levy by Program	222,136,800	12,297,000	3,335,300	237,769,100	1,750,200	239,519,300	17,382,500	7.8%
Assessment Growth								-1.8%
Tax Levy Requirement (town share only)								6.1%

2024-2025 Gross Operating Forecast by Program

	2023 Requested Budget	2024 Forecast	2023-2024 Change (%)	2025 Forecast	2024-2025 Change (%)
Gross Expenditures by Program					
Political Governance	4,200,000	4,364,500	3.9%	4,462,500	2.2%
Administrative Executive Leadership	2,493,000	2,554,600	2.5%	2,617,700	2.5%
Economic Development	1,923,700	1,942,800	1.0%	1,962,200	1.0%
Strategy, Policy and Communications	4,228,400	4,412,600	4.4%	4,515,700	2.3%
Corporate Asset Management	1,937,900	1,986,400	2.5%	2,036,100	2.5%
Financial Services	6,959,500	7,186,500	3.3%	7,358,500	2.4%
Human Resources	3,812,300	3,392,100	-11.0%	3,474,300	2.4%
Regulatory Services	833,000	852,900	2.4%	873,400	2.4%
Information Technology Solutions	13,952,300	15,839,200	13.5%	16,476,100	4.0%
Legal Services	2,553,400	2,606,400	2.1%	2,659,900	2.1%
Facilities & Construction Management	5,082,600	5,050,800	-0.6%	5,177,000	2.5%
Emergency Services	43,784,900	44,851,000	2.4%	46,307,400	3.2%
Recreation and Culture	43,007,200	45,327,800	5.4%	48,257,700	6.5%
Oakville Public Library	12,425,600	13,092,200	5.4%	14,494,200	10.7%
Parks & Open Space	27,234,600	28,830,000	5.9%	29,769,000	3.3%
Cemeteries	1,127,500	1,281,700	13.7%	1,309,600	2.2%
Harbours	3,848,800	3,960,600	2.9%	4,078,000	3.0%
Infrastructure Maintenance	41,417,800	42,869,400	3.5%	44,288,900	3.3%
Infrastructure Planning & Improvements	5,567,100	5,700,900	2.4%	5,829,900	2.3%
Municipal Enforcement	4,381,700	4,018,300	-8.3%	4,104,500	2.1%
Parking	5,710,000	5,884,800	3.1%	6,054,900	2.9%
Oakville Transit	41,371,400	44,956,300	8.7%	45,518,900	1.3%
Strategic Business Services	1,339,100	1,372,400	2.5%	1,406,500	2.5%
Building Services	14,941,000	15,024,100	0.6%	15,240,900	1.4%
Planning Services	8,074,200	8,458,800	4.8%	8,732,600	3.2%
Development Services	4,651,100	4,795,300	3.1%	4,944,400	3.1%
Corporate Revenue & Expenses	83,887,000	89,840,000	7.1%	92,133,600	2.6%
Total Gross Expenditures by Program	390,745,100	410,452,400	5.0%	424,084,400	3.3%

2024-2025 Net Levy Forecast by Program

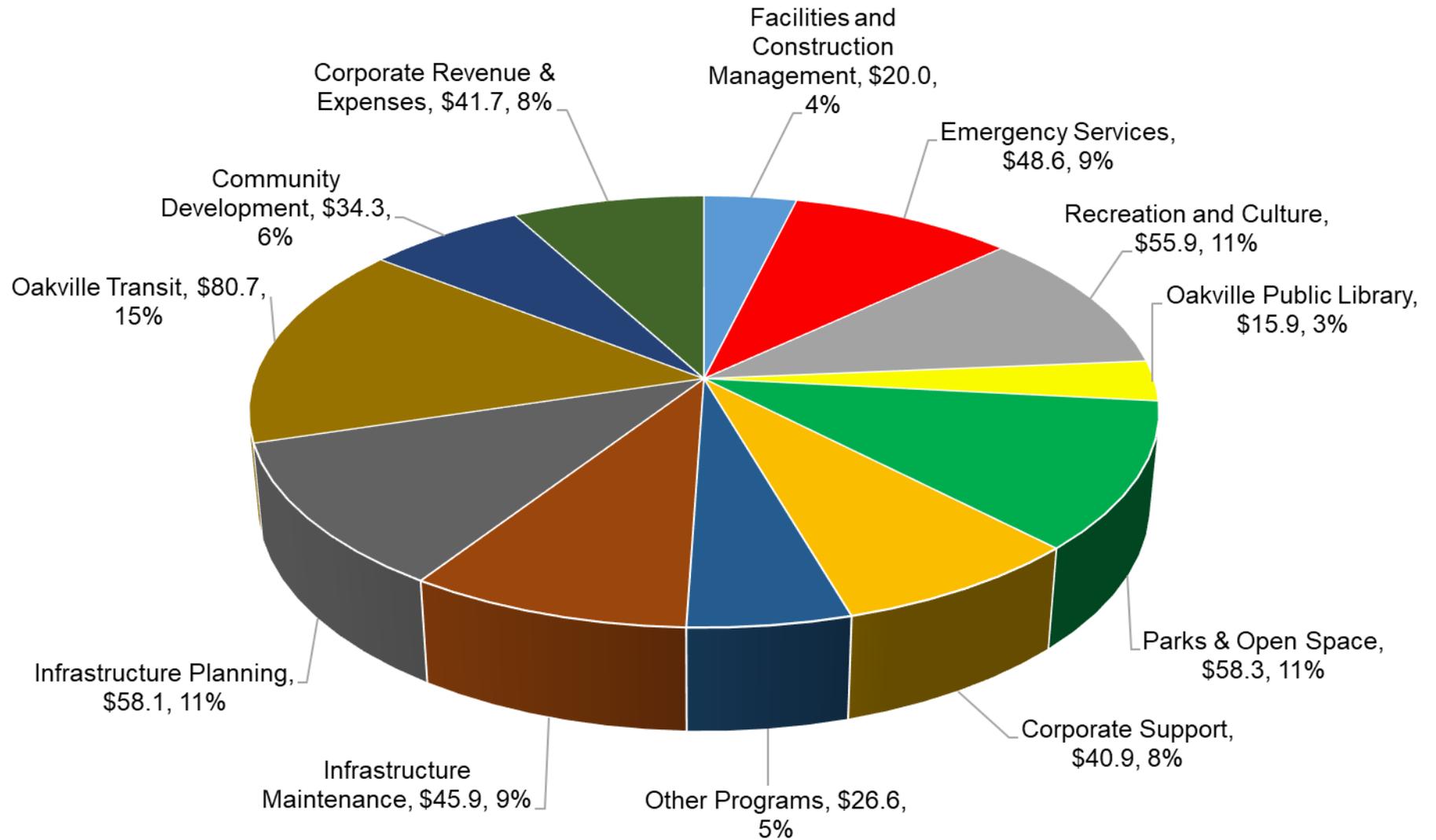
	2023 Requested Budget	2024 Forecast	2023-2024 Change (%)	2025 Forecast	2024-2025 Change (%)
Tax Levy by Program					
Political Governance	4,196,500	4,361,000	3.9%	4,459,000	2.2%
Administrative Executive Leadership	2,140,400	2,202,000	2.9%	2,265,100	2.9%
Economic Development	793,700	812,800	2.4%	832,200	2.4%
Strategy, Policy and Communications	3,997,800	4,187,100	4.7%	4,290,100	2.5%
Corporate Asset Management	1,728,300	1,772,500	2.6%	1,822,200	2.8%
Financial Services	5,141,000	5,335,900	3.8%	5,488,400	2.9%
Human Resources	3,290,200	3,387,900	3.0%	3,470,000	2.4%
Regulatory Services	398,800	407,800	2.3%	417,200	2.3%
Information Technology Solutions	13,254,300	15,141,200	14.2%	15,778,100	4.2%
Legal Services	2,478,000	2,531,000	2.1%	2,584,500	2.1%
Facilities & Construction Management	3,322,500	3,458,800	4.1%	3,551,700	2.7%
Emergency Services	43,197,300	44,253,500	2.4%	45,699,800	3.3%
Recreation and Culture	21,047,100	22,494,000	6.9%	24,162,800	7.4%
Oakville Public Library	11,650,700	12,430,100	6.7%	13,828,200	11.2%
Parks & Open Space	21,719,300	23,229,700	7.0%	24,070,800	3.6%
Cemeteries	185,600	190,100	2.4%	194,700	2.4%
Harbours	0	0	0.0%	0	0.0%
Infrastructure Maintenance	26,189,700	27,122,500	3.6%	28,139,900	3.8%
Infrastructure Planning & Improvements	3,640,500	3,735,400	2.6%	3,850,900	3.1%
Municipal Enforcement	2,413,800	2,461,300	2.0%	2,509,100	1.9%
Parking	0	0	0.0%	0	0.0%
Oakville Transit	33,722,400	37,586,700	11.5%	37,259,000	-0.9%
Strategic Business Services	342,000	354,100	3.5%	366,500	3.5%
Building Services	141,600	160,200	13.1%	180,100	12.4%
Planning Services	3,258,800	3,519,300	8.0%	3,665,600	4.2%
Development Services	616,000	634,000	2.9%	657,600	3.7%
Corporate Revenue & Expenses	30,653,000	33,611,500	9.7%	36,569,700	8.8%
Total Tax Levy by Program	239,519,300	255,380,400	6.6%	266,113,200	4.2%
Assessment Growth			-1.0%		-1.0%
Tax Levy Requirement (town share only)			5.6%		3.2%

Budget Details

2023 Capital Budget by Program and Financing

	Total Project Budget	Development Charges/ CBC	CCBF / Gas Tax Funding	Program Specific Reserve Funds	Program Specific Debt	Funding Grants and Other Revenues	Total External Financing	Total Town Reserves	Building Maintenance Reserve Fund	Capital Levy	Total Corporate Financing	Total Proposed Financing
CORPORATE INITIATIVES												
Administrative Executive Management	1,006,000	114,700					114,700			891,300	891,300	1,006,000
Strategy, Policy and Communications	2,405,200							1,977,200		428,000	2,405,200	2,405,200
Total CORPORATE INITIATIVES	3,411,200	114,700					114,700	1,977,200		1,319,300	3,296,500	3,411,200
CORPORATE SERVICES												
Human Resources	40,300							40,300			40,300	40,300
Clerks	50,400							50,400			50,400	50,400
Finance	20,100								20,100		20,100	20,100
Legal	100,700							100,700			100,700	100,700
Information Technology Solutions	6,163,800							3,129,400		3,034,400	6,163,800	6,163,800
Total CORPORATE SERVICES	6,375,300							3,320,800		3,054,500	6,375,300	6,375,300
COMMUNITY SERVICES												
Facilities and Construction Management	14,959,400							8,212,300	3,299,300	3,447,800	14,959,400	14,959,400
Parks and Open Space	22,031,400	6,647,100					6,647,100	6,447,700		8,936,600	15,384,300	22,031,400
Cemeteries	191,300			191,300			191,300				191,300	191,300
Harbours	3,823,100			356,500	2,636,600		2,993,100	830,000			830,000	3,823,100
Emergency Services	4,833,300	1,169,700					1,169,700	2,095,100	264,700	1,303,800	3,663,600	4,833,300
Recreation and Culture	12,931,700	5,013,800					5,013,800	3,781,000	1,658,100	2,478,800	7,917,900	12,931,700
Oakville Public Library	3,433,500	2,319,100					2,319,100	60,400	25,200	1,028,800	1,114,400	3,433,500
Total COMMUNITY SERVICES	62,203,700	15,149,700		547,800	2,636,600		18,334,100	21,426,500	5,247,300	17,195,800	43,869,600	62,203,700
COMMUNITY DEVELOPMENT												
Economic Development	75,500									75,500	75,500	75,500
Municipal Enforcement	5,670,700	16,400		823,100	4,093,000		4,932,500	662,700		75,500	738,200	5,670,700
Building Services	2,175,200							2,175,200			2,175,200	2,175,200
Planning Services	1,079,900	224,700					224,700	603,500		251,700	855,200	1,079,900
Total COMMUNITY DEVELOPMENT	9,001,300	241,100		823,100	4,093,000		5,157,200	3,441,400		402,700	3,844,100	9,001,300
COMMUNITY INFRASTRUCTURE												
Infrastructure Maintenance	4,511,400	1,012,500					1,012,500	2,179,700	76,100	1,243,100	3,498,900	4,511,400
Infrastructure Planning	52,483,400	14,749,900	10,758,000				25,507,900	9,752,300		17,223,200	26,975,500	52,483,400
Oakville Transit	39,340,700	308,100	1,569,200		18,000,000	7,751,000	27,628,300	9,959,500	878,000	874,900	11,712,400	39,340,700
Corporate Asset Management	966,500							50,000		916,500	966,500	966,500
Total COMMUNITY INFRASTRUCTURE	97,302,000	16,070,500	12,327,200		18,000,000	7,751,000	54,148,700	21,941,500	954,100	20,257,700	43,153,300	97,302,000
TOTAL	178,293,500	31,576,000	12,327,200	1,370,900	24,729,600	7,751,000	77,754,700	52,107,400	6,201,400	42,230,000	100,538,800	178,293,500

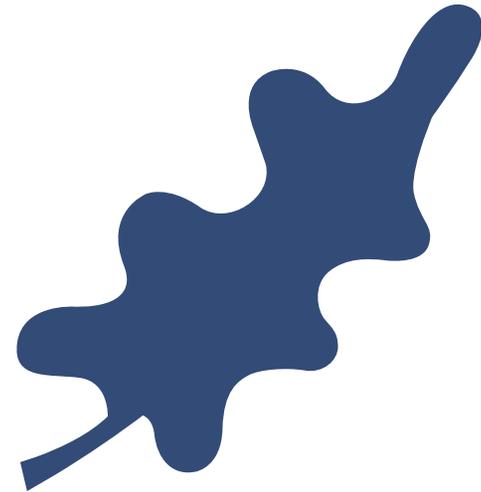
2023 Combined Operating and Capital Budget by Program (\$526.8 million)





2023 BUDGET – LIVABILITY

OPERATING AND CAPITAL



Economic Development Program Based Budget 2023 - 2025

Vision

- Oakville is the community where companies want to be.

Mission

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

Program Services

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



2023 Program Key Initiatives



Livability

- Implement the existing Economic Development Strategy, approved by Council in 2019, including lead servicing, corporate calling, marketing, research, Brownfields CIP, and Auto Mayor's Initiatives
- Undertake the development of a new 5-year Economic Development Strategy
- Develop a non-residential vacant land servicing inventory
- Implement a 3-year Film Pilot project
- Continued implementation of the Digital Main Street program

Key Performance Indicators

1. Percentage of gross operating budget

2018	2019	2020	2021	2022
0.3%	0.6%	0.5%	0.4%	0.5%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

2. Percentage of total FTEs

2018	2019	2020	2021	2022
0.3%	0.2%	0.2%	0.2%	0.2%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTE's.				
Calculation: Total program FTEs including part-time / Total town FTEs including part-time.				

3. Industrial occupancy rate

2018	2019	2020	2021	2022
99.0% Q4	96.6% Q4	97.6% Q4	98.1% Q4	99.5% Q3
Purpose: Provides information about industrial activity and the availability of existing space for new investment.				
Calculation: Source: CBRE Limited Industrial Market reports which provide vacancy rates.				

4. Office occupancy rate

2018	2019	2020	2021	2022
80.8% Q4	83.5% Q4	80.8% Q4	81.4% Q4	82.3% Q3
Purpose: Provides information about commercial activity and the availability of existing space for new investment.				
Calculation: Source: CBRE Limited Oakville Office Market reports which provide office vacancy rates (direct and sublet).				

5. Square feet of industrial development

2018	2019	2020	2021	2022
80,619	346,127	185,054	120,959	135,580 (Oct 2022)
Purpose: Measure of the industrial development activity in Oakville for economic development analysis and review of initiatives.				
Calculation: Town of Oakville Building Permit data – new construction and additions (excludes alterations).				

6. Square feet of commercial development

2018	2019	2020	2021	2022
484,340	210,361	504,810	164,153	167,250 (Oct 2022)
Purpose: Measure of the commercial development activity in Oakville for economic development analysis and review of initiatives.				
Calculation: Town of Oakville Building Permit data – new construction and additions (excludes alterations).				

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

2018	2019	2020	2021	2022
4,255	4,236	4,207	4,274	4,232 (June 2022)
Purpose: (ISO 37120 supporting indicator of economic health) – licensed businesses				
Calculation: Source: Canadian Business Patterns, Statistics Canada. Statistics Canada has advised that June 2021 business establishment counts cannot be used to measure the impact of the COVID-19 pandemic. These figures may not yet fully reflect the impact of the pandemic, as the resumption or permanent closure of businesses may not yet be fully processed and confirmed.				

Staffing Overview

Program: Economic Development	2022	2023	2023	2023	2023	Net
Services/Activities:	Restated	Adjustments &	Service Level	Growth and	Total	Change
	FTE	Reallocations	Change	Capital	FTE	2023 vs 2022
Economic Development	4.0	-	-	-	4.0	-
Tourism	-	-	-	-	-	-
Total Economic Development	4.0	-	-	-	4.0	-

The 2023 total staff complement is 4.0 FTEs with no change from 2022.

2023 Operating Budget Overview by Service

	2022	2023	2023	2023	Change	Change	2023	2023	Change	Change
	Restated	Inflation &	Cap/Growth	Base	from	from	Service Lvl	Requested	from	from
	Budget	Adjustments	Impacts	Budget	2022 \$	2022 %	Change	Budget	2022 \$	2022 %
Economic Development										
Economic Development	791,200	2,500		793,700	2,500	0.3%		793,700	2,500	0.3%
Tourism										
Total Tax Levy	791,200	2,500		793,700	2,500	0.3%		793,700	2,500	0.3%

The 2023 net budget for Economic Development is \$793,700 resulting in an increase of \$2,500 or 0.3% from 2022. It also includes a budget of \$130,000 for the Film Office pilot project that will be funded 60% from the Municipal Accommodation Tax (MAT) reserve and 40% from Tax Stabilization reserve for three years. It provides for a full-time staff person dedicated to responding to film inquiries, improving internal processes and proactively marketing Oakville as an ideal destination for filming, along with funds for a marketing and implementation plan. The Film Office will work with partners such as Visit Oakville to take a strategic approach to marketing Oakville as well as to boost tourism visits because of filming.

Economic Development net budget for 2023 is \$793,700 for an increase of \$2,500 from 2022. The change is primarily due to inflation on personnel services and benefits, net of wage adjustments for staff.

Tourism net budget for 2023 is \$00 with no change from 2022. It includes a \$1,000,000 budget for collection of MAT revenue with 47.5% of that revenue paid out as a grant to Oakville Tourism Partnership, 47.5% transferred to the MAT reserve and 5% to Financial Services Revenue and Taxation section for collection and administration of the tax.

2023 Operating Budget Overview by Component

	2022 Restated Budget	2023 Inflation & Adjustments	2023 Capital and Growth Impacts	2023 Base Budget	\$ Change from 2022	% Change from 2022	2023 Service Level Change	2023 Requested Budget	\$ Change from 2022	% Change from 2022
Economic Development										
EXPENSES										
Personnel Services & Benefits	643,600	2,500		646,100	2,500	0.4%	100,000	746,100	102,500	15.9%
Materials & Supplies	7,200			7,200				7,200		
Purchased Services	105,500			105,500			30,000	135,500	30,000	28.4%
Payments & Grants	505,000			505,000				505,000		
Internal Expenses & Transfers	529,900			529,900				529,900		
Total EXPENSES	1,791,200	2,500		1,793,700	2,500	0.1%	130,000	1,923,700	132,500	7.4%
REVENUES										
External Revenues	-1,000,000			-1,000,000				-1,000,000		
Internal Recovery & Fund Transfers							-130,000	-130,000	-130,000	
Total REVENUES	-1,000,000			-1,000,000			-130,000	-1,130,000	-130,000	-13.0%
Total Net Budget	791,200	2,500		793,700	2,500	0.3%		793,700	2,500	0.3%

The total expenses for Economic Development are \$1,923,700 and total revenues are \$1,130,000 resulting in a net budget of \$793,700 in 2023. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$746,100 in 2023 and is comprised primarily of full-time and part-time wages and benefits. The budget increased by \$102,500 from 2022 primarily due to inflation, net of wage rate adjustments for staff. As well, the Film Office pilot project includes the budget for a contract full-time staff person dedicated to responding to film inquiries, improving internal processes, and proactively marketing Oakville as an ideal destination for filming.

Materials & Supplies total budget is \$7,200 in 2023 and is comprised of external reproduction costs, office supplies and subscriptions.

Purchased Services total budget is \$135,500 in 2023 comprised primarily of consulting fees and promotion expenses to provide economic development services to the town. The budget has increased by \$30,000 for a marketing plan and implementation of the Film Office pilot project that is recommended as a service level change in the 2023 budget.

Payments & Grants total budget is \$505,000 in 2023, which includes a budgeted grant of \$475,000 to the Oakville Tourism Partnership that is 47.5% of the Municipal Accommodation Tax (MAT) revenue received. It also includes a \$30,000 budgeted grant for Brownfield development. The budget remains unchanged from 2022.

Internal Expenses & Transfers total budget is \$529,900 in 2023 and includes a budgeted transfer of \$475,000 to the MAT reserve that is 47.5% of MAT revenue received. It also includes a \$4,900 annual transfer to the International Development reserve and a \$50,000 transfer to Finance Revenue and Taxation services for 5% of the MAT revenue collected. The budget remains unchanged from 2022.

External Revenue total budget is \$1,000,000 in 2023 and is the budget for MAT revenue that is part of the Tourism budget. It is collected from hotels, inns and bed and breakfasts as an accommodation tax to support tourism in the town. The budget remains unchanged from 2022.

Economic Development

Internal Recoveries & Fund Transfers total budget is \$130,000 in 2023 and is funding for the Film Office pilot project. 60% of the funding or \$78,000 is from the MAT reserve, while the remaining 40% or \$52,000 is from the Tax Stabilization reserve.

2024 - 2025 Operating Budget Forecast

	2023 Requested Budget	2024 Requested Forecast	2023 - 2024 Change (\$)	2023 - 2024 Change (%)	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)
Economic Development							
Gross Expenditures by Service							
Economic Development	923,700	942,800	19,100	2.1%	962,200	19,400	2.1%
Tourism	1,000,000	1,000,000			1,000,000		
Total Gross Expenditures by Service	1,923,700	1,942,800	19,100	1.0%	1,962,200	19,400	1.0%
Tax Levy by Service							
Economic Development	793,700	812,800	19,100	2.4%	832,200	19,400	2.4%
Tourism							
Total Tax Levy by Service	793,700	812,800	19,100	2.4%	832,200	19,400	2.4%
Gross Expenditures by Type							
Personnel Services & Benefits	746,100	761,500	15,400	2.1%	777,200	15,700	2.1%
Materials & Supplies	7,200	7,400	200	2.8%	7,600	200	2.7%
Purchased Services	135,500	138,200	2,700	2.0%	140,900	2,700	2.0%
Payments & Grants	505,000	505,800	800	0.2%	506,600	800	0.2%
Internal Expenses & Transfers	529,900	529,900			529,900		
Total Expenditures	1,923,700	1,942,800	19,100	1.0%	1,962,200	19,400	1.0%
Revenues by Type							
External Revenue	-1,000,000	-1,000,000			-1,000,000		
Internal Recoveries & Fund Transfers	-130,000	-130,000			-130,000		
Total Revenues	-1,130,000	-1,130,000			-1,130,000		
Total Tax Levy	793,700	812,800	19,100	2.4%	832,200	19,400	2.4%

Economic Development

2024 - 2025 Budget Forecast Highlights

The 2024 net budget is projected to increase by \$19,100 for a total of \$812,800. The change is primarily due to inflationary increases to the cost of delivering services.

The 2025 net budget is projected to increase by \$19,400 for a total of \$832,200. The change is primarily due to inflationary increases to the cost of delivering services.

2023 Recommended Capital Budget

The Economic Development Capital budget for 2023 includes \$75,500 for the Economic Development Strategy update that will commence during the year.

	Classification	Capital Budget 2023	Operating Impacts 2023
Economic Development			
65102301 Economic Development Strategy Update	Program Initiatives	75,500	
Total		75,500	

Emergency Services Program Based Budget 2023 - 2025

Vision

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

Mission

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

Program Services

The Oakville Fire Department provides services through the following programs:



Administration & Emergency Planning

- Oversight, leadership and management
- Financial control
- Preparedness response and recovery from large scale emergencies
- Compliance with FPPA and EMCPA legislation

Suppression

- Emergency response services
- Community engagement and customer service

Training and Fire Prevention

- Training programs to enhance fire fighter competencies
- Inspection, code enforcement and public education programs

Communications

- Dispatch and communication services

TOWARF

- Provide marine patrol along Oakville's waterfront

Emergency Services

2023 Program Key Initiatives



Livability

- Continuous improvements for service and initiatives to respond and support legislative and industry standards requirements
- Design and construction of Fire Station 9 to serve the growth community in north Oakville
- Dedicated focus on simultaneous dispatch through 911 operations and advancements to NG 911



Engaged Community

- Service and initiatives with community partners and external stakeholders for public education and fire and life safety enhancements
- Continuous advancement of technical rescue levels of service
- Focus on innovative solutions for safety messaging and engagement through virtual & social media programming
- Explore opportunities for engagement with the community and internal corporate partners for fire prevention and public education enhancements



Accountable Government

- Complete new Master Fire Plan
- Focus on the Centre for Public Safety Excellence Accreditation process
- Bringing all fire facilities into the corporate facility management process for efficiencies and effectiveness
- Firefighter certification regulation requirements for training and operation requirements



Environment

- Continuous evolution for firefighting equipment, apparatus, and facility enhancements with a climate conscious focus and environmentally responsible changes
- Fleet management replacements with EV support vehicles and necessary charging stations infrastructure

Key Performance Indicators

1. Percentage of gross operating budget

2018	2019	2020	2021	2022
15.1%	14.9%	15.5%	15.9%	15.7%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

2. Percentage of total FTEs

2018	2019	2020	2021	2022
13.9%	13.8%	14.9%	14.6%	14.7%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
Calculation: Total program FTEs including part-time / Total town FTEs including part-time				

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

2018	2019	2020	2021	2022
60.49%	60.35%	60.84%	61.15% (July 31, 2021)	62.28% (at July 31/22)
Purpose: The average time fire crews leave the station until they arrive on location.				
Calculation: Information is provided through the Computer Aided Dispatch system from Burlington Dispatch				

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

2018	2019	2020	2021	2022
5.2	3.3	2.3	3.7 (July 31, 2021)	1.9% (at July 31/22)
Purpose: Reflects characteristics such as density, code enforcement, smoke detector use, fire prevention and education.				
Calculation: Total number of injuries x 100,000 / official population				

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

2018	2019	2020	2021	2022
101	97	105	104	101
Purpose: National Fire Protection Association (NFPA) states median staffing rate in Canada is roughly 100 firefighters per 100,000 population.				
Calculation: Total number of firefighters x 100,000 / official population				

Staffing Overview

Program: Emergency Services	2022	2023	2023	2023	2023	Net
Services/Activities:	Restated	Adjustments &	Service Level	Growth and	Total	Change
	FTE	Reallocations	Change	Capital	FTE	2023 vs 2022
Administration	7.0	-	-	-	7.0	-
Communications	-	-	-	-	-	-
Suppression	224.0	-	-	-	224.0	-
Training	6.4	-	-	-	6.4	-
Fire Prevention	13.0	-	-	-	13.0	-
Emergency Planning	-	-	-	-	-	-
TOWARF	-	-	-	-	-	-
Total Emergency Services	250.4	-	-	-	250.4	-

The 2023 total staff complement is 250.4 FTEs with no change from 2022.

2023 Operating Budget Overview by Service

	2022	2023	2023	2023	\$ Change	% Change	2023	2023	\$ Change	%
	Restated	Inflation &	Capital and	Base	from	from	Service	Requested	from	from
	Budget	Adjustments	Growth Impacts	Budget	2022	2022	Level Change	Budget	2022	2022
Emergency Services										
Administration	1,502,800	-98,400		1,404,400	-98,400	-6.5%		1,404,400	-98,400	-6.5%
Communications	1,055,300	37,200		1,092,500	37,200	3.5%		1,092,500	37,200	3.5%
Suppression	36,134,100	1,060,400	141,500	37,336,000	1,201,900	3.3%		37,336,000	1,201,900	3.3%
Training	1,180,900	45,600		1,226,500	45,600	3.9%		1,226,500	45,600	3.9%
Fire Prevention	2,056,800	65,100		2,121,900	65,100	3.2%		2,121,900	65,100	3.2%
Emergency Planning	26,000	-10,000		16,000	-10,000	-38.5%		16,000	-10,000	-38.5%
TOWARF										
Total Tax Levy	41,955,900	1,099,900	141,500	43,197,300	1,241,400	3.0%		43,197,300	1,241,400	3.0%

The 2023 net budget for Emergency Services is \$43,197,300 resulting in an increase of \$1,241,400 or 3.0% from 2022. The main driver of the Emergency Services budget increase is from inflationary and contractual adjustments for wages and benefits. In addition impacts from capital have been included which consists of the transfer to the Building Maintenance reserve for Fire Station 8 and Station 3 and the Fire Equipment reserve for portable radio equipment and rental fees for prevention officer vehicles.

Emergency Services

Administration net budget for 2023 is \$1,404,400 for a decrease of \$98,400 from 2022. The change is primarily due the retirement of an accommodation position which will not be replaced. Inflationary and contractual increases to salaries and benefits have also been included. In addition, there is an increase to the insurance premium.

Communications net budget for 2023 is \$1,092,500 for an increase of \$37,200 from 2022. The change is primarily due to an inflationary increase for Burlington Dispatch shared services and Halton Police radio fees.

Suppression net budget for 2023 is \$37,336,000 for an increase of \$1,201,900 from 2022. The change is primarily due to inflationary and contractual increases to salaries and benefits. In addition, \$93,200 in capital impacts primarily for the continued phased-in transfer to the Building Maintenance reserve fund for Station 8 and Station 3 and \$32,500 transfer to the Fire Equipment reserve fund for portable radios. Finally, due to rising rates, a \$78,000 increase has been included for fuel.

Training net budget for 2023 is \$1,226,500 for an increase of \$45,600 from 2022. The change is primarily due to inflationary and contractual increases for salaries and benefits. Also included is an \$8,000 reallocation from suppression software to training fees.

Fire Prevention net budget for 2023 is \$2,121,900 for an increase of \$65,100 from 2022. The change is primarily due to inflationary and contractual increases to salaries and benefits. Also included is a minor increase to training and professional dues for new hires.

Emergency Planning net budget for 2023 is \$16,000 for a decrease of \$10,000 from 2022. The change is primarily due a reallocation of consultant fees to suppression safety supplies to reflect recent trends.

TOWARF net budget for 2023 has no change from 2022. Through a grant from the Town of Oakville, TOWARF, a volunteer based Auxiliary Unit of the Canadian Coast Guard, provides marine patrol and search and rescue services along the town's waterfront to approximately 10 miles from shore. The grant is funded through the collection of harbor fees for a net zero impact.

2023 Operating Budget Overview by Component

	2022 Restated Budget	2023 Inflation & Adjustments	2023 Capital and Growth Impacts	2023 Base Budget	\$ Change from 2022	% Change from 2022	2023 Service Level Change	2023 Requested Budget	\$ Change from 2022	% Change from 2022
Emergency Services										
EXPENSES										
Personnel Services & Benefits	37,646,300	886,200		38,532,500	886,200	2.4%		38,532,500	886,200	2.4%
Materials & Supplies	779,000	82,400	500	861,900	82,900	10.6%		861,900	82,900	10.6%
Capital out of Operations	11,000	4,000		15,000	4,000	36.4%		15,000	4,000	36.4%
Purchased Services	1,845,600	66,800	14,600	1,927,000	81,400	4.4%		1,927,000	81,400	4.4%
Payments & Grants	50,700			50,700				50,700		
Internal Expenses & Transfers	2,207,500	63,900	126,400	2,397,800	190,300	8.6%		2,397,800	190,300	8.6%
Total EXPENSES	42,540,100	1,103,300	141,500	43,784,900	1,244,800	2.9%		43,784,900	1,244,800	2.9%
REVENUES										
External Revenues	-551,700	-3,400		-555,100	-3,400	-0.6%		-555,100	-3,400	-0.6%
Internal Recovery & Fund Transfers	-32,500			-32,500				-32,500		
Total REVENUES	-584,200	-3,400		-587,600	-3,400	-0.6%		-587,600	-3,400	-0.6%
Total Tax Levy	41,955,900	1,099,900	141,500	43,197,300	1,241,400	3.0%		43,197,300	1,241,400	3.0%

The total expenses for Emergency Services are \$43,784,900 and total revenues are \$587,600 resulting in a net budget of \$43,197,300 in 2023. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$38,532,500 in 2023 comprised primarily of full-time wages and benefits. The budget increased by \$886,200 from 2022 primarily due to contractual increases to salaries and benefits. Adjustments have been made where retirees have been replaced with new hires. Finally \$160,000 has been added to provide lieu time in recognition of Truth and Reconciliation Day which was partially mitigated with the retirement of an accommodation position.

Materials & Supplies total budget is \$861,900 in 2023 comprised primarily of fire safety supplies, fuels and utilities, janitorial and training supplies. The budget increased by \$82,900 from 2022 primarily due to fuel increases resulting from a higher cost per litre.

Capital out of Operations total budget is \$15,000 in 2023 comprised primarily of general equipment used in fire stations. The budget increased by \$4,000 from 2022 primarily due to increased supplies based on recent trends.

Purchased Services total budget is \$1,927,000 in 2023 comprised primarily of contracted services (Burlington Dispatch system), uniforms, personal safety supplies, group training and insurance. The budget increased by \$81,400 from 2022 primarily due to the inflationary increases for communications systems including Burlington Dispatch and Halton Police radios. In addition, safety supplies and uniforms have been adjusted to reflect historical trends. Finally, temporary funding has been added for vehicle rentals until the purchase of new Fire Prevention vehicles have been delivered.

Emergency Services

Payments & Grants total budget is \$50,700 in 2023 comprised primarily of a grant for TOWARF. The budget remained the same from 2022.

Internal Expenses & Transfers total budget is \$2,397,800 in 2023 comprised primarily of transfers to the Fire Vehicle and Equipment reserve for future replacements as assets reach the end of their useful life. The budget increased by \$190,300 from 2022 primarily due to a transfer to the Building Maintenance reserve fund for Station 8 and Station 3 which continues to be phased in over the next several years. In addition the Fire Equipment reserve continues to be phased in for portable radio equipment.

External Revenue total budget is \$555,100 in 2023 comprised primarily of charges to the Ministry of Transportation for highway emergency response, recovery fees for non resident accident response, and false alarms. The budget increased by \$3,400 from 2022 primarily due minor adjustments that reflect recent trends.

Internal Recoveries & Fund Transfers total budget is \$32,500 in 2023 comprised primarily of revenue collected through harbour fees. The budget remained the same from 2022 primarily due to revenue used to offset the TOWARF grant for a net zero impact.

2024 - 2025 Operating Budget Forecast

	2023 Requested Budget	2024 Requested Forecast	2023 - 2024 Change (\$)	2023 - 2024 Change (%)	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)
Emergency Services							
Gross Expenditures by Service							
Administration	1,404,400	1,439,400	35,000	2.5%	1,478,200	38,800	2.7%
Communications	1,092,500	1,119,800	27,300	2.5%	1,147,700	27,900	2.5%
Suppression	37,821,000	38,741,900	920,900	2.4%	39,903,900	1,162,000	3.0%
Training	1,233,500	1,262,800	29,300	2.4%	1,292,800	30,000	2.4%
Fire Prevention	2,185,000	2,237,500	52,500	2.4%	2,434,100	196,600	8.8%
Emergency Planning	16,000	16,300	300	1.9%	16,600	300	1.8%
TOWARF	32,500	33,300	800	2.5%	34,100	800	2.4%
Total Gross Expenditures by Service	43,784,900	44,851,000	1,066,100	2.4%	46,307,400	1,456,400	3.2%
Tax Levy by Service							
Administration	1,404,400	1,439,400	35,000	2.5%	1,478,200	38,800	2.7%
Communications	1,092,500	1,119,800	27,300	2.5%	1,147,700	27,900	2.5%
Suppression	37,336,000	38,248,800	912,800	2.4%	39,402,500	1,153,700	3.0%
Training	1,226,500	1,255,600	29,100	2.4%	1,285,400	29,800	2.4%
Fire Prevention	2,121,900	2,172,800	50,900	2.4%	2,367,800	195,000	9.0%
Emergency Planning	16,000	16,300	300	1.9%	16,600	300	1.8%
TOWARF		800	800		1,600	800	100.0%
Total Tax Levy by Service	43,197,300	44,253,500	1,056,200	2.4%	45,699,800	1,446,300	3.3%
Gross Expenditures by Type							
Personnel Services & Benefits	38,532,500	39,458,900	926,400	2.4%	40,551,600	1,092,700	2.8%
Materials & Supplies	861,900	883,200	21,300	2.5%	939,700	56,500	6.4%
Capital out of Operations	15,000	15,300	300	2.0%	15,600	300	2.0%
Purchased Services	1,927,000	1,961,000	34,000	1.8%	2,028,300	67,300	3.4%
Payments & Grants	50,700	51,600	900	1.8%	52,500	900	1.7%
Internal Expenses & Transfers	2,397,800	2,481,000	83,200	3.5%	2,719,700	238,700	9.6%
Total Expenditures	43,784,900	44,851,000	1,066,100	2.4%	46,307,400	1,456,400	3.2%
Revenues by Type							
External Revenue	-555,100	-565,000	-9,900	-1.8%	-575,100	-10,100	-1.8%
Internal Recoveries & Fund Transfers	-32,500	-32,500			-32,500		
Total Revenues	-587,600	-597,500	-9,900	-1.7%	-607,600	-10,100	-1.7%
Total Tax Levy	43,197,300	44,253,500	1,056,200	2.4%	45,699,800	1,446,300	3.3%

Emergency Services

2024 - 2025 Budget Forecast Highlights

The 2024 net budget is projected to increase by \$1,056,200 for a total of \$44,253,500. The change is primarily due to inflationary increases to the cost of delivering services. Furthermore, continued phase-in of the transfer to the Building Maintenance reserve fund has been incorporated for Station 8 as well as transfers to the Fire Equipment reserves for Fire Prevention vehicles. Operating impacts have been included for portable radio equipment. At this time, recommendations from the final version of the 2022 Fire Master Plan have not yet provided in forecast highlights.

The 2025 net budget is projected to increase by \$1,446,300 for a total of \$45,699,800. The change is primarily due to inflationary increases to the cost of delivering services. This also includes operating impacts for the continued phase-in of the Station 8 transfer to Building Maintenance reserve and portable radio equipment. Finally, operating impacts for Station 9 have been added which includes phased-in contributions to the Building Maintenance Reserves and the Fire Equipment Reserve for the future replacement of a planned aerial truck purchase in 2024.

2023 Recommended Capital Budget

The 2023 capital budget for Emergency Services will provide funds to ensure that the Fire station infrastructure, vehicles and equipment are maintained to a state of good repair. Highlights of the 2023 capital budget include the first phase of design/construction for north Oakville Station 9, and purchase of a rescue truck and small vehicles which have reached the end of their useful life. Additionally, included is the purchase of portable radio equipment which have also reached the end of their useful life and must be replaced to meet health and safety standards for fire personnel. Also, stations #1 and #2 will be retrofitted to provide new showers to accommodate fire personnel.

	Classification	Capital Budget 2023	Operating Impacts 2023
Emergency Services			
43302302 Fire Stn #1 & #2 Shower Renovations	Infrastructure Renewal	264,700	
43302303 Emergency Response Vehicles & Equipment	Infrastructure Renewal	990,900	
43302304 Fire Services Vehicles and Equipment	Infrastructure Renewal	323,800	
43302305 Fire Services Fitness Equipment & Furniture	Infrastructure Renewal	39,300	
43302306 Protective Clothing Replacement	Infrastructure Renewal	221,500	
43302307 Fire Dispatch Centre Equipment Replacement	Infrastructure Renewal	50,400	
43302308 Portable Radio Equipment	Infrastructure Renewal	553,800	
43302309 Specialized Equipment Replacement	Infrastructure Renewal	176,200	
43302310 Specialized Equipment - New	Infrastructure Renewal	50,400	
43302311 Fire Station #9	Growth	2,111,900	
43302312 New Vehicles for Fire Prevention	Growth	50,400	
Total		4,833,300	0

Emergency Services

Building Services Program Based Budget 2023 - 2025

Vision

- To facilitate people in building smart, building safe and building with a permit.

Mission

- To ensure construction, renovations and demolition of buildings, in the town of Oakville, are built to the minimum safety provisions in the aspects of public health, fire protection, accessibility and structural sufficiency. Public safety is our primary driver through the application of appropriate uniform building standards as prescribed by the Building Code Act and the Building Code.
- To ensure buildings are built in conformance with the town's zoning by-laws. Where relief to the zoning by-law is sought, such as for minor variances or land severance, we administer the Committee of Adjustment and consent process under the authority of the Planning Act while ensuring conformance with the Official Plan.
- Building Services is unique in its relationship with Council. The Chief Building Official and inspectors are appointed by Council. Both Council and Building Services staff have responsibilities under the Building Code Act.

Program Services

The Building Services Department provides activities through the following services:



Build smart.
Build safe.
Build with a permit.

Building Administration

- Efficient, effective and customer-focused management and delivery of services
- Responsible financial management
- Business information management to inform better decision making

Permit, Zoning & Inspection Services

- Ensuring zoning ordinances are current and effectively adhered to Zoning Certificate of Occupancy processing
- Administer the review of construction documents for compliance with codes and regulation
- Administer the inspection processes for construction, alteration, renovation or demolition of a building or structure as per the Building Code Act

Committee of Adjustments

- Ensure variances from the town's zoning by-law are formally approved
- Amendments to the zoning by-law are appropriately retained
- Ensure public impacted by these decisions are appropriately notified and given the opportunity to speak

2023 Program Key Initiatives



Livability

- Provide inclusive and transparent online services
- Multi-channel communication with citizens and businesses



Engaged Community

- Communicate quarterly via e-newsletter to share building industry information, changes and current events to stakeholders
- Committed to delivering customer service excellence and building relationships with customers. Add value to interactions by sharing our knowledge with customers less familiar with the Building Code and seek to learn from those with more or different experiences than we have encountered
- Formally meet with members of the development and infill builder community a minimum of four times per year to hear from the industry, discuss common challenges, changes and relevant matters. Informally, take a collaborative approach to engage customers, town departments and external agencies to co-create solutions that improve and evolve the services we deliver on an ongoing basis



Accountable Government

- Create integrated digital technologies, improve customer and staff experiences and communication and achieve effectiveness in the delivery of building permit and inspection services.
- Publish financial and permit activity data



Environment

- Green initiative incentives

Key Performance Indicators

1. Percentage of gross operating budget

2018	2019	2020	2021	2022
2.4%	2.5%	2.5%	2.4%	2.4%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: Gross program operating costs / Gross town operating costs (excluding transfers to reserves and internal charges).				

* Building Services is an enterprise funded business unit.

2. Percentage of total FTEs

2018	2019	2020	2021	2022
3.0%	2.9%	2.8%	2.8%	2.6%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
Calculation: Total program FTEs including part-time / Total town FTEs including part-time.				

3. Cost recovery ratio

2018	2019	2020	2021	2022
100%	100%	100%	100%	100% (September 30,2022)
Purpose: Building Code Act allows for 100% cost recovery and council has directed full cost recovery for Committee of Adjustment.				
Calculation: (Total Revenue + Transfer from Reserves) / (Gross Revenues – Committee of Adjustments Tax Supported).				

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

2018	2019	2020	2021	2022
\$700,000,000	\$755,000,000	\$1,1146,000,000	\$1,344,000,000	\$1,683,000,000 (September 30,2022)
Purpose: Assesses the contribution of building activity to the economy				
Calculation: Results gathered from the Amanda system.				

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

2018	2019	2020	2021	2022
899	1,543	3,961	2,634	2,308 (September 30,2022)
Purpose: Assesses the contribution to the safely built housing supply for Oakville.				
Calculation: Results gathered from the Amanda system.				

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

2018	2019	2020	2021	2022
\$149,000,000	\$261,000,000	\$175,000,000	\$185,000,000	\$329,000,000 (September 30, 2022)
Purpose: Assess the contribution of ICI building activity to the economy.				
Calculation: Results gathered from the Amanda system.				

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

2018	2019	2020	2021	2022
\$2,700,000	\$2,700,000	\$2,700,000	\$1,400,000	\$1,900,000 (September 30, 2022)
Purpose: Assesses the revenue of ICI building permit activity.				
Calculation: Results gathered from the Amanda system.				

Staffing Overview

Program: Building Services	2022	2023	2023	2023	2023	Net
Services/Activities:	Restated	Adjustments &	Service Level	Growth and	Total	Change
	FTE	Reallocations	Change	Capital	FTE	2023 vs 2022
Building Administration	1.0	8.4	1.0	-	10.4	9.4
Permit, Zoning & Inspection Services	20.0	17.1	-	-	37.1	17.1
Permit & Zoning	25.2	(25.2)	-	-	-	(25.2)
Committee of Adjustment	2.3	(0.3)	-	-	2.0	(0.3)
Total Building Services	48.5	(0.0)	1.0	-	49.5	1.0

The 2023 total staff complement is 49.5 FTEs resulting in an increase of 1.0 FTEs from 2022. During 2022 the department structure was reorganized with no net effect. One FTE was added for 2023, a User Experience Designer, fully funded from permit fees, to meet the emerging needs of digital service delivery and support the user experience.

2023 Operating Budget Overview by Service

	2022	2023	2023	2023	\$ Change	% Change	2023	2023	\$ Change	% Change
	Restated	Inflation &	Capital and	Base	from	from	Service	Requested	from	from
	Budget	Adjustments	Growth Impacts	Budget	2022	2022	Level Change	Budget	2022	2022
Building Services										
Building Administration	1,579,500	35,000		1,614,500	35,000	2.2%	99,300	1,713,800	134,300	8.5%
Permit, Zoning & Inspection Services	-1,572,000	-42,500		-1,614,500	-42,500	-2.7%	-99,300	-1,713,800	-141,800	-9.0%
Committee of Adjustment	237,600	-96,000		141,600	-96,000	-40.4%		141,600	-96,000	-40.4%
Total Tax Levy	245,100	-103,500		141,600	-103,500	-42.2%		141,600	-103,500	-42.2%

The 2023 net budget for Building Services is \$141,600 resulting in a decrease of \$103,500 or 42.2% from 2022. With the exception of Committee of Adjustment, the Building Services program is a 100% cost recovered program, meaning total gross expenditures have been fully offset by revenues and any surplus or shortfall is transferred to the Building Enterprise reserve fund, resulting in a net budget of zero for those services.

Building Administration net budget for 2023 is \$1,713,800 for an increase of \$134,300 from 2022. The change is primarily due to a service level change where one FTE has been added. The User Experience Designer will design and implement cohesive digital services for the Building department. Contractual and inflationary adjustments have also been included.

Permit, Zoning & Inspection Services net budget for 2023 is -\$1,713,800 (Credit Balance) for a decrease of \$141,800 from 2022. The change is primarily due to a shift in the application mix. While application volumes based on a seven-year average and development plans review remain relatively stable to 2022, the application mix has shifted. The revenue surplus will be transferred to the Building Enterprise reserve. Inflationary and contractual increases for wages and benefits have been included. Finally, increased mileage costs for building inspectors have been included based on recent trends.

Committee of Adjustment net budget for 2023 is \$141,600 for a decrease of \$96,000 from 2022. The change is primarily due to increased revenues of \$133,800 based on volumes from a seven year average, which has been partially offset with inflationary and contractual increases to wages and benefits.

2023 Operating Budget Overview by Component

	2022 Restated Budget	2023 Inflation & Adjustments	2023 Capital and Growth Impacts	2023 Base Budget	\$ Change from 2022	% Change from 2022	2023 Service Level Change	2023 Requested Budget	\$ Change from 2022	% Change from 2022
Building Services										
EXPENSES										
Personnel Services & Benefits	6,079,300	186,000		6,265,300	186,000	3.1%	99,300	6,364,600	285,300	4.7%
Materials & Supplies	46,700			46,700				46,700		
Purchased Services	118,200	93,100		211,300	93,100	78.8%		211,300	93,100	78.8%
Payments & Grants	6,900			6,900				6,900		
Internal Expenses & Transfers	6,200,100	2,210,700		8,410,800	2,210,700	35.7%	-99,300	8,311,500	2,111,400	34.1%
Total EXPENSES	12,451,200	2,489,800		14,941,000	2,489,800	20.0%		14,941,000	2,489,800	20.0%
REVENUES										
External Revenues	-11,869,800	-2,774,300		-14,644,100	-2,774,300	-23.4%		-14,644,100	-2,774,300	-23.4%
Internal Recovery & Fund Transfers	-336,300	181,000		-155,300	181,000	53.8%		-155,300	181,000	53.8%
Total REVENUES	-12,206,100	-2,593,300		-14,799,400	-2,593,300	-21.2%		-14,799,400	-2,593,300	-21.2%
Total Tax Levy	245,100	-103,500		141,600	-103,500	-42.2%		141,600	-103,500	-42.2%

The total expenses for Building Services are \$14,941,000 and total revenues are \$14,799,400 resulting in a net budget of \$141,600 in 2023. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$6,364,600 in 2023 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$285,300 from 2022 primarily due the identified need for a User Experience Designer resulting in one FTE being added and shown as a service level change in the table above. Lastly, inflationary and contractual increases for wages and benefits have been incorporated.

Materials & Supplies total budget is \$46,700 in 2023 comprised primarily of printing costs for signs and notices, postage and office supplies. The budget remained the same from 2022.

Building Services

Purchased Services total budget is \$211,300 in 2023 comprised primarily of training for staff, mileage and insurance. The budget increased by \$93,100 from 2022 primarily due increased mileage resulting from delayed procurement of vehicles for Building Inspectors. Also included is an increase to the town's insurance premium.

Payments & Grants total budget is \$6,900 in 2023 comprised primarily of registration and filing fees. The budget remained the same from 2022.

Internal Expenses & Transfers total budget is \$8,311,500 in 2023 comprised primarily of transfers to Building Enterprise reserve and internal charges with departments who support the delivery of Building Services. The budget increased by \$2,111,400 from 2022 primarily due to increased permit volumes, a \$2.1 million surplus is transferred to the Building Enterprise reserve. The budgeted transfer to the Building Reserve and current balance has been identified to be used for the modernization of the department. Capital projects have been created to start the process beginning in 2023. Furthermore, \$3.2 million is included to reflect other department's direct and indirect costs attributed to the delivery of Building Services. Finally, funding for the new User Experience Designer FTE has also been accounted for in the transfer to the reserve.

External Revenue total budget is \$14,644,100 in 2023 comprised primarily of permit, inspection, zoning, compliance letters and Committee of Adjustment variances and consents. In 2023, a new fee structure will be introduced with a 0% fee increase. The budget increased by \$2,774,300 from 2022 primarily due to a shift in the application mix for \$2.6M or 24.0% in revenue. As we evaluate the effectiveness of the department restructure and current and future software implementation there will be no increases to the building fees in 2023. This increase includes a COA revenue increase of \$133,800 or 18.7% driven by higher volume.

Internal Recoveries & Fund Transfers total budget is \$155,300 in 2023 comprised primarily of recovery of Building Services time spent on user fees within the Community Development Commission. The budget decreased by \$181,000 from 2022 primarily due to the reversal of temporary funding from the Building Enterprise reserve for short-term staffing.

2024 - 2025 Operating Budget Forecast

	2023 Requested Budget	2024 Requested Forecast	2023 - 2024 Change (\$)	2023 - 2024 Change (%)	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)
Building Services							
Gross Expenditures by Service							
Building Administration	1,731,200	1,935,100	203,900	11.8%	2,294,300	359,200	18.6%
Permit, Zoning & Inspection Services	12,217,900	12,057,200	-160,700	-1.3%	11,873,100	-184,100	-1.5%
Committee of Adjustment	991,900	1,031,800	39,900	4.0%	1,073,500	41,700	4.0%
Total Gross Expenditures by Service	14,941,000	15,024,100	83,100	0.6%	15,240,900	216,800	1.4%
Tax Levy by Service							
Building Administration	1,713,800	1,916,900	203,100	11.9%	2,275,300	358,400	18.7%
Permit, Zoning & Inspection Services	-1,713,800	-1,916,900	-203,100	-11.9%	-2,275,300	-358,400	-18.7%
Committee of Adjustment	141,600	160,200	18,600	13.1%	180,100	19,900	12.4%
Total Tax Levy by Service	141,600	160,200	18,600	13.1%	180,100	19,900	12.4%
Gross Expenditures by Type							
Personnel Services & Benefits	6,364,600	6,553,000	188,400	3.0%	6,711,900	158,900	2.4%
Materials & Supplies	46,700	47,800	1,100	2.4%	48,900	1,100	2.3%
Purchased Services	211,300	273,800	62,500	29.6%	611,400	337,600	123.3%
Payments & Grants	6,900	6,900			6,900		
Internal Expenses & Transfers	8,311,500	8,142,600	-168,900	-2.0%	7,861,800	-280,800	-3.4%
Total Expenditures	14,941,000	15,024,100	83,100	0.6%	15,240,900	216,800	1.4%
Revenues by Type							
External Revenue	-14,644,100	-14,701,500	-57,400	-0.4%	-14,891,000	-189,500	-1.3%
Internal Recoveries & Fund Transfers	-155,300	-162,400	-7,100	-4.6%	-169,800	-7,400	-4.6%
Total Revenues	-14,799,400	-14,863,900	-64,500	-0.4%	-15,060,800	-196,900	-1.3%
Total Tax Levy	141,600	160,200	18,600	13.1%	180,100	19,900	12.4%

Building Services

2024 - 2025 Budget Forecast Highlights

The 2024 net budget is projected to increase by \$18,600 for a total of \$160,200. The change is primarily due to increases to the cost of delivering services offset with a modest revenue increase. The transfer to the Building Enterprise reserve will be slightly reduced as periods of high activity are expected to stabilize.

The 2025 net budget is projected to increase by \$19,900 for a total of \$180,100. The change is primarily due to inflationary increases to the cost of delivering services and modest revenue increases. Also, an operating impact been added from the Building Permit & Inspections Modernization capital project for software-as-a service. These increased expenditures result in a slightly reduced transfer to the Building Enterprise reserve fund.

2023 Recommended Capital Budget

The capital budget will provide funds to integrate digital technologies, improve customer and staff communication and achieve effectiveness in the delivery of building permit and inspection services. Also, included is funding for scanning of historical documents to be stored in a consistent and retrievable format. These capital projects are the beginning of the Building modernization strategy for the department and will be fully funded from the Building Enterprise reserve. Finally, funding has been added to complete a zoning by-law update.

	Classification	Capital Budget 2023	Operating Impacts 2023
Building Services			
62102101 Building Services Inspection Vehicles	Program Initiatives	80,600	
62102201 Document Scanning	Program Initiatives	401,300	
62102301 Building Permit & Inspections Modernization	Program Initiatives	1,318,300	
62102305 Zoning By-law Update	Program Initiatives	375,000	
Total		2,175,200	

Planning Services Program Based Budget 2023 - 2025

Vision

- To guide the long-term growth, development and maintenance of a liveable and sustainable community, in order to enhance the natural, cultural, social and economic environments of the Town of Oakville.

Mission

- Create places for people. As a team, we strive for excellence in shaping a liveable community for present and future generations.

Program Services

Planning delivers the following services:



Administration

- Establish overall departmental direction and provide leadership and guidance

Urban Design

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

Current Planning

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

Policy Planning and Heritage

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

2023 Program Key Initiatives



Livability

- Continue to implement the town's Urban Structure through the Official Plan Review Program, including:
 - Complete the Midtown UGC Review
 - Undertake creation of urban design direction for Growth Centres and Intensification Corridors
 - Undertake the Uptown Growth Area Study
 - Undertake the Neyagawa Urban Core Review
- Initiate the Residential Areas Review
- Develop Midtown implementation strategy
- Continue the Old Oakville Heritage Conservation District Review
- Continue to implement the Cultural Heritage Landscape Strategy
- Monitor and respond to legislative changes



Engaged Community

- Finalize Urban Mobility Strategy
- Continue engagement through the Official Plan Review program
- Continue engagement of the Midtown Urban Growth Centre Review



Accountable Government

- Incorporate Climate Change Adaptation policies into the Official Plan



Environment

- Continue to review development applications in accordance with approved direction within *Livable Oakville Plan* and North Oakville Creek Subwatershed Studies with consideration of adaptive management opportunities
- Continue implementation of process improvements for Site Alterations including co-ordination with Conservation Halton for Regulated Areas
- Continue to review opportunities to incorporate climate change resiliency into development application requirements in accordance with the town's Stormwater Master Plan.



Mobility

- Implementation of the Urban Mobility Strategy including advancing policy in Official Plan Review Program
- Continue ongoing co-ordination with Metrolinx for the construction of the Burloak Grade Separation
- Co-ordinate major planning projects with Metrolinx including the Dundas BRT, and Midtown UGC
- Participate in the comprehensive Transportation Master Plan update, focusing on pedestrians, cyclists, transit, goods movement and general purpose traffic

Key Performance Indicators

1. Percentage of gross operating budget

2018	2019	2020	2021	2022
1.7%	1.7%	1.8%	1.9%	1.7%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

2. Percentage of total FTEs

2018	2019	2020	2021	2022
1.8%	1.8%	1.7%	1.8%	1.7%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
Calculation: Total program FTEs including part-time / Total town FTEs including part-time.				

3. Cost recovery ratio

2018	2019	2020	2021	2022
46%	42%	55%	56%	72% (Q3 forecast)
Purpose: To ensure fee supported related activities are being recovered 100% in accordance with the town's Rate's and Fee policy to the limit permissible under the Planning Act. The revised Fee Model indicates the target is 59.1% as this is the level of Planning activities that can be recovered through fees based on 5 year average volumes. Achievement can be rationalized against budgeted and actual activity volumes.				
Calculation: Total Revenue/Total Gross Costs. Actual cost recovery varies from year to year based on volumes.				

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

2018	2019	2020	2021	2022
N/A	N/A	N/A	N/A	N/A
Purpose: Ensure that Planning Services is meeting legislated timing for processing development applications.				
Calculation: Tracked from AMANDA system to measure the time taken to process applications from "Open" to "Council decision" status. N/A due to legislative changes that become effective on January 1, 2023.				

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

2018	2019	2020	2021	2022
N/A	N/A	N/A	N/A	N/A
Purpose: Ensure that the applicant is given some certainty for the timing of a site plan application.				
Calculation: Tracked from AMANDA to measure the time taken to process applications from "Open" to "Council decision" status. N/A due to legislative changes that become effective on January 1, 2023.				

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

2018	2019	2020	2021	2022
N/A	N/A	N/A	N/A	N/A
Purpose: Ensure that Planning Services is meeting legislated timing for processing development applications.				
Calculation: Tracked from AMANDA to measure the time taken to process applications from "Open" to "Council decision" status. N/A due to legislative changes that become effective on January 1, 2023.				

Staffing Overview

Program: Planning Services	2022	2023	2023	2023	2023	Net
Services/Activities:	Restated	Adjustments &	Service Level	Growth and	Total	Change
	FTE	Reallocations	Change	Capital	FTE	2023 vs 2022
Administration	2.0	-	-	0.6	2.6	0.6
Urban Design	5.0	-	-	-	5.0	-
Current Planning	14.0	-	2.0	-	16.0	2.0
Policy Planning & Heritage	8.0	-	1.0	-	9.0	1.0
Total Planning Services	29.0	-	3.0	0.6	32.6	3.6

The 2023 total staff complement is 32.6 FTEs resulting in an increase of 3.6 FTEs from 2022. Three Planners and a co-op position have been added to help mitigate department pressures from changes in provincial legislation.

2023 Operating Budget Overview by Service

	2022	2023	2023	2023	\$ Change	% Change	2023	2023	\$ Change	%
	Restated	Inflation &	Capital and	Base	from	from	Service	Requested	from	from
	Budget	Adjustments	Growth Impacts	Budget	2022	2022	Level Change	Budget	2022	2022
Planning Services										
Administration	554,300	9,500	30,600	594,400	40,100	7.2%		594,400	40,100	7.2%
Urban Design	1,187,100	42,000		1,229,100	42,000	3.5%		1,229,100	42,000	3.5%
Current Planning	-25,500	-139,000		-164,500	-139,000	-545.1%	198,600	34,100	59,600	233.7%
Policy Planning & Heritage	1,280,200	36,500		1,316,700	36,500	2.9%	84,500	1,401,200	121,000	9.5%
Total Tax Levy	2,996,100	-51,000	30,600	2,975,700	-20,400	-0.7%	283,100	3,258,800	262,700	8.8%

The 2023 net budget for Planning Services is \$3,258,800 resulting in an increase of \$262,700 or 8.8% from 2022.

Administration net budget for 2023 is \$594,400 for an increase of \$40,100 from 2022. The change is primarily due to the addition of a co-op position to assist in the departments extensive work programs in policy, heritage and urban design. Inflationary adjustments for wages and benefits, and purchased services have also been included.

Urban Design net budget for 2023 is \$1,229,100 for an increase of \$42,000 from 2022. The change is primarily due to inflationary and contractual adjustments to wages and benefits. In addition, internal charges have increased by inflation which represents the time spent by other departments to assist the Urban Design program.

Planning Services

Current Planning net budget for 2023 is \$34,100 for an increase of \$59,600 from 2022. The change is primarily due to planning revenue for growth in development activity. As the majority of the applications in North Oakville have been received, the strategy of budgeting revenue based on historical average volumes has resumed for 2023. Also included is a service level change, adding 2 full time Planners to assist with increased work load from provincial housing legislative changes. Contractual and inflationary increases for wages and benefits have been incorporated. Finally, internal charges have increased by inflation for the time spent by other departments assisting in planning applications.

Policy Planning & Heritage net budget for 2023 is \$1,401,200 for an increase of \$121,000 from 2022. The change is primarily due to a service level change with \$84,500 added for a Natural Heritage Planner as a Budget Committee recommendation and approved by Council. Inflationary and contractual adjustments to wages and benefits have been added as well.

2023 Operating Budget Overview by Component

	2022 Restated Budget	2023 Inflation & Adjustments	2023 Capital and Growth Impacts	2023 Base Budget	\$ Change from 2022	% Change from 2022	2023 Service Level Change	2023 Requested Budget	\$ Change from 2022	% Change from 2022
Planning Services										
EXPENSES										
Personnel Services & Benefits	4,183,000	-56,700	30,600	4,156,900	-26,100	-0.6%	283,100	4,440,000	257,000	6.1%
Materials & Supplies	26,100			26,100				26,100		
Capital out of Operations	11,000			11,000				11,000		
Purchased Services	109,800	3,200		113,000	3,200	2.9%		113,000	3,200	2.9%
Payments & Grants	131,400			131,400				131,400		
Internal Expenses & Transfers	3,205,200	147,500		3,352,700	147,500	4.6%		3,352,700	147,500	4.6%
Total EXPENSES	7,666,500	94,000	30,600	7,791,100	124,600	1.6%	283,100	8,074,200	407,700	5.3%
REVENUES										
External Revenues	-4,198,100	-267,900		-4,466,000	-267,900	-6.4%		-4,466,000	-267,900	-6.4%
Internal Recovery & Fund Transfers	-472,300	122,900		-349,400	122,900	26.0%		-349,400	122,900	26.0%
Total REVENUES	-4,670,400	-145,000		-4,815,400	-145,000	-3.1%		-4,815,400	-145,000	-3.1%
Total Tax Levy	2,996,100	-51,000	30,600	2,975,700	-20,400	-0.7%	283,100	3,258,800	262,700	8.8%

The total expenses for Planning Services are \$8,074,200 and total revenues are \$4,815,400 resulting in a net budget of \$3,258,800 in 2023. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$4,440,000 in 2023 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$257,000 from 2022 primarily due the addition of three full-time Planners, one of which was recommended by the Budget Committee and approved by Council, and a co-op position to assist with increase workload from changes in provincial housing legislation. Inflationary and contractual increases for salaries and benefits have been incorporated. The overall increase was partially reduced by the removal of the 2022 temporary funding for a Heritage Planner to assist with Ontario Land Tribunal (OLT) hearings.

Planning Services

Materials & Supplies total budget is \$26,100 in 2023 comprised primarily of postage and office supplies. The budget remained the same from 2022.

Capital out of Operations total budget is \$11,000 in 2023 comprised primarily of computer hardware. The budget remained the same from 2022.

Purchased Services total budget is \$113,000 in 2023 comprised primarily of staff training and development, professional dues and membership, insurance and advertising fees. The budget increased by \$3,200 from 2022 primarily due to an increase of the town's insurance premium.

Payments & Grants total budget is \$131,400 in 2023 comprised primarily of the Oakville Heritage Grant Program which assists heritage property owners restore and maintain their properties. The budget remained the same from 2022.

Internal Expenses & Transfers total budget is \$3,352,700 in 2023 comprised primarily of direct and indirect costs from other departments involved in the Planning application process. The budget increased by \$147,500 from 2022 primarily due to inflationary increases from other departments involved in the planning process that can be recovered through Planning fees.

External Revenue total budget is \$4,466,000 in 2023 comprised primarily of planning related applications. The budget increased by \$267,900 from 2022 primarily due to the use of a seven year average for application volumes with a change in units and application mix.

Internal Recoveries & Fund Transfers total budget is \$349,400 in 2023 comprised primarily of allocations from Building and Development Services fee recovery models. The budget decreased by \$122,900 from 2022 primarily due the removal of a temporary recovery from tax stabilization for a Heritage Planner that assisted with OLT hearings.

2024 - 2025 Operating Budget Forecast

	2023 Requested Budget	2024 Requested Forecast	2023 - 2024 Change (\$)	2023 - 2024 Change (%)	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)
Planning Services							
Gross Expenditures by Service							
Administration	628,100	653,400	25,300	4.0%	673,300	19,900	3.0%
Urban Design	1,267,100	1,310,500	43,400	3.4%	1,355,300	44,800	3.4%
Current Planning	4,658,900	4,887,800	228,900	4.9%	5,056,800	169,000	3.5%
Policy Planning & Heritage	1,520,100	1,607,100	87,000	5.7%	1,647,200	40,100	2.5%
Total Gross Expenditures by Service	8,074,200	8,458,800	384,600	4.8%	8,732,600	273,800	3.2%
Tax Levy by Service							
Administration	594,400	618,100	23,700	4.0%	636,400	18,300	3.0%
Urban Design	1,229,100	1,270,800	41,700	3.4%	1,313,800	43,000	3.4%
Current Planning	34,100	144,100	110,000	322.6%	191,000	46,900	32.5%
Policy Planning & Heritage	1,401,200	1,486,300	85,100	6.1%	1,524,400	38,100	2.6%
Total Tax Levy by Service	3,258,800	3,519,300	260,500	8.0%	3,665,600	146,300	4.2%
Gross Expenditures by Type							
Personnel Services & Benefits	4,440,000	4,663,200	223,200	5.0%	4,768,600	105,400	2.3%
Materials & Supplies	26,100	26,800	700	2.7%	27,500	700	2.6%
Capital out of Operations	11,000	11,300	300	2.7%	11,600	300	2.7%
Purchased Services	113,000	115,800	2,800	2.5%	118,600	2,800	2.4%
Payments & Grants	131,400	134,700	3,300	2.5%	138,100	3,400	2.5%
Internal Expenses & Transfers	3,352,700	3,507,000	154,300	4.6%	3,668,200	161,200	4.6%
Total Expenditures	8,074,200	8,458,800	384,600	4.8%	8,732,600	273,800	3.2%
Revenues by Type							
External Revenue	-4,466,000	-4,577,600	-111,600	-2.5%	-4,692,100	-114,500	-2.5%
Internal Recoveries & Fund Transfers	-349,400	-361,900	-12,500	-3.6%	-374,900	-13,000	-3.6%
Total Revenues	-4,815,400	-4,939,500	-124,100	-2.6%	-5,067,000	-127,500	-2.6%
Total Tax Levy	3,258,800	3,519,300	260,500	8.0%	3,665,600	146,300	4.2%

Planning Services

2024 - 2025 Budget Forecast Highlights

The 2024 net budget is projected to increase by \$260,500 for a total of \$3,519,300. The change is primarily due to annualization of the three new Planners and a co-op position included in the 2023 budget. Also, inflationary increases to the cost of delivering services and modest revenue increases.

The 2025 net budget is projected to increase by \$146,300 for a total of \$3,665,600. The change is primarily due to inflationary increases to the cost of delivering and modest revenue increases.

2023 Recommended Capital Budget

The capital budget will provide funds for Planning Services to undertake the required 5-year review of the Official Plan and other special planning projects and studies to support the review, including a zoning review, and heritage planning studies. Funding for a streetscape study has also been incorporated which includes \$100,000 to expand the streetscape design to Bronte District as a Budget Committee recommendation and approved by Council.

	Classification	Capital Budget 2023	Operating Impacts 2023
Planning Services			
63101501 Official Plan/ Prov. Conformity Review	Growth	199,400	
63101801 Heritage Planning Studies	Infrastructure Renewal	100,700	
63102103 Zoning Review	Growth	100,700	
63102301 Streetscape Study	Program Initiatives	502,800	
63102302 Growth Management Conformity	Program Initiatives	100,700	
63102303 Special Planning Projects/Studies	Growth	50,400	
63102304 Heritage Planning Studies	Infrastructure Renewal	25,200	
Total		1,079,900	

Development Services Program Based Budget 2023 - 2025

Vision

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

Mission

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

Program Services

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



Development & Environmental Engineering

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

Permits & Inspection

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

2023 Program Key Initiatives



Engaged Community

- Continue to embed outreach, engagement and consultation in plan, strategy and project development
- Continue to update processes and public information related to infill development projects
- Implementation of E-plan



Accountable Government

- Implement recommendations from the Development Engineering Permit Process Review and impacts of Bill 23
- Continued updates to the town's Design Standards
- Update bylaws related to drainage and site alteration



Environment

- Continue to review development applications in accordance with approved direction within North Oakville Creek Subwatershed Studies with consideration of adaptive management opportunities
- Continue implementation of process improvements for Site Alterations including improved coordination with Conservation Halton for Regulated Areas
- Continue to review opportunities to incorporate climate change resiliency into development application requirements in accordance with the town's Stormwater Master Plan.

Key Performance Indicators

1. Percentage of gross operating budget

2018	2019	2020	2021	2022
1.5%	1.6%	1.5%	1.4%	1.3%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

2. Percentage of total FTEs

2018	2019	2020	2021	2022
1.8%	1.8%	1.6%	1.7%	1.5%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
Calculation: Total program FTEs including part-time / Total town FTEs including part-time.				

3. Cost recovery ratio

2018	2019	2020	2021	2022
95%	85%	77%	92%	88% (Nov. 21, 2022)
Purpose: Monitors the programs alignment with the Town's User Fee Policy & is measure that can be rationalized against expected & actual activity levels.				
Calculation: Total Revenues generated from applications/Total expenses attributed to application processing.				

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

2018	2019	2020	2021	2022
71%	72%	42%	71%	77% (Sept. 26, 2022)
Purpose: To ensure service delivery remains in line with service level expectations. The measure is important to ensure we are delivering upon our commitments to customers				
Calculation: Number of applications (Dev. Engineering Site Plans) reviewed within the 28-day commitment over the total number of applications reviewed.				
Comment: * Service operations were impacted by COVID. Modifications were implemented in Q3/Q4 2020 that serve to support remote service operations and improve service levels.				

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

2018	2019	2020	2021	2022
67%	89%	90%	90%	98% (Sept. 26, 2022)
<p>Purpose: To ensure service delivery remains in line with service level expectations. The measure is important to ensure we are delivering upon our commitments to customers.</p>				
<p>Calculation: Number of applications (DENG) reviewed within the 21-day commitment over the total number of applications reviewed.</p>				

Staffing Overview

Program: Development Services	2022	2023	2023	2023	2023	Net
	Restated	Adjustments &	Service Level	Growth and	Total	Change
Services/Activities:	FTE	Reallocations	Change	Capital	FTE	2023 vs 2022
Development & Environmental Engineering	13.1	(1.0)	-	-	12.1	(1.0)
Permits & Inspection	11.4	-	-	-	11.4	-
Total Development Services	24.5	(1.0)	-	-	23.5	(1.0)

The 2023 total staff complement is 23.5 FTEs which is a decrease of 1.0 FTE from 2022. This is due to the Water Resources Engineer FTE being transferred to Infrastructure Planning & Improvements in order to better align the various services.

2023 Operating Budget Overview by Service

	2022 Restated Budget	2023 Inflation & Adjustments	2023 Capital and Growth Impacts	2023 Base Budget	\$ Change from 2022	% Change from 2022	2023 Service Level	2023 Requested Budget	\$ Change from 2022	% Change from 2022
Development Services										
Development & Environmental Engineering	321,800	57,300		379,100	57,300	17.8%		379,100	57,300	17.8%
Permits & Inspection	119,400	117,500		236,900	117,500	98.4%		236,900	117,500	98.4%
Total Tax Levy	441,200	174,800		616,000	174,800	39.6%		616,000	174,800	39.6%

The 2023 net budget for Development Services is \$616,000 resulting in an increase of \$174,800 or 39.6% from 2022.

Development & Environmental Engineering net budget for 2023 is \$379,100 for an increase of \$57,300 from 2022. Inflationary and contractual increases on personnel are included as well as the transfer of a Water Resources Engineer FTE to Infrastructure Planning & Improvements in order to better align the various services. In addition, there is a reversal of the 2022 one-time approved budget for tree protection inspections. Revenues for Development Engineering Site Plans have been removed from the 2023 budget due to the legislative changes related to *Bill 23, More Homes Built Faster Act, 2022*.

Permits & Inspection net budget for 2023 is \$236,900 for an increase of \$117,500 from 2022. The change is primarily due to inflationary and contractual increases on personnel and revenues. In addition, revenues for Development Engineering Site Plans have been removed from the 2023 budget due to the legislative changes related to *Bill 23, More Homes Built Faster Act, 2022*.

2023 Operating Budget Overview by Component

	2022 Restated Budget	2023 Inflation & Adjustments	2023 Capital and Growth Impacts	2023 Base Budget	\$ Change from 2022	% Change from 2022	2023 Service Level	2023 Requested Budget	\$ Change from 2022	% Change from 2022
Development Services										
EXPENSES										
Personnel Services & Benefits	3,031,900	-27,000		3,004,900	-27,000	-0.9%		3,004,900	-27,000	-0.9%
Materials & Supplies	7,000	1,300		8,300	1,300	18.6%		8,300	1,300	18.6%
Purchased Services	330,800	-111,100		219,700	-111,100	-33.6%		219,700	-111,100	-33.6%
Payments & Grants	5,600			5,600				5,600		
Internal Expenses & Transfers	1,350,100	62,500		1,412,600	62,500	4.6%		1,412,600	62,500	4.6%
Total EXPENSES	4,725,400	-74,300		4,651,100	-74,300	-1.6%		4,651,100	-74,300	-1.6%
REVENUES										
External Revenues	-3,621,600	240,700		-3,380,900	240,700	6.6%		-3,380,900	240,700	6.6%
Internal Recovery & Fund Transfers	-662,600	8,400		-654,200	8,400	1.3%		-654,200	8,400	1.3%
Total REVENUES	-4,284,200	249,100		-4,035,100	249,100	5.8%		-4,035,100	249,100	5.8%
Total Tax Levy	441,200	174,800		616,000	174,800	39.6%		616,000	174,800	39.6%

The total expenses for Development Services are \$4,651,100 and total revenues are \$4,035,100 resulting in a net budget of \$616,000 in 2023. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$3,004,900 in 2023 comprised primarily of full-time and part-time wages and benefits. The budget decreased by \$27,000 from 2022 primarily due to a Water Resources Engineer FTE to Infrastructure Planning & Improvements in order to better align the various services.

Materials & Supplies total budget is \$8,300 in 2023. The budget increased due to an increase in the price per litre of gasoline.

Purchased Services total budget is \$219,700 in 2023. The budget decreased by \$111,100 from 2022 primarily due to the reversal of the one time budget in 2022 for temporary tree protection inspections.

Internal Expenses & Transfers total budget is \$1,412,600 in 2023. The budget increased by \$62,500 from 2022 primarily due to inflationary adjustments for time that other departments will spend on development applications which are fee recoverable.

External Revenues total budget in 2023 is \$3,380,900 and represents fees recovered for various services provided. The budget decreased by \$240,700 from 2022 primarily due to Development Engineering Site Plans being removed due to the legislative changes related to *Bill 23, More Homes Built Faster Act, 2022*.

Internal Recoveries & Fund Transfers total budget is \$654,200 in 2023, a decrease of \$8,400 from 2022 primarily due to a reduction in the budgeted amount for internal labour recoveries from capital projects.

Development Services

2024 - 2025 Operating Budget Forecast

	2023 Requested Budget	2024 Requested Forecast	2023 - 2024 Change (\$)	2023 - 2024 Change (%)	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)
Development Services							
Gross Expenditures by Service							
Development & Environmental Engineering	2,206,800	2,271,300	64,500	2.9%	2,337,700	66,400	2.9%
Permits & Inspection	2,444,300	2,524,000	79,700	3.3%	2,606,700	82,700	3.3%
Total Gross Expenditures by Service	4,651,100	4,795,300	144,200	3.1%	4,944,400	149,100	3.1%
Tax Levy by Service							
Development & Environmental Engineering	379,100	376,500	-2,600	-0.7%	377,800	1,300	0.3%
Permits & Inspection	236,900	257,500	20,600	8.7%	279,800	22,300	8.7%
Total Tax Levy by Service	616,000	634,000	18,000	2.9%	657,600	23,600	3.7%
Gross Expenditures by Type							
Personnel Services & Benefits	3,004,900	3,079,400	74,500	2.5%	3,155,800	76,400	2.5%
Materials & Supplies	8,300	8,500	200	2.4%	8,700	200	2.4%
Purchased Services	219,700	225,300	5,600	2.5%	231,000	5,700	2.5%
Payments & Grants	5,600	5,700	100	1.8%	5,800	100	1.8%
Internal Expenses & Transfers	1,412,600	1,476,400	63,800	4.5%	1,543,100	66,700	4.5%
Total Expenditures	4,651,100	4,795,300	144,200	3.1%	4,944,400	149,100	3.1%
Revenues by Type							
External Revenue	-3,380,900	-3,473,100	-92,200	-2.7%	-3,567,100	-94,000	-2.7%
Internal Recoveries & Fund Transfers	-654,200	-688,200	-34,000	-5.2%	-719,700	-31,500	-4.6%
Total Revenues	-4,035,100	-4,161,300	-126,200	-3.1%	-4,286,800	-125,500	-3.0%
Total Tax Levy	616,000	634,000	18,000	2.9%	657,600	23,600	3.7%

2024 - 2025 Budget Forecast Highlights

The 2024 net budget is projected to increase by \$18,000 for a total of \$634,000. The change is primarily due to inflationary increases to the cost of delivering services.

The 2025 net budget is projected to increase by \$23,600 for a total of \$657,600. The change is primarily due to inflationary increases to the cost of delivering services.

Development Services

Strategic Business Services Program Based Budget 2023 - 2025

Vision

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

Mission

- Provide services and supports to help achieve service excellence.

Program Services

Strategic Business Services provides services through the following activities:



Strategic Business Services

2023 Program Key Initiatives



Engaged Community

- Continue improving and rolling out new online services including interactive mapping applications for the departments in Community Development Commission and the Community Infrastructure Commission
- Continue to build and implement the town's 3D visualization capability to support decision making and citizen engagement
- Roll out ArcGIS Urban to Planning and Building Services to support scenario based planning
- Support the development and roll of ArcGIS Hub related solutions



Accountable Government

- Implement electronic plan review and file circulation tool for planning applications, building permits, and municipal enforcement sign permits
- Begin planning the implementation of the Property Development Digital Plan
- Review data maintenance process for core GIS datasets
- Continue to conduct process and service reviews for property development related services



Environment

- Continue improving and rolling out new online services including interactive mapping applications for the departments in Community Development

Key Performance Indicators

1. Percentage of gross operating budget

2018	2019	2020	2021	2022
0.5%	0.5%	0.5%	0.5%	0.5%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

2. Percentage of total FTEs

2018	2019	2020	2021	2022
0.6%	0.6%	0.6%	0.6%	0.6%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
Calculation: Total program FTEs including part-time / Total town FTEs including part-time.				

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

2018	2019	2020	2021	2022
85%	85%	90%	85%	85%(September 30 , 2022)
Purpose: Projects and service requests completed increase the effectiveness and efficiency of the program areas that SBS supports.				
Calculation: As per Strategic Business Services (SBS) Service Request & Project Tracking Systems.				

Staffing Overview

Program: Strategic Business Services Services/Activities:	2022 Approved FTE	2023 Adjustments Reallocations	2023 Service Level Change	2023 Growth and Capital	2023 Total FTE	Net Change 2023 vs 2022
Strategic Business Services	10.0				10.0	0.0
Total Strategic Business Services	10.0	0.0	0.0	0.0	10.0	0.0

The 2023 total staff complement is 10 FTEs with no change from 2022.

2023 Operating Budget Overview by Service

	2022 Restated Budget	2023 Inflation & Adjustments	2023 Capital and Growth Impacts	2023 Base Budget	\$ Change from 2022	% Change from 2022	2023 Service Level Change	2023 Requested Budget	\$ Change from 2022	% Change from 2022
Strategic Business Services										
Strategic Business Services	332,800	9,200		342,000	9,200	2.8%		342,000	9,200	2.8%
Total Tax Levy	332,800	9,200		342,000	9,200	2.8%		342,000	9,200	2.8%

The program provides support to the Community Development Commission (CDC) and Community Infrastructure Commission (CIC).

Strategic Business Services net budget for 2023 is \$342,000 for an increase of \$9,200 from 2022. The change is primarily due to inflationary and contractual increases to wages and benefits which are partially mitigated with recoveries from work performed on behalf of the CDC and CIC for fee recoverable activities.

2023 Operating Budget Overview by Component

	2022 Restated Budget	2023 Inflation & Adjustments	2023 Capital and Growth Impacts	2023 Base Budget	\$ Change from 2022	% Change from 2022	2023 Service Level Change	2023 Requested Budget	\$ Change from 2022	% Change from 2022
Strategic Business Services										
EXPENSES										
Personnel Services & Benefits	1,287,300	29,900		1,317,200	29,900	2.3%		1,317,200	29,900	2.3%
Materials & Supplies	800			800				800		
Capital out of Operations	1,100			1,100				1,100		
Purchased Services	20,000			20,000				20,000		
Total EXPENSES	1,309,200	29,900		1,339,100	29,900	2.3%		1,339,100	29,900	2.3%
REVENUES										
Internal Recovery & Fund Transfers	-976,400	-20,700		-997,100	-20,700	-2.1%		-997,100	-20,700	-2.1%
Total REVENUES	-976,400	-20,700		-997,100	-20,700	-2.1%		-997,100	-20,700	-2.1%
Total Tax Levy	332,800	9,200		342,000	9,200	2.8%		342,000	9,200	2.8%

The total expenses are \$1,339,100 and total revenues are \$997,100 resulting in a net budget of \$342,000 in 2023. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$1,317,200 in 2023 comprised primarily of full-time wages and benefits. The budget increased by \$29,900 from 2022 primarily due to inflationary and contractual increases.

Materials & Supplies total budget is \$800 in 2023 comprised primarily of office supplies and periodicals. The budget remained the same from 2022.

Capital out of Operations total budget is \$1,100 in 2023 comprised primarily of computer hardware. The budget remained the same from 2022.

Purchased Services total budget is \$20,000 in 2023 comprised primarily of training and professional dues. The budget remained the same from 2022.

Internal Recoveries & Fund Transfers total budget is \$997,100 in 2023 comprised primarily of time spent on activities that are fee recoverable. The budget increased by \$20,700 from 2022 primarily due to inflationary increases.

Strategic Business Services

2024 - 2025 Operating Budget Forecast

	2023 Requested Budget	2024 Requested Forecast	2023 - 2024 Change (\$)	2023 - 2024 Change (%)	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)
Strategic Business Services							
Gross Expenditures by Service							
Strategic Business Services	1,339,100	1,372,400	33,300	2.5%	1,406,500	34,100	2.5%
Total Gross Expenditures by Service	1,339,100	1,372,400	33,300	2.5%	1,406,500	34,100	2.5%
Tax Levy by Service							
Strategic Business Services	342,000	354,100	12,100	3.5%	366,500	12,400	3.5%
Total Tax Levy by Service	342,000	354,100	12,100	3.5%	366,500	12,400	3.5%
Gross Expenditures by Type							
Personnel Services & Benefits	1,317,200	1,350,100	32,900	2.5%	1,383,800	33,700	2.5%
Materials & Supplies	800	800			800		
Capital out of Operations	1,100	1,100			1,100		
Purchased Services	20,000	20,400	400	2.0%	20,800	400	2.0%
Total Expenditures	1,339,100	1,372,400	33,300	2.5%	1,406,500	34,100	2.5%
Revenues by Type							
Internal Recoveries & Fund Transfers	-997,100	-1,018,300	-21,200	-2.1%	-1,040,000	-21,700	-2.1%
Total Revenues	-997,100	-1,018,300	-21,200	-2.1%	-1,040,000	-21,700	-2.1%
Total Tax Levy	342,000	354,100	12,100	3.5%	366,500	12,400	3.5%

2024 - 2025 Budget Forecast Highlights

The 2024 net budget is projected to increase by \$12,100 for a total of \$354,100. The change is primarily due to inflationary increases to the cost of delivering services.

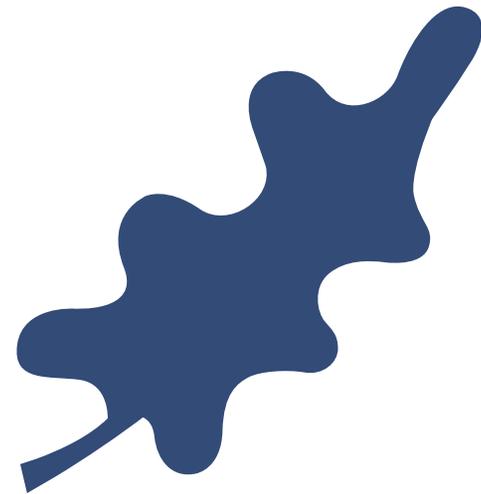
The 2025 net budget is projected to increase by \$12,400 for a total of \$366,500. The change is primarily due to inflationary increases to the cost of delivering services.

Strategic Business Services



2023 BUDGET – ENGAGED COMMUNITY

OPERATING AND CAPITAL



Political Governance Program Based Budget 2023 - 2025

Vision

- To be the most livable town in Canada.

Mission

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

Program Services

Political Governance provides activities through the following services:



Mayor and Council, Secretariat Services

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

Council and Committee Services

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

Elections

- Administration of the municipal election process

Print and Services

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

2023 Program Key Initiatives



Livability

- Provide access to the democratic process encouraging citizen involvement.



Engaged Community

- The delegation process allows citizens to address Council on issues and meetings have been made available to participants electronically and can be viewed live on YouTube. Agendas and minutes are also available on the website.



Accountable Government

- Policies and procedures are clearly set out, regularly reviewed and updated and accessible.
- Time spent in Closed Session of Council is reported annually.
- The Municipal Ombudsman is available to investigate, in an independent manner, decisions and recommendations made and acts of the administration of the town and local boards.
- The closed meeting investigator is available to investigate complaints about closed meetings, should there be any.
- The Integrity Commissioner is available to conduct inquiries into requests from council, a member of council or local board, or a member of the public about whether a member of council or local board has contravened the code of conduct.



Environment

- Access to electronic agendas and minutes and meetings reduces requirement to print copies and travel to attend meetings.

Key Performance Indicators

1. Percentage of gross operating budget

2018	2019	2020	2021	2022
1.9%	1.5%	1.5%	1.4%	1.8%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

2. Percentage of total FTEs

2018	2019	2020	2021	2022
0.7%	0.7%	0.7%	0.5%	0.5%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
Calculation: Total program FTEs including part-time / Total town FTEs including part-time.				

3. Percentage of meeting time spent in open session

2018	2019	2020	2021	2022
94.8%	88.3%	85.1%	93.1%	91.8% (As of September 2022)
Purpose: Monitors transparency in terms of time spent in closed session of Council.				
Calculation: Total number of minutes spent in meetings/ total number of minutes spent in open session in camera.				

Staffing Overview

Program: Political Governance	2022	2023	2023	2023	2023	Net
	Restated	Adjustments &	Service Level	Growth and	Total	Change
Services/Activities:	FTE	Reallocations	Change	Capital	FTE	2023 vs 2022
Mayor and Council and Secretariat	-	-	-	-	-	-
Council and Committee Services	5.5	-	1.0	1.0	7.5	2.0
Election	-	-	-	-	-	-
Print Centre/Mail Services	3.8	-	-	-	3.8	-
Total Political Governance	9.3	-	1.0	1.0	11.3	2.0

The 2023 total staff complement is 11.3 FTEs with an increase of 2.0 FTEs from 2022.

As a result of the increased number of meeting hours and the introduction of hybrid in-person and online meeting structure, Council and Committee Services has increased the Council and Committee Coordinators by one FTE.

A Legislative Project Advisor position is added to Political Governance to provide project management for all projects in the Clerk's department. The position will be the liaison between the Clerk's department and all town staff and be responsible for developing, monitoring, and controlling project work such as the By-law consolidation project. Work will include planning and scheduling, project team and stakeholder management, quality and risk monitoring and management, vendor contract administration, project documentation, and the impacts of changes on projects and the organization.

2023 Operating Budget Overview by Service

	2022 Restated Budget	2023 Inflation & Adjustments	2023 Capital and Growth Impacts	2023 Base Budget	\$ Change from 2022	% Change from 2022	2023 Service Level Change	2023 Requested Budget	\$ Change from 2022	% Change from 2022
Political Governance										
Mayor and Council and Secretariat	1,866,400	76,400		1,942,800	76,400	4.1%	22,000	1,964,800	98,400	5.3%
Council and Committee Services	873,200	38,200	86,600	998,000	124,800	14.3%	70,200	1,068,200	195,000	22.3%
Election	508,700	25,800		534,500	25,800	5.1%		534,500	25,800	5.1%
Print Centre/Mail Services	648,100	-19,100		629,000	-19,100	-2.9%		629,000	-19,100	-2.9%
Total Tax Levy	3,896,400	121,300	86,600	4,104,300	207,900	5.3%	92,200	4,196,500	300,100	7.7%

The 2023 net budget for Political Governance is \$4,196,500 resulting in an increase of \$300,100 or 7.7% from 2022.

Mayor and Council and Secretariat net budget for 2023 is \$1,964,800 for an increase of \$98,400 from 2022. The change is primarily due to inflationary increases to salaries and benefits, adjustments to the costs of internet and external reproductions and a \$22,000 increase in engagement for postage and distribution budget as recommended by the Budget Committee and approved by Council.

Council and Committee Services net budget for 2023 is \$1,068,200 for an increase of \$195,000 from 2022. The change is primarily due to the two FTEs added for a Council and Committee Coordinator and a Legislative Project Advisor. Additional budget increases are included for inflation to salaries, benefits, and insurance.

Election net budget for 2023 is \$534,500 for an increase of \$25,800 from 2022. The change is primarily due to the increased transfer to the election reserve to fund future municipal elections.

Print Centre/Mail Services net budget for 2023 is \$629,000 for a decrease of \$19,100 from 2022. The change is primarily due to decreased costs for photocopier rental, print supplies and repairs to equipment.

2023 Operating Budget Overview by Component

	2022 Restated Budget	2023 Inflation & Adjustments	2023 Capital and Growth Impacts	2023 Base Budget	\$ Change from 2022	% Change from 2022	2023 Service Level Change	2023 Requested Budget	\$ Change from 2022	% Change from 2022
Political Governance										
EXPENSES										
Personnel Services & Benefits	3,197,100	-297,300	86,600	2,986,400	-210,700	-6.6%	70,200	3,056,600	-140,500	-4.4%
Materials & Supplies	255,300	-111,100		144,200	-111,100	-43.5%	22,000	166,200	-89,100	-34.9%
Capital out of Operations	122,100	-120,000		2,100	-120,000	-98.3%		2,100	-120,000	-98.3%
Purchased Services	928,000	-371,500		556,500	-371,500	-40.0%		556,500	-371,500	-40.0%
Payments & Grants	11,000	100,000		111,000	100,000	909.1%		111,000	100,000	909.1%
Internal Expenses & Transfers	8,500	299,100		307,600	299,100	3,518.8%		307,600	299,100	3,518.8%
Total EXPENSES	4,522,000	-500,800	86,600	4,107,800	-414,200	-9.2%	92,200	4,200,000	-322,000	-7.1%
REVENUES										
External Revenues	-3,500			-3,500				-3,500		
Internal Recovery & Fund Transfers	-622,100	622,100			622,100	100.0%			622,100	100.0%
Total REVENUES	-625,600	622,100		-3,500	622,100	99.4%		-3,500	622,100	99.4%
Total Tax Levy	3,896,400	121,300	86,600	4,104,300	207,900	5.3%	92,200	4,196,500	300,100	7.7%

The total expenses for Political Governance are \$4,200,000 and total revenues are \$3,500 resulting in a net budget of \$4,196,500 in 2023. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$3,056,600 in 2023 comprised primarily of full-time and part-time wages and benefits. The budget decreased by \$140,500 from 2022 primarily due to the additional two FTEs for a Council and Committee Coordinator and Legislative Project Advisor. Recognizing that the positions cannot be filled immediately, salary and benefits will be annualized in 2024. Additional inflationary increases are for salary and benefits.

Materials & Supplies total budget is \$166,200 in 2023 comprised primarily of postage, print supplies, external reproductions and office supplies. The budget decreased by \$111,100 from 2022 primarily due to the reductions to materials required for the election. The service level change column shows a \$22,000 increase in engagement for postage and distribution budget as recommended by the Budget Committee and approved by Council.

Capital out of Operations total budget is \$2,100 in 2023 comprised primarily of computer hardware and general equipment. The budget decreased by \$120,000 from 2022 primarily due to the reduction for computer hardware required for the election.

Purchased Services total budget is \$556,500 in 2023 comprised primarily of equipment rental, promotions, contract services and training. The budget decreased by \$371,500 from 2022 primarily due to reductions for computer hardware, contract services and advertising required for the election and reduction to photocopier rental for the print shop.

Political Governance

Payments & Grants total budget is \$111,000 in 2023 comprised primarily of municipal grants and accessibility costs. The budget increased by \$100,000 from 2022 primarily due to the increase to municipal grants for the Contribution Rebate Program for the 2022 Municipal Election, a program approved by Council in 2021. A 50% rebate to eligible voters who are residents of Oakville who contribute to a municipal election council candidate campaign.

Internal Expenses & Transfers total budget is \$307,600 in 2023 comprised primarily of transfers to the election reserve which was removed in 2022 and the transfer to the building maintenance reserve. The budget increased by \$299,100 from 2022 primarily due to increase transfer to the election reserve to fund future elections.

External Revenue total budget is \$3,500 in 2023 comprised primarily of miscellaneous recoveries. The budget remained the same from 2022.

Internal Recovery & Fund Transfers total budget is reduced to \$0 in 2023. The transfer from reserve is budgeted during an election year to fund the election process once complete the transfer is reduced to \$0 and an increased transfer to the reserve is included.

2024 - 2025 Operating Budget Forecast

	2023 Requested Budget	2024 Requested Forecast	2023 - 2024 Change (\$)	2023 - 2024 Change (%)	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)
Political Governance							
Gross Expenditures by Service							
Mayor and Council and Secretariat	1,964,800	1,989,600	24,800	1.3%	2,051,700	62,100	3.1%
Council and Committee Services	1,068,200	1,189,500	121,300	11.4%	1,212,200	22,700	1.9%
Election	534,500	537,400	2,900	0.5%	534,700	-2,700	-0.5%
Print Centre/Mail Services	632,500	648,000	15,500	2.5%	663,900	15,900	2.5%
Total Gross Expenditures by Service	4,200,000	4,364,500	164,500	3.9%	4,462,500	98,000	2.2%
Tax Levy by Service							
Mayor and Council and Secretariat	1,964,800	1,989,600	24,800	1.3%	2,051,700	62,100	3.1%
Council and Committee Services	1,068,200	1,189,500	121,300	11.4%	1,212,200	22,700	1.9%
Election	534,500	537,400	2,900	0.5%	534,700	-2,700	-0.5%
Print Centre/Mail Services	629,000	644,500	15,500	2.5%	660,400	15,900	2.5%
Total Tax Levy by Service	4,196,500	4,361,000	164,500	3.9%	4,459,000	98,000	2.2%
Gross Expenditures by Type							
Personnel Services & Benefits	3,056,600	3,082,300	25,700	0.8%	3,163,000	80,700	2.6%
Materials & Supplies	166,200	169,200	3,000	1.8%	172,700	3,500	2.1%
Capital out of Operations	2,100	2,200	100	4.8%	2,300	100	4.5%
Purchased Services	556,500	554,300	-2,200	-0.4%	567,900	13,600	2.5%
Payments & Grants	111,000	13,500	-97,500	-87.8%	13,600	100	0.7%
Internal Expenses & Transfers	307,600	543,000	235,400	76.5%	543,000		
Total Expenditures	4,200,000	4,364,500	164,500	3.9%	4,462,500	98,000	2.2%
Revenues by Type							
External Revenue	-3,500	-3,500			-3,500		
Internal Recoveries & Fund Transfers							
Total Revenues	-3,500	-3,500			-3,500		
Total Tax Levy	4,196,500	4,361,000	164,500	3.9%	4,459,000	98,000	2.2%

Political Governance

2024 - 2025 Budget Forecast Highlights

The 2024 net budget is projected to increase by \$164,500 for a total of \$4,361,000. The change is primarily due to the annualization of the Council and Committee Coordinator and Legislative Project Advisor positions added in 2023. In addition, included is the removal of any election requirements related to the 2022 election and an increase to the transfer to the election reserve for future elections.

The 2025 net budget is projected to increase by \$98,000 for a total of \$4,459,000. The change is primarily due to inflationary adjustments, mainly to salary and benefits.

2023 Recommended Capital Budget

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

	Classification	Capital Budget 2023	Operating Impacts 2023
Political Governance			
32102301 Print Shop Copier Replacement	Infrastructure Renewal	50,400	
Total		50,400	

Facilities and Construction Management Program Based Budget 2023 - 2025

Vision

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

Mission

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

Program Services

The Facilities and Construction Management (FCM) department is responsible for the design, construction, commissioning, capital replacements, facility operations, maintenance, repair, and demolition of town buildings, totaling about 2.1 million square feet. In addition, FCM develops and maintains standards and guidelines for the construction and maintenance of town buildings and coordinates compliance for accessibility, environmental legislation, energy management, and the management of designated substances in buildings. FCM embraces a vision of “Partnering for Success” – we work together with the other departments of the town to provide excellent service to our common customer – the taxpayer.



Facilities and Construction Management

2023 Program Key Initiatives



Livability

- Protect cultural heritage assets of the community with ongoing capital improvements at Erchless Museum and Gairloch Galleries properties
- Conduct building condition assessments, and preventative maintenance practices to maintain a state of good repair within all properties



Engaged Community

- Provide effective project delivery ensuring support for all public-facing facilities
- Continued design and construction of the Sixteen Mile Sports Complex and Library addition



Accountable Government

- Ensure long-term fiscal responsibility through building/structural condition assessments and preventative maintenance programs
- Providing input into the 10-year capital forecast
- Maintain and update documentation for facility-related legislative requirements such as the hazardous materials program, accessibility barrier removals, and building/structural condition assessments



Environment

- Continued progress toward the town's low carbon targets with the implementation of sound energy management practices and capital projects geared towards a reduction in the overall carbon footprint
- The Sixteen Mile Sports Complex & Library project and existing facility will include a geothermal system supporting all HVAC requirements while reducing the carbon footprint



Mobility

- Implement additional electric vehicle charging infrastructure at Town Hall & Central Operations
- Provide project support for the electrical infrastructure required for the Oakville Transit fleet electrification program

Key Performance Indicators

1. Percentage of gross operating budget

2018	2019	2020	2021	2022
1.8%	1.8%	1.9%	1.8%	1.9%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

2. Percentage of total FTE

2018	2019	2020	2021	2022
1.3%	1.3%	1.3%	1.2%	1.3%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total town FTEs.				
Calculation: Total program FTEs including part-time / Total town FTEs including part-time.				

3. Operations: Orders to Comply for FCM-managed facilities

2018	2019	2020	2021	2022
7 Order received / 7 Order resolved within prescribed timeline	2 Order received / 2 Order resolved within prescribed timeline	36 Order received / 34 Orders resolved within prescribed/recommended timeline	10 Orders received / 10 Orders resolved within prescribed/recommended timeline	25 Orders received / 25 Orders resolved within prescribed/recommended timeline (Sept. 30, 2022)
Purpose: Measures our ability to achieve compliance within prescribed time frames. The measure also indicates whether our managed facilities are safe and compliant.				
Tracks total orders received vs. response time to bring into compliance. Authorities include, but not limited to, Electrical Safety Authority (ESA), Technical Standards and Safety Authority (TSSA), Ministry of Environment (MOE), Ministry of Health (MOH), Ministry of Labour (MOL).				

4. Operations: Total cost of operating per square foot of corporate facilities managed

2018	2019	2020	2021	2022
\$5,221,905 / 1,095,375 s.f. = \$4.77 psf	\$5,367,005 / 1,111,823 s.f. = \$4.83 psf	\$5,713,692 / 1,102,430 s.f. = \$5.18 psf	\$5,587,798 / 1,026,479 s.f. =\$5.44 psf	\$5,319,728 / 1,074,044 s.f. =\$4.95 psf (estimated)
Purpose: Determines the total cost of providing facility operations and can be compared both to other organizations as well as year over year. Includes utilities, maintenance costs and staffing.				
Calculation: Total operating costs divided by gross square footage managed. Does not include capital repair and replacement costs.				

Staffing Overview

Program: Facilities & Construction Management	2022	2023	2023	2023	2023	Net
	Restated	Adjustments &	Service Level	Growth and	Total	Change
Services/Activities:	FTE	Reallocations	Change	Capital	FTE	2023 vs 2022
Administration	1.0	-	-	-	1.0	-
Capital Projects	12.0	-	-	-	12.0	-
Facilities Operations	9.0	-	-	-	9.0	-
Total Facilities & Construction Management	22.0	-	-	-	22.0	-

The 2023 total staff complement is 22.0 FTE, which is unchanged from 2022.

2023 Operating Budget Overview by Service

	2022 Restated Budget	2023 Inflation & Adjustments	2023 Capital and Growth	2023 Base Budget	\$ Change from 2022	% Change from 2022	2023 Service Level Change	2023 Requested Budget	\$ Change from 2022	% Change from 2022
Facilities & Construction Management										
Administration	237,000	(16,200)	-	220,800	(16,200)	(6.8%)	-	220,800	(16,200)	(6.8%)
Capital Projects	484,300	18,500	46,000	548,800	64,500	13.3%	-	548,800	64,500	13.3%
Facilities Operations	2,637,400	(84,500)	-	2,552,900	(84,500)	(3.2%)	-	2,552,900	(84,500)	(3.2%)
Total Tax Levy	3,358,700	(82,200)	46,000	3,322,500	(36,200)	(1.1%)	-	3,322,500	(36,200)	(1.1%)

The 2023 net budget for Facilities and Construction Management is \$3,322,500 resulting in a decrease on the tax levy of \$36,200 or 1.1% from 2022. The change is primarily driven by inflationary increases to salaries, benefits, supplies, and services as well as increased repairs and maintenance budgets under Facility Operations, offset by budget efficiencies in facility servicing with the Oakville Public Library (OPL) as well as the funding of select costs - funded through government support funding under Corporate Revenue and Expenses in 2022 – from the Tax Stabilization Reserve in the FCM budget in 2023.

Administration net budget for 2023 is \$220,800 which is a decrease of \$16,200 or 6.8% from 2022. The change is primarily due to net adjustments in personnel and benefit costs.

Capital Projects net budget for 2023 is \$548,800 which is an increase of \$64,500 or 13.3% from 2022. The change is primarily due to the phase-out of the Energy Manager position's recovery from the capital program carrying an impact of \$46,000 and shown as an impact from capital, as well as inflationary increases to salaries and benefits which are partially offset by increased recoveries for project management staff from the 2023 capital program.

Facility Operations net budget for 2023 is \$2,552,900 which is a decrease of \$84,500 or 3.2% from 2022. The change is primarily due to inflationary increases to salaries and benefits, utilities at Town Hall and the corporate properties, and purchased services and materials as well as increased budget allotment for major maintenance activities at Town Hall and overtime for operations staff to bring budgets in line with historical trends. These additional costs are offset by efficiencies in facility servicing with the OPL in the form of an internal transfer in the amount of \$104,800 as recommended through the Facility Services Review. Additionally, returning budget items relating to increased air handling volume and touchpoint cleaning services at Town Hall are now funded from the Tax Stabilization Reserve in the FCM budget.

2023 Operating Budget Overview by Component

	2022 Restated Budget	2023 Inflation & Adjustments	2023 Capital and Growth	2023 Base Budget	\$ Change from 2022	% Change from 2022	2023 Service Level Change	2023 Requested Budget	\$ Change from 2022	% Change from 2022
Facilities & Construction Management										
EXPENSES										
Personnel Services & Benefits	2,828,200	52,800		2,881,000	52,800	1.9%	-	2,881,000	52,800	1.9%
Materials & Supplies	706,700	19,500		726,200	19,500	2.8%	-	726,200	19,500	2.8%
Capital out of Operations	4,000			4,000			-	4,000		
Purchased Services	1,176,700	158,800		1,335,500	158,800	13.5%	-	1,335,500	158,800	13.5%
Payments & Grants	92,800	1,100		93,900	1,100	1.2%	-	93,900	1,100	1.2%
Internal Expenses & Transfers	41,900	100		42,000	100	0.2%	-	42,000	100	0.2%
Total EXPENSES	4,850,300	232,300		5,082,600	232,300	4.8%	-	5,082,600	232,300	4.8%
REVENUES										
External Revenues	(215,600)	(24,400)	-	(240,000)	(24,400)	(11.3%)	-	(240,000)	(24,400)	(11.3%)
Internal Recovery & Fund Transfers	(1,276,000)	(290,100)	46,000	(1,520,100)	(244,100)	(19.1%)	-	(1,520,100)	(244,100)	(19.1%)
Total REVENUES	(1,491,600)	(314,500)	46,000	(1,760,100)	(268,500)	(18.0%)	-	(1,760,100)	(268,500)	(18.0%)
Total Tax Levy	3,358,700	(82,200)	46,000	3,322,500	(36,200)	(1.1%)	-	3,322,500	(36,200)	(1.1%)

The total expenses for Facilities and Construction Management are \$5,082,600 and total revenues are \$1,760,100 resulting in a net budget of \$3,322,500 in 2023. The budget components and main drivers for change are discussed below:

Personnel Services & Benefits total budget is \$2,881,000 in 2023 and is comprised primarily of full-time wages and benefits. The budget has increased \$52,800 or 1.9% from 2022 primarily due to inflationary and contractual increases in salaries and benefits and increased overtime provision under Facility Services. These increases are mitigated as new staff fill positions and are compensated lower in their respective bands.

Materials & Supplies total budget is \$726,200 in 2023 comprised primarily of utilities costs at Town Hall and the town's corporate properties. The budget has increased \$19,500 or 2.8% from 2022 primarily due to the net impact of increased expected utility rates net of realized savings from energy-saving initiatives in past years. One-time costs have been included for continued increased air handling volume at Town Hall as air quality remains a key focus for health and safety.

Purchased Services total budget is \$1,335,500 in 2023 comprised primarily of facility maintenance and repair, janitorial, and security services at Town Hall and applicable corporate properties. The budget has increased \$158,800 or 13.5% from 2022 primarily due to inflationary increases to the cost of delivering services as well as adjustments for increased repairs and maintenance activities at Town Hall in consideration of historical trends and expected demand in 2023. One-time costs have been included for continued daytime touchpoint cleaning services at Town Hall to support health and safety guidelines, as well as security services at the Oakville Trafalgar school site until the long-term use of the property is determined.

Facilities and Construction Management

Payments & Grants total budget is \$93,900 in 2023 comprised primarily of property taxes payable for the town's leased properties. The budget has increased \$1,100 or 1.2% from 2022 primarily due to expected adjustments in rates.

External Revenue total budget is \$240,000 in 2023 comprised primarily of rental revenue at the town's leased properties. The budget has increased \$24,400 or 11.3% from 2022 primarily due to increased rental rates as well as adjustments for expected occupancy throughout 2023.

Internal Recoveries & Fund Transfers total budget is \$1,520,100 in 2023 comprised primarily of recoveries from the capital program for Capital Projects staff. The budget has increased \$244,100 or 19.1% from 2022 primarily due to increased budgeted recoveries for Capital Projects staff to account for inflationary increases to salaries, which are offset by the phase-out of the Energy Manager recovery from the capital program as this position continues to be operationalized through 2024. Additionally, a budget efficiency in the form of a transfer from the OPL in the amount of \$104,800 is included in recognition of facility maintenance activities performed by Facility Operations staff as recommended through the Facilities Services Review.

2024 - 2025 Operating Budget Forecast

	2023 Requested Budget	2024 Requested Forecast	2023 - 2024 Change (\$)	2023 - 2024 Change (%)	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)
Facilities & Construction Management							
Gross Expenditures by Service							
Administration	220,800	226,200	5,400	2.4%	231,700	5,500	2.4%
Capital Projects	1,659,000	1,700,300	41,300	2.5%	1,742,600	42,300	2.5%
Facilities Operations	3,202,800	3,124,300	(78,500)	(2.5%)	3,202,700	78,400	2.5%
Total Gross Expenditures by Service	5,082,600	5,050,800	(31,800)	(0.6%)	5,177,000	126,200	2.5%
Tax Levy by Service							
Administration	220,800	226,200	5,400	2.4%	231,700	5,500	2.4%
Capital Projects	548,800	609,100	60,300	11.0%	624,200	15,100	2.5%
Facilities Operations	2,552,900	2,623,500	70,600	2.8%	2,695,800	72,300	2.8%
Total Tax Levy by Service	3,322,500	3,458,800	136,300	4.1%	3,551,700	92,900	2.7%
Gross Expenditures by Type							
Personnel Services & Benefits	2,881,000	2,950,500	69,500	2.4%	3,021,600	71,100	2.4%
Materials & Supplies	726,200	694,000	(32,200)	(4.4%)	712,500	18,500	2.7%
Capital out of Operations	4,000	4,100	100	2.5%	4,200	100	2.4%
Purchased Services	1,335,500	1,264,100	(71,400)	(5.3%)	1,298,200	34,100	2.7%
Payments & Grants	93,900	96,100	2,200	2.3%	98,500	2,400	2.5%
Internal Expenses & Transfers	42,000	42,000	-	0.0%	42,000	-	0.0%
Total Expenditures	5,082,600	5,050,800	(31,800)	(0.6%)	5,177,000	126,200	2.5%
Revenues by Type							
External Revenue	(240,000)	(246,000)	(6,000)	(2.5%)	(252,100)	(6,100)	(2.5%)
Internal Recoveries & Fund Transfers	(1,520,100)	(1,346,000)	174,100	11.5%	(1,373,200)	(27,200)	(2.0%)
Total Revenues	(1,760,100)	(1,592,000)	168,100	9.6%	(1,625,300)	(33,300)	(2.1%)
Total Tax Levy	3,322,500	3,458,800	136,300	4.1%	3,551,700	92,900	2.7%

The 2024 net budget is projected to increase by \$136,300 for a total net budget of \$3,458,800. The change is primarily due to inflationary increases to salaries, benefits, materials, and services as well as final phase-out of the Energy Manager recovery from the capital program.

The 2025 net budget is projected to increase by \$92,900 for a total net budget of \$3,551,700. The change is primarily due to inflationary increases to salaries, benefits, materials, and services.

Facilities and Construction Management

2023 Recommended Capital Budget

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

Funds are also identified for various program initiatives such as: accessibility improvements funding the continued removal of physical barriers across the town, various energy management studies and improvements supporting the town's Conservation and Demand Management Plan and carbon emission goals, town-wide security management and system improvements, and accommodation strategies and renovations supporting the hybrid work environment.

	Classification	Capital Budget 2023	Operating Impacts 2023
Facilities and Construction Management			
21102205 Town-wide Security – System and Management Review and Implementation	Program Initiatives	603,600	
21102206 2026 Lower Base Line	Program Initiatives	1,277,400	
22101701 Energy Management System Solution	Program Initiatives	407,600	30,100
42102201 Air Balancing for Indoor Air Quality	Infrastructure Renewal	108,200	
42102302 Electrical Safety Authority Inspections	Infrastructure Renewal	28,200	
42102303 Town Hall - Capital Replacements	Infrastructure Renewal	111,900	
42102304 Town Hall - Security Renovation	Program Initiatives	538,500	
42102305 Master Accommodation Plan - Hybrid Office Environment	Program Initiatives	3,059,500	
42102306 E-Checklists	Program Initiatives	55,400	
42102307 Town Hall - Feasibility Study	Program Initiatives	251,800	
42102308 Leased Properties - Repairs and Replacements	Infrastructure Renewal	140,500	
42102309 Accommodation Needs	Infrastructure Renewal	217,400	
42102310 Electrical - Various Locations	Infrastructure Renewal	57,700	
42102311 Asbestos Monitoring and Remediation	Infrastructure Renewal	27,200	
42102312 Card Access Security	Infrastructure Renewal	1,569,300	
42102313 Structural Inspections and Condition Assessments	Infrastructure Renewal	100,600	
42102314 Accessibility Improvements	Program Initiatives	421,300	
42102315 Heritage Building Maintenance and Repair	Infrastructure Renewal	72,000	
42102316 Architectural/Structural	Infrastructure Renewal	58,900	
42102317 HVAC - Various Locations	Infrastructure Renewal	706,000	
42102318 Roof Replacement - Various Locations	Infrastructure Renewal	1,415,900	
42102319 Mechanical Commission	Infrastructure Renewal	70,500	
42102320 Facility Repairs	Infrastructure Renewal	226,800	
42102321 Sitework - Various Facilities (Drives)	Infrastructure Renewal	602,400	
42102322 Energy Management - Large Buildings	Infrastructure Renewal	162,800	
42102323 Properties under 12,000 SF Maintenance and Repair	Infrastructure Renewal	443,300	
42102324 Facilities Emergency Repairs	Infrastructure Renewal	107,700	
46682301 Sixteen Mile Sports Complex - Geothermal Retrofit	Program Initiatives	2,117,000	
Total		14,959,400	30,100

Facilities and Construction Management

Facility Initiatives in Other Programs:

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

	Classification	Capital Budget 2023	Operating Impacts 2023
52282302 Parks Facilities Repairs	Infrastructure Renewal	307,600	
43302302 Fire Stn #1 & #2 Shower Renovations	Infrastructure Renewal	264,700	
43302311 Fire Station #9	Growth	2,111,900	
46312304 Kinoak Arena - Concrete, Dasher Boards, Doors, Glass	Infrastructure Renewal	367,300	
46402203 Wedgewood Pool Rehabilitation	Infrastructure Renewal	769,400	
46602104 Sixteen Mile Sports Complex and Library	Growth	7,203,000	
46642203 IRCC Pool and Lobby Renovation	Infrastructure Renewal	2,729,900	
47802301 Oakville Museum BAS	Infrastructure Renewal	176,200	
71102303 Libraries Capital Replacements	Infrastructure Renewal	25,200	
53512202 Parkade Rehabilitation	Infrastructure Renewal	4,093,000	
51312302 Central Operations Depot Capital Replacement	Infrastructure Renewal	76,100	
54212202 Oakville Transit Lighting System	Infrastructure Renewal	369,500	
54212301 Capital Lease for Charging Infrastructure	Program Initiatives	691,100	
54212306 Transit Facility Capital Repairs and Replacement	Infrastructure Renewal	307,100	
Total		19,492,000	-

Recreation and Culture Program Based Budget 2023 - 2025

Vision

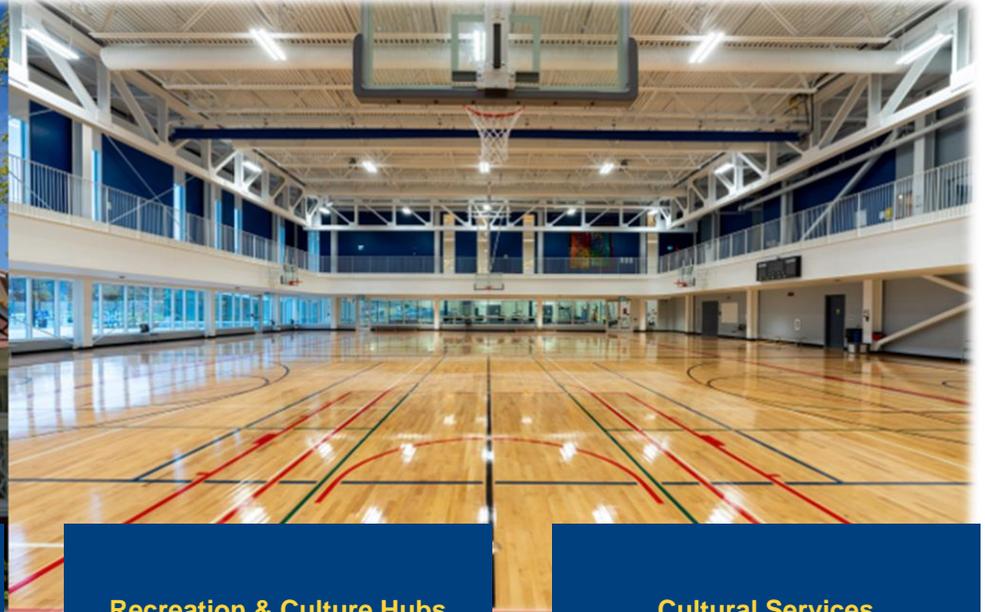
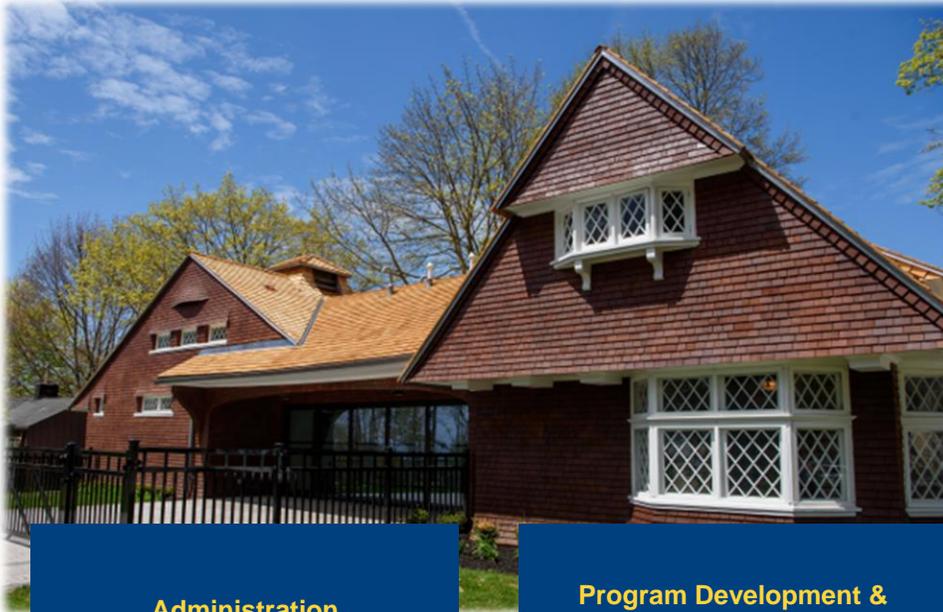
- All residents of Oakville are engaged in meaningful, diverse and accessible recreation and cultural experiences that foster individual, family and community well-being.

Mission

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

Program Services

The Recreation and Culture department strives to enhance the quality of life of Oakville residents, and promotes healthy living through a wide range of recreation and culture experiences for all ages and abilities. The department is committed to ensuring affordable access to programs, services and facilities by helping foster a sense of belonging for individuals, families and communities. Recreation and Culture supports funding for Oakville Galleries, Oakville Arts Council, Special Event Fee Waivers, Cultural Grants, Sports Development Grants, and the Recreation Connection subsidy program at a cost of \$1.1M. Capital transfer to reserve funding of \$4.2M is included in the Recreation and Culture operating budget.



Administration

- Establish Strategic Plans and Policies
- Capital equipment reserve

Program Development & Support

- Community Development
- Line of Business program planning
- Customer support for program registration, facility and parks rental administration
- Recreation software management including related accounts receivable
- Administration of town and regional subsidy programs
- Marketing, sponsorship and advertising
- Business support and analytics

Recreation & Culture Hubs

- Facility operations, program delivery, Customer service, admin, reserve fund and maintenance support;
- Glen Abbey Hub
- Sixteen Mile Hub
- Iroquois Ridge Hub
- River Oaks Hub
- QEPCCC Hub
- Oakville Trafalgar Hub
- Trafalgar Park Hub
- Sir John Colborne Centre

Cultural Services

- Culture administration, planning, grants
- Culture groups
- Oakville Centre for the Performing Arts
- Museums
- Special Events
- Oakville Galleries
- Queen Elizabeth Park Community and Cultural Centre

2023 Program Key Initiatives



Livability

- Construction of the new Community Centre and Library at the Sixteen Mile Sports Complex
- Wedgewood Pool capital repairs
- Iroquois Ridge Community Centre lobby and pool air handling upgrade
- Opening of new multipurpose space at the River Oaks Community Centre that will accommodate all ages and abilities
- Accessibility improvements at various facilities including Glen Abbey, Brookdale Outdoor Pool, Maplegrove Arena and Wedgewood Pool



Engaged Community

- Completion of the Parks, Recreation, and Library Master Plan taking into account changes in population growth, demographics, trends and usage patterns
- Continued community engagement through programming and events including winter recreation offerings
- Continued outreach and inclusion activities including diversified programming offerings, partnerships with community groups and equitable access initiatives
- Special Event Strategy - update to include the scale and scheduling of services and offerings related to appropriate special events, with a diversity and inclusion lens, and with an understanding about potential community hesitancy in returning to indoor or largescale events in the short and medium term, and inclusion of multicultural events
- Culture Master Plan Refresh - refresh and review to update facility and program requirements taking into account changes in demographics, trends, usage patterns and adapting program and service delivery in a cost-effective way to respond to shifting usage/demand patterns and community preferences



Accountable Government

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



Environment

- Continued electrification of ice resurfer and edger fleet to continue our efforts on reducing greenhouse emissions and improving health and safety
- Sixteen Mile Sport Complex expansion and use of geothermal heating and cooling and retrofit for existing facility, expansion targeting LEED Silver Certification
- River Oaks feasibility study will be completed for energy retrofit
- Update end of life HVAC equipment at Joshua Creek arena for improved air quality and efficiency

Key Performance Indicators

1. Percentage of gross operating budget

2018	2019	2020	2021	2022
14.5%	14.7%	14.6%	12.9%	14.1%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

2. Percentage of total FTEs

2018	2019	2020	2021	2022
21.1%	21.4%	21.2%	21.5%	21.6%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total town FTEs.				
Calculation: Total program FTEs including part-time / total town FTEs including part-time.				

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

2018	2019	2020	2021	2022
0.39 m2/capita	0.38 m2/capita	0.38 m2/capita	0.39 m2/capita	0.38 m2/capita
Purpose: Demonstrates availability of indoor recreational facilities to residents and community organizations				
Calculation: facility inventory size taken from building floor plans divided by population. Current square metre total is 82,798. The population figure used for the calculation was 225,000.				

4. Square metres of cultural facilities per capita

2018	2019	2020	2021	2022
0.060 m2/capita	0.057 m2/capita	0.0566 m2/capita	0.05624 m2/capita	0.05392 m2/capita
Purpose: Demonstrates availability of cultural facilities to residents and community organizations				
Calculation: Total municipal space dedicated to culture divided by population. Total space of Gairloch Gallery, Oakville Museum and Coach House, Sovereign House, Thomas House, Oakville Historical Society, Old Post Office, Oakville Galleries at Centennial Square and OCPA and 50% of QEPCCC. Current square metre total is 12,131. The population figure used for the calculation was 225,000.				

5. Program capacity rates (registered programs)

2018	2019	2020	2021	2022
74%	76%	78%	80%	78% (projected)
Purpose: Determines efficiency, relevance and utilization of program planning efforts.				
Calculation: Utilizes registration enrollment data for recreation and culture programs. Reporting on traditional seasonal registered programs to maintain reporting consistency –Data source: Qlikview for 2021, Xplor Recreation for 2022.				

6. Annual facility visitors

2018	2019	2020	2021	2022
3,984,574	4,115,600	1,305,760	1,400,500	3,390,000 (projected)
Purpose: Recreation and Culture facilities are neighbourhood gathering places where residents can enjoy a variety of social, cultural and recreational activities for all ages.				
Calculation: Many of our facilities use automated people counters to track the number of visitors. By knowing how many visitors attend each facility gives us a better understanding of community participation and facility use. We can also identify the busiest times of use, and the most popular locations, activities or events. Data source: Sensource.				

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

2018	2019	2020	2021	2022
87%	89%	90%	88%	90% (projected)
Purpose: Registered Program surveys capture customer experience scores about the program, the instructor, the facility and the registration experience.				
Calculation: Utilizes customer feedback system survey results. The survey was updated in the winter of 2019 to be responsive and shortened based on customer feedback. Response rate improved from 8% in 2018 to 14% in 2019 and is currently 15% in 2022. Data source: SharePoint.				

Staffing Overview

Program: Recreation and Culture	2022	2023	2023	2023	2023	Net
	Restated	Adjustments &	Service Level	Growth and	Total	Change
Services/Activities:	FTE	Reallocations	Change	Capital	FTE	2023 vs 2022
Administration	1.0	-	-	-	1.0	-
Program Development and Support	28.2	1.1	-	-	29.3	1.1
Recreation and Cultural Hubs	308.2	0.4	-	0.8	309.4	1.2
Cultural Services	31.6	(0.6)	-	-	31.0	(0.6)
Total Recreation and Culture	369.0	0.9	-	0.8	370.7	1.7

The 2023 total staff complement is 370.7 of which 149 are full-time and 221.7 are part-time staff. An increase of 0.9 FTE's is a net adjustment to ensure current service delivery of budgeted programs. 0.8 part-time FTE's is also added to the budget and includes 0.4 FTE's at River Oaks for programming of the multi-purpose rooms that were formerly shooter pads, and 0.4 FTE's to maintain the new Wallace Park outdoor ice surface, located near Oakville Trafalgar Community Centre.

2023 Operating Budget Overview by Service

	2022	2023	2023	2023	\$ Change	% Change	2023	2023	\$ Change	% Change
	Restated	Inflation &	Capital and	Base	from	from	Service	Requested	from	from
	Budget	Adjustments	Growth Impacts	Budget	2022	2022	Level Change	Budget	2022	2022
Recreation and Culture										
Administration	563,700	16,200	10,200	590,100	26,400	4.7%		590,100	26,400	4.7%
Program Development and Support	3,254,000	203,500		3,457,500	203,500	6.3%	35,000	3,492,500	238,500	7.3%
Recreation and Cultural Hubs	12,682,500	682,100	378,800	13,743,400	1,060,900	8.4%	20,000	13,763,400	1,080,900	8.5%
Cultural Services	3,179,600	2,000	9,500	3,191,100	11,500	0.4%	10,000	3,201,100	21,500	0.7%
Total Tax Levy	19,679,800	903,800	398,500	20,982,100	1,302,300	6.6%	65,000	21,047,100	1,367,300	6.9%

The 2023 net budget for Recreation and Culture is \$21,047,100 resulting in an increase of \$1,367,300 or 6.9% from 2022. Inflation is the primary driver of the Recreation and Culture budget at \$688,000 and is added to the budgets primarily for personnel services and benefits, utilities, contract services and revenues. Operating impacts from capital projects increase the budget by \$398,500 and are primarily for budgeted transfers to the Building Maintenance reserve for Trafalgar Park and Oakville Trafalgar community centres.

Administration net budget for 2023 is \$590,100 for an increase of \$26,400 from 2022. Inflation and adjustments to personnel services and benefits are included in the budget. The budget is increased for a transfer to equipment reserves for the future replacement of fitness equipment at Trafalgar Park Community Centre and for the increased cost of electric over gas ice resurfacers.

Recreation and Culture

Program Development and Support net budget for 2023 is \$3,492,500 for an increase of \$238,500 from 2022. The increase is primarily due to inflation on personnel services and benefits, as well as an adjustment to part-time wage budgets for the increase to the minimum wage rate. Also, \$35,000 was added to the budget for the Community Activation Grant as a Budget Committee recommendation and approved by Council.

Recreation and Cultural Hubs net budget for 2023 is \$13,763,400 for an increase of \$1,080,900 from 2022. Inflation on personnel services and benefits, utilities, contracted services and insurance add to the budget with inflation on revenues offsetting. The adjustment to part-time wage budgets for the increase to minimum wage is substantial at approximately \$350,000. Capital impacts on operating increase transfers to the Building Maintenance reserve for the Trafalgar Park and Oakville Trafalgar Community Centres. COVID impacts from 2022 have been reversed from the budget, but the budget for increased air handling costs has been added back for 2023 to ensure continued health and safety of staff and the public. Adjustments to the base budget for utilities, contracted services, programming and revenues bring the budget in line with projected actuals for 2023. Lastly, \$20,000 was added to the budget for the Pink Project as a Budget Committee recommendation and approved by Council.

Cultural Services net budget for 2023 is \$3,201,100 for an increase of \$21,500 from 2022. Inflation on personnel services and benefits, utilities, contracted services and revenues are added to the budget. Revenues for the Oakville Centre for the Performing Arts (OCPA) are expected to improve in 2023 and adjustments to the budget reduce the overall tax levy impact. Also, \$10,000 was added for the Santa Claus parade as a Budget Committee recommendation and approved by Council.

2023 Operating Budget Overview by Component

	2022 Restated Budget	2023 Inflation & Adjustments	2023 Capital and Growth Impacts	2023 Base Budget	\$ Change from 2022	% Change from 2022	2023 Service Level Change	2023 Requested Budget	\$ Change from 2022	% Change from 2022
Recreation and Culture										
EXPENSES										
Personnel Services & Benefits	24,447,800	1,491,700	44,800	25,984,300	1,536,500	6.3%		25,984,300	1,536,500	6.3%
Materials & Supplies	5,388,600	-54,400	-18,400	5,315,800	-72,800	-1.4%		5,315,800	-72,800	-1.4%
Capital out of Operations	85,400	-85,400			-85,400	-100.0%			-85,400	-100.0%
Purchased Services	5,101,100	293,600	4,100	5,398,800	297,700	5.8%	30,000	5,428,800	327,700	6.4%
Payments & Grants	1,405,200	110,100		1,515,300	110,100	7.8%	35,000	1,550,300	145,100	10.3%
Internal Expenses & Transfers	4,995,900	-635,900	368,000	4,728,000	-267,900	-5.4%		4,728,000	-267,900	-5.4%
Total EXPENSES	41,424,000	1,119,700	398,500	42,942,200	1,518,200	3.7%	65,000	43,007,200	1,583,200	3.8%
REVENUES										
External Revenues	-21,101,200	-141,500		-21,242,700	-141,500	-0.7%		-21,242,700	-141,500	-0.7%
Internal Recovery & Fund Transfers	-643,000	-74,400		-717,400	-74,400	-11.6%		-717,400	-74,400	-11.6%
Total REVENUES	-21,744,200	-215,900		-21,960,100	-215,900	-1.0%		-21,960,100	-215,900	-1.0%
Total Tax Levy	19,679,800	903,800	398,500	20,982,100	1,302,300	6.6%	65,000	21,047,100	1,367,300	6.9%

The total expenses for Recreation and Culture are \$43,007,200 and total revenues are \$21,960,100 resulting in a net budget of \$21,047,100 in 2023. The budget components and main drivers for change are discussed below.

Recreation and Culture

Personnel Services & Benefits total budget is \$25,984,300 in 2023 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$1,536,500 from 2022 primarily due to inflation and adjustments of \$917,800 on personnel services and benefits, this includes an increase of approximately \$294,000 for OMERS for part-time staff, as all part-time employees will be eligible for OMERS effective January 1, 2023. An additional \$450,000 is added to the budget to account for the legislated minimum wage increase.

Materials & Supplies total budget is \$5,315,800 in 2023 is comprised primarily of operating materials and supplies and fuels, chemicals and utilities. The budget decreased by \$72,800 from 2022. Inflation on utilities increased the budget while adjustments to hydro expenses to bring in line with budget provide for a net decrease to the budget. 2022 COVID impacts for increased air handling costs are reversed from the budget but added back as a one-time cost to be funded from the Tax Stabilization reserve for 2023.

Capital out of Operations total budget is \$0 in 2023. The budget decreased by \$85,400 from 2022 as expenses were reallocated to other line items to more accurately allocate supplies expenses.

Purchased Services total budget is \$5,428,800 in 2023 comprised primarily of contracted maintenance services, building repair and maintenance costs, instructor and performer fees for the OCPA, advertising, insurance and programming costs. The budget increased by \$297,700 from 2022 primarily for inflation on contracted services and advertising and programming costs. Adjustments to budgets to bring projected expenses in line with budget are offset by the reversal of a 2022 COVID impact of \$60,000 that was included in the budget for additional security services for facility entry screening. Also, \$20,000 was added for the Pink Project and \$10,000 was added for the Santa Claus parade as a Budget Committee recommendation and approved by Council.

Payments & Grants total budget is \$1,550,300 in 2023 comprised primarily of municipal grants for Oakville Galleries, fee assistance, special event fee waivers, sport development grants, cultural grants, Arts Council grants and Historical Society grants. It also includes the budget for bank and credit card service charges. The budget increased by \$110,100 from 2022 primarily for inflation on grants paid out, as well as an adjustment of \$30,600 for the Oakville Galleries grant. Reciprocal agreement adjustments are also included. Also, \$35,000 was added for the Community Activation grant as a Budget Committee recommendation and approved by Council.

Internal Expenses & Transfers total budget is \$4,728,000 in 2023 comprised primarily of transfers to the Building Maintenance reserve for future maintenance and replacement of building components as well as transfers to the Recreation Centre Equipment reserve for future replacement of fitness equipment and ice resurfacers. As well, internal charges from Fleet services for maintenance of ice resurfacers and charges from Parks for winter control services at the facilities are included. The budget reduced \$267,900 primarily for adjustments to internal charges related to the reciprocal agreement.

External Revenue total budget is \$21,242,700 in 2023 comprised primarily of revenues from registration fees, arena, pool and facility rental revenue, memberships and pass revenues for community centre amenities, and admissions and tickets for the OCPA. The budget increased by \$141,500 from 2022 primarily due to inflation on rates and fees, offset by adjustments to revenues to bring in line with projected actuals for 2023.

Internal Recoveries & Fund Transfers total budget is \$717,400 in 2023 comprised primarily of internal recoveries for program use of facilities. The budget increased by \$74,400 from 2022 primarily for the one-time transfer from Tax Stabilization reserve to fund the increased air-handling costs, offset by adjustments to the budgets for the reciprocal agreement.

Recreation and Culture

2024 - 2025 Operating Budget Forecast

	2023 Requested Budget	2024 Requested Forecast	2023 - 2024 Change (\$)	2023 - 2024 Change (%)	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)
Recreation and Culture							
Gross Expenditures by Service							
Administration	590,100	598,900	8,800	1.5%	607,900	9,000	1.5%
Program Development and Support	3,802,900	3,888,100	85,200	2.2%	3,975,000	86,900	2.2%
Recreation and Cultural Hubs	33,210,200	35,277,000	2,066,800	6.2%	37,929,100	2,652,100	7.5%
Cultural Services	5,404,000	5,563,800	159,800	3.0%	5,745,700	181,900	3.3%
Total Gross Expenditures by Service	43,007,200	45,327,800	2,320,600	5.4%	48,257,700	2,929,900	6.5%
Tax Levy by Service							
Administration	590,100	598,900	8,800	1.5%	607,900	9,000	1.5%
Program Development and Support	3,492,500	3,569,900	77,400	2.2%	3,648,800	78,900	2.2%
Recreation and Cultural Hubs	13,763,400	15,002,200	1,238,800	9.0%	16,452,500	1,450,300	9.7%
Cultural Services	3,201,100	3,323,000	121,900	3.8%	3,453,600	130,600	3.9%
Total Tax Levy by Service	21,047,100	22,494,000	1,446,900	6.9%	24,162,800	1,668,800	7.4%
Gross Expenditures by Type							
Personnel Services & Benefits	25,984,300	27,724,000	1,739,700	6.7%	29,472,600	1,748,600	6.3%
Materials & Supplies	5,315,800	5,362,300	46,500	0.9%	5,803,300	441,000	8.2%
Capital out of Operations		800	800		1,600	800	100.0%
Purchased Services	5,428,800	5,687,700	258,900	4.8%	5,952,800	265,100	4.7%
Payments & Grants	1,550,300	1,581,900	31,600	2.0%	1,620,400	38,500	2.4%
Internal Expenses & Transfers	4,728,000	4,971,100	243,100	5.1%	5,407,000	435,900	8.8%
Total Expenditures	43,007,200	45,327,800	2,320,600	5.4%	48,257,700	2,929,900	6.5%
Revenues by Type							
External Revenue	-21,242,700	-22,473,400	-1,230,700	-5.8%	-23,734,500	-1,261,100	-5.6%
Internal Recoveries & Fund Transfers	-717,400	-360,400	357,000	49.8%	-360,400		
Total Revenues	-21,960,100	-22,833,800	-873,700	-4.0%	-24,094,900	-1,261,100	-5.5%
Total Tax Levy	21,047,100	22,494,000	1,446,900	6.9%	24,162,800	1,668,800	7.4%

Recreation and Culture

2024 - 2025 Budget Forecast Highlights

The 2024 net budget is projected to increase by \$1,446,900 for a total of \$22,494,000. The change is primarily due to inflationary increases to the cost of delivering services, as well as operating impacts from capital projects of \$1,001,900. This is primarily for the operating impact of the Sixteen Mile Community Centre which is currently scheduled to open in 2024. It also includes a continued phase-in of the transfer to Building Maintenance Reserve Fund for Oakville Trafalgar Community Centre.

The 2025 net budget is projected to increase by \$1,668,800 for a total of \$24,162,800. The change is primarily due to the second year of net operating impacts of the new Sixteen Mile Community Centre of \$963,900, as well as the final year of the phased-in transfer to Building Maintenance Reserve Fund for Oakville Trafalgar Community Centre. The increase also reflects inflationary adjustments to the cost of delivering services.

2023 Recommended Capital Budget

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

The 2023 budget also provides for year 2 construction costs at the new Sixteen Mile Community Centre and Library currently scheduled to open in 2024, funds to renovate and improve the pool and lobby areas at Iroquois Ridge Community Centre, as well as funds for major rehabilitation activities at Wedgewood outdoor pool.

	Classification	Capital Budget 2023	Operating Impacts 2023
Recreation and Culture			
46312301 Kinoak Arena - Capital Replacements	Infrastructure Renewal	5,000	
46312302 Maplegrove Arena - Capital Replacements	Infrastructure Renewal	7,000	
46312303 Ice Resurfacers Replacement - Electric	Infrastructure Renewal	201,400	
46312304 Kinoak Arena - Concrete, Dasher Boards, Doors, Glass	Infrastructure Renewal	367,300	
46402203 Wedgewood Pool Rehabilitation	Infrastructure Renewal	769,400	
46402301 Outdoor Pools - Capital Replacements	Infrastructure Renewal	183,800	
46602104 Sixteen Mile Sports Complex and Library	Growth	7,203,000	
46602301 Sir John Colborne - Facility Capital Replacements	Infrastructure Renewal	25,200	
46602303 Recreation - Fitness Equipment	Infrastructure Renewal	77,500	
46602304 Sir John Colborne - Furniture, Equipment Replacement	Infrastructure Renewal	7,600	
46602305 Sir John Colborne - Interiors	Infrastructure Renewal	95,700	
46642203 IRCC Pool and Lobby Renovation	Infrastructure Renewal	2,729,900	
46642302 Iroquois Ridge - Facility Capital Replacements	Infrastructure Renewal	18,100	
46652301 Glen Abbey - Feasibility Study	Program Initiatives	90,600	
46652302 Glen Abbey - Facility Capital Replacements	Infrastructure Renewal	117,300	
46662303 QEPCCC - Facility Capital Replacements	Infrastructure Renewal	276,400	
46672301 Joshua's Creek Arena - Facility Capital Replacements	Infrastructure Renewal	163,800	
46682302 16 Mile - Facility Capital Replacements	Infrastructure Renewal	43,400	
47102301 Oakville Centre - Facility Capital Replacements	Infrastructure Renewal	373,100	
47802301 Oakville Museum BAS	Infrastructure Renewal	176,200	
Total		12,931,700	0

Oakville Public Library Program Based Budget 2023 - 2025

Vision

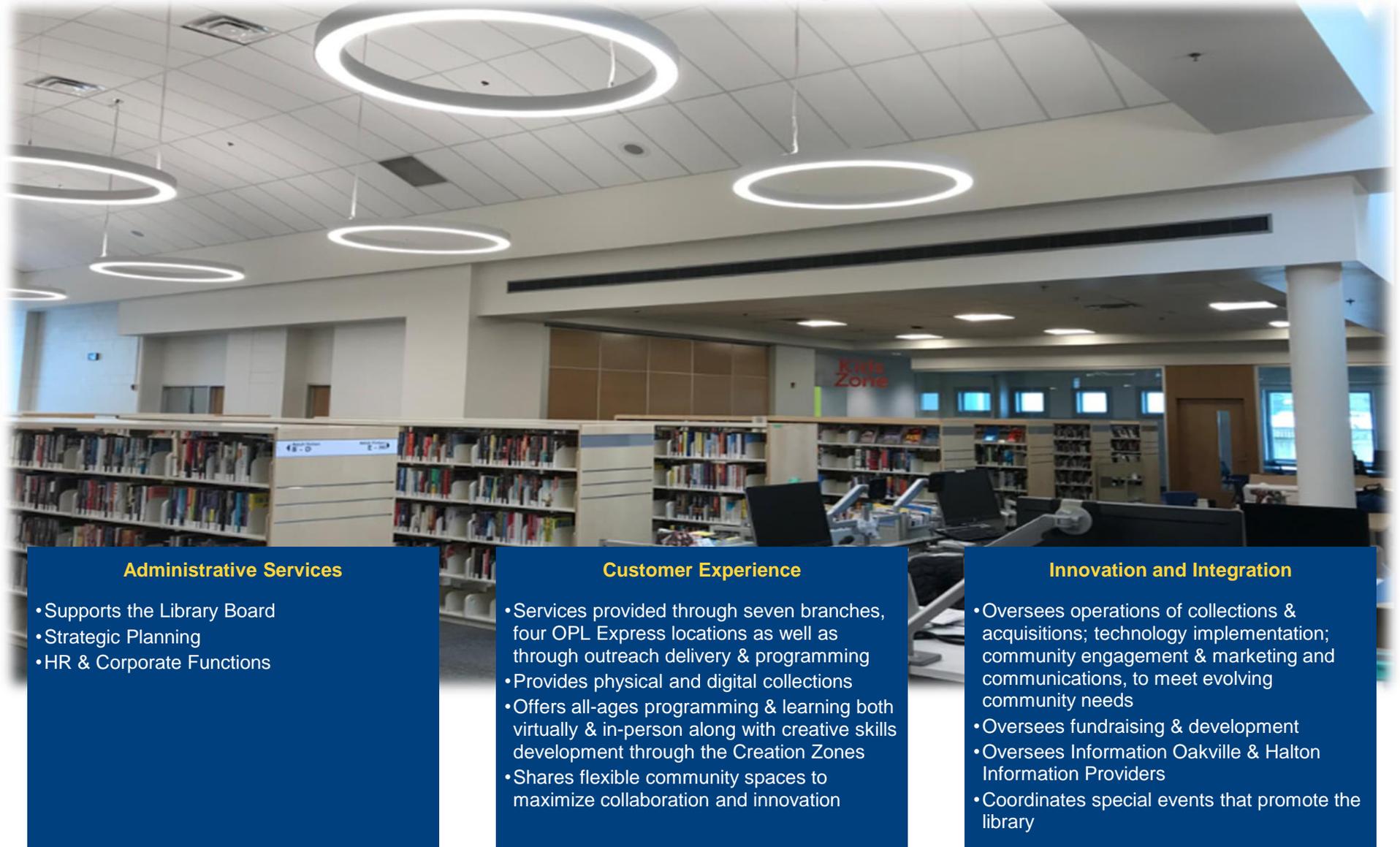
•Connecting people to what inspires them.

Mission

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

Program Area

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



Administrative Services

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

Customer Experience

- Services provided through seven branches, four OPL Express locations as well as through outreach delivery & programming
- Provides physical and digital collections
- Offers all-ages programming & learning both virtually & in-person along with creative skills development through the Creation Zones
- Shares flexible community spaces to maximize collaboration and innovation

Innovation and Integration

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

2023 Program Key Initiatives



Livability

- Construction of the new Community Centre and Library at the Sixteen Mile Sports Complex



Engaged Community

- Community engagement through programming and events including the Community Conversation series, In Conversation With series.
- Outreach and inclusion activities including diversified programming offerings, partnerships with community groups and equitable access initiatives.
- Truth and Reconciliation activities such as the Elder in Residence program and participation in the Debwewin project.
- Update of the Parks, Recreation Library Master Plan taking into account changes in population growth, demographics, trends and usage patterns.

Key Performance Indicators

1. Percentage of gross operating budget

2018	2019	2020	2021	2022
4.2%	4.5%	4.4%	4.4%	4.5% (as of Sept 30)
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

2. Percentage of total FTEs

2018	2019	2020	2021	2022
6.4%	6.7%	6.6%	6.4%	6.3% (as of Sept 30)
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
Calculation: Total program FTEs including part-time / Total town FTEs including part-time				

3. Number of active library cardholders per capita

2018	2019	2020	2021	2022
31%	30.2%	25.7%	22.8%	23.5% (as of Sept 30)
Purpose: Reflects relevance of Library service to the community				
Calculation: # active cardholders / population				

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

2018	2019	2020	2021	2022
35% / 65%	44% / 56%	45% / 55%	41% / 59%	43% / 57% (as of Sept 30)
Purpose: Trend in spending reflects the increased supply of digital resources.				
Calculation: Total operating budget – electronic resources				

5. Percentage of citizens satisfied with library programs and services

2018	2019	2020	2021	2022
N/A	91%	N/A	N/A	88%
Purpose: Town Citizen Survey, respected tool to measure community satisfaction with library services, conducted every 2 years.				
Calculation: Town-selected third-party consultant				

6. Number of library items borrowed per capita annually

2018	2019	2020	2021	2022
8.87 * White Oaks branch was closed for 6 months*	9.09 * Glen Abbey was closed branch for 7 months	5.62 * COVID-19 pandemic closed all branches for 5 months.	7.1 *Intermittent branch closures due to COVID-19	10.09 (as of Sept 30)
Purpose: Reflects one core aspect of library service.				
Calculation: Circulation / population				

Staffing Overview

Program: Oakville Public Library	2022	2023	2023	2023	2023	Net
Services/Activities:	Restated	Adjustments &	Service Level	Growth and	Total	Change
	FTE	Reallocations	Change	Capital	FTE	2023 vs 2022
Administrative Services	5.7	-	-	-	5.7	-
Customer Experience	76.3	(0.1)	-	-	76.2	(0.1)
Innovation and Integration	26.3	(0.2)	-	2.0	28.1	1.8
Total Oakville Public Library	108.3	(0.3)	-	2.0	110.0	1.7

The 2023 total staff complement is 110.0 FTEs. Customer Experience: The net reduction of 0.1 FTEs in Customer Experience includes the elimination of 1.3 FTEs for corporate facility support as part of budget efficiencies found in the town-wide Facility Maintenance Review. It is offset by the increase of 1.2 part-time student FTEs in Programming, allowing the OPL to expand its summer program offerings. The reduction of 0.2 FTEs in Innovation and Integration is the result of converting part-time hours to a full-time position in Collections Management. Finally, 2.0 full-time FTE's have been added to the budget to support phase one of the updated Information Technology Solution Service Level Agreement (SLA) implementation.

2023 Operating Budget Overview by Service

	2022	2023	2023	2023	\$ Change	% Change	2023	2023	\$ Change	% Change
	Restated	Inflation &	Capital and	Base	from	from	Service	Requested	from	from
	Budget	Adjustments	Growth Impacts	Budget	2022	2022	Level Change	Budget	2022	2022
Oakville Public Library										
Administrative Services	660,200	34,500		694,700	34,500	5.2%		694,700	34,500	5.2%
Customer Experience	6,780,300	104,600	11,200	6,896,100	115,800	1.7%		6,896,100	115,800	1.7%
Innovation and Integration	3,637,800	268,300	153,800	4,059,900	422,100	11.6%		4,059,900	422,100	11.6%
Total Tax Levy	11,078,300	407,400	165,000	11,650,700	572,400	5.2%		11,650,700	572,400	5.2%

The 2023 net budget for Oakville Public Library is \$11,650,700 resulting in an increase of \$572,400 or 5.2% from 2022. Customer Experience represents a substantial part of the budget at \$6.9M which provides services through branches and OPL Express locations. Innovation and Integration is the second largest component at \$4.1M which represents costs for various collection materials, technology support for both services and the public and community development and engagement which includes Information Oakville and the Halton Information Providers (HIP).

The Library's base budget increase of 5.2% includes inflation on salaries and benefits, collections materials, utilities, repairs and maintenance and insurance costs. Operating impacts from capital increase the budget by \$11,200 and provide budget for operating the new vehicle for materials handling that is projected to be put into use in 2023. Temporary COVID Impacts for increased air handling and touch point cleaning are reversed out of the budget but added back in as a one-time cost, funded from the Tax Stabilization reserve for 2023. Various adjustments to the base budget are included to bring budgets in line with actual spending. A growth impact of \$153,800 provides for two new full-time FTE's to support phase one of the updated Information Technology Solution Service Level Agreement (SLA) implementation.

Oakville Public Library

Administrative Services net budget for 2023 is \$694,700 for an increase of \$34,500 from 2022. The change is primarily due to inflation and adjustments on personnel services and benefits as well as membership dues and subscriptions and meeting expenses.

Customer Experience net budget for 2023 is \$6,896,100 for an increase of \$115,800 from 2022. The change includes inflation and adjustments to personnel services and benefits, reductions in utilities budgets at Central branch based on actual charges, and reductions in revenues for registration fees, rental revenue, and photocopier charges. As well, the 2022 COVID reversals are removed from the budget for touch point cleaning and increased air-handling. These costs have been added back to the 2023 budget as a one-time expense to be funded from the tax stabilization reserve and ensure that health and safety of staff and the public is addressed.

Innovation and Integration net budget for 2023 is \$4,059,900 for an increase of \$422,100 from 2022. Inflation on personnel services and benefits and collection materials is included. Substantial adjustments to the collection materials budget have been added to the budget to address the deficiencies in the current collections budget. Finally, a growth impact of \$153,800 for 2.0 full-time FTEs for phase one of the updated Information Technology Solution SLA implementation increases the overall budget.

2023 Operating Budget Overview by Component

	2022 Restated Budget	2023 Inflation & Adjustments	2023 Capital and Growth Impacts	2023 Base Budget	\$ Change from 2022	% Change from 2022	2023 Service Level Change	2023 Requested Budget	\$ Change from 2022	% Change from 2022
Oakville Public Library										
EXPENSES										
Personnel Services & Benefits	8,895,400	129,400	153,800	9,178,600	283,200	3.2%		9,178,600	283,200	3.2%
Materials & Supplies	1,444,200	129,000	1,500	1,574,700	130,500	9.0%		1,574,700	130,500	9.0%
Capital out of Operations	15,000	5,200		20,200	5,200	34.7%		20,200	5,200	34.7%
Purchased Services	1,221,900	124,700	500	1,347,100	125,200	10.2%		1,347,100	125,200	10.2%
Payments & Grants	10,300	400	200	10,900	600	5.8%		10,900	600	5.8%
Internal Expenses & Transfers	180,500	104,600	9,000	294,100	113,600	62.9%		294,100	113,600	62.9%
Total EXPENSES	11,767,300	493,300	165,000	12,425,600	658,300	5.6%		12,425,600	658,300	5.6%
REVENUES										
External Revenues	-471,100	30,800		-440,300	30,800	6.5%		-440,300	30,800	6.5%
Internal Recovery & Fund Transfers	-217,900	-116,700		-334,600	-116,700	-53.6%		-334,600	-116,700	-53.6%
Total REVENUES	-689,000	-85,900		-774,900	-85,900	-12.5%		-774,900	-85,900	-12.5%
Total Net Budget	11,078,300	407,400	165,000	11,650,700	572,400	5.2%		11,650,700	572,400	5.2%

The total expenses for Oakville Public Library are \$12,425,600 and total revenues are \$774,900 resulting in a net budget of \$11,650,700 in 2023. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget in 2023 is \$9,178,600 and is comprised primarily of full-time and part-time wages and benefits. The budget increased by \$283,200 from 2022 primarily due to inflation on salaries and benefits, as well as net adjustments, the addition of part-time student hours to expand the summer reading program, the addition of 2.0 FTEs for implementation of phase one of the Information Technology Solution SLA implementation, and finally the reduction of 1.3 FTEs removed from the budget for facility maintenance as part of efficiencies found in the Facility Services Review.

Materials & Supplies total budget is \$1,574,700 in 2023 comprised primarily of the budget for collections material replacement and utilities costs at the branches. The budget increased by \$130,500 from 2022 primarily for inflation on collections materials and utilities. As well, there are adjustments that increase the budget for collections material to address current deficiencies in the collection replacement budgets, offset by adjustments to the utilities budgets to bring budget in line with actual costs.

Capital out of Operations total budget is \$20,200 in 2023 comprised primarily of budgets for specialized equipment used in the Creation Zones, as well as computer hardware and software costs. The budget increased by \$5,200 from 2022 primarily due to increased costs for these items.

Purchased Services total budget is \$1,347,100 in 2023 comprised primarily of budgets for training and development for staff, janitorial services and repairs and maintenance at the branches, professional fees and development expenses. The budget increased by \$125,200 from 2022 primarily for inflation on repairs and maintenance and insurance budgets as well as various adjustments to the above listed expenses to bring in line with actuals. The 2022 COVID reversal for touch point cleaning is reversed but added back as a one-time cost for 2023, funded from the tax stabilization reserve.

Payments & Grants total budget is \$10,900 in 2023 comprised primarily of bank service charges and costs to make online documents accessible. The budget increased by \$600 from 2022 to account for increases in these costs.

Internal Expenses & Transfers total budget is \$294,100 in 2023 comprised primarily of internal facility charges and charges from Parks and Open Space for outdoor maintenance at Woodside branch. The budget increased by \$113,600 from 2022 primarily due to the addition of a \$104,800 charge from Facilities and Construction Management for maintenance of Library facilities. This charge nets out the savings of 1.3 Facility FTEs removed from the Library's personnel budget, and provides a recovery to Facilities and Construction Management for the building maintenance work that they are doing for the Library.

External Revenue total budget is \$440,300 in 2023 comprised primarily of fines, admissions, room rentals, photocopier revenue and registration fees. The budget decreased by \$30,800 from 2022 primarily due to reduction in fine/materials recovery revenue budgets to bring revenues in line with projected actuals. A reduction in the room rental revenue budget is included as room rentals have fallen significantly. Finally, photocopier revenue budget is also reduced based on projected actuals.

Internal Recoveries & Fund Transfers total budget is \$334,600 in 2023 comprised primarily of budgeted transfers to the operating budget from the Library Development reserve and from the Halton Information Providers (HIP) Trust. The budget increased by \$116,700 from 2022 for a one-time transfer from the Tax Stabilization reserve to fund the one-time costs of touch point cleaning and increased air handling, measures that are being kept in place to ensure the health and safety of Library staff and residents.

2024 - 2025 Operating Budget Forecast

	2023 Requested Budget	2024 Requested Forecast	2023 - 2024 Change (\$)	2023 - 2024 Change (%)	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)
Oakville Public Library							
Gross Expenditures by Service							
Administrative Services	877,000	898,600	21,600	2.5%	920,500	21,900	2.4%
Customer Experience	7,089,600	7,497,600	408,000	5.8%	8,514,300	1,016,700	13.6%
Innovation and Integration	4,459,000	4,696,000	237,000	5.3%	5,059,400	363,400	7.7%
Total Gross Expenditures by Service	12,425,600	13,092,200	666,600	5.4%	14,494,200	1,402,000	10.7%
Tax Levy by Service							
Administrative Services	694,700	716,300	21,600	3.1%	738,200	21,900	3.1%
Customer Experience	6,896,100	7,417,400	521,300	7.6%	8,430,700	1,013,300	13.7%
Innovation and Integration	4,059,900	4,296,400	236,500	5.8%	4,659,300	362,900	8.4%
Total Tax Levy by Service	11,650,700	12,430,100	779,400	6.7%	13,828,200	1,398,100	11.2%
Gross Expenditures by Type							
Personnel Services & Benefits	9,178,600	9,794,200	615,600	6.7%	10,796,600	1,002,400	10.2%
Materials & Supplies	1,574,700	1,649,300	74,600	4.7%	1,913,600	264,300	16.0%
Capital out of Operations	20,200	20,700	500	2.5%	21,200	500	2.4%
Purchased Services	1,347,100	1,307,300	-39,800	-3.0%	1,386,000	78,700	6.0%
Payments & Grants	10,900	11,000	100	0.9%	11,000		
Internal Expenses & Transfers	294,100	309,700	15,600	5.3%	365,800	56,100	18.1%
Total Expenditures	12,425,600	13,092,200	666,600	5.4%	14,494,200	1,402,000	10.7%
Revenues by Type							
External Revenue	-440,300	-444,200	-3,900	-0.9%	-448,100	-3,900	-0.9%
Internal Recoveries & Fund Transfers	-334,600	-217,900	116,700	34.9%	-217,900		
Total Revenues	-774,900	-662,100	112,800	14.6%	-666,000	-3,900	-0.6%
Total Tax Levy	11,650,700	12,430,100	779,400	6.7%	13,828,200	1,398,100	11.2%

2024 - 2025 Budget Forecast Highlights

The 2024 net budget is projected to increase by \$779,400 for a total of \$12,430,100. The change is primarily due to inflationary increases to the cost of delivering services. As well, it includes the annualization of the operating costs for the vehicle for materials handling and the half-year operating impact for the new Sixteen Mile library branch. This includes an increase of 9.2 FTE's.

The 2025 net budget is projected to increase by \$1,398,100 for a total of \$13,828,200. The change is primarily due to inflationary increases to the cost of delivering services. As well, it includes the remaining half-year operating impact of \$880,600 for the new Sixteen Mile library branch as well as an additional 5.3 FTE's. \$188,200 is also included for collections material replacement at the new branch, as year one of a three-year phase-in of these budget lines.

2023 Recommended Capital Budget

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

The Libraries Capital Replacement and Furniture and Equipment Replacement projects ensure building components, equipment, and furnishings remain in a state of good repair to support prescribed service levels. The OPL Website Enhancements project will allow staff to ensure the new website is sustained and grown. The Scheduling Software Needs Review will allow the Library to hire a consultant to review OPL current scheduling practices and identify requirements for a robust scheduling system. Finally, due to the lead time necessary to receive the collection materials for the new permanent Sixteen Mile branch, the budget for permanent collections has been included so that staff are able to place orders for material in 2023.

	Classification	Capital Budget 2023	Operating Impacts 2023
Oakville Public Library			
71102206 OPL Website Maintenance and Improvements	Program Initiatives	30,200	
71102302 Scheduling Software Needs Review	Program Initiatives	30,200	
71102303 Libraries Capital Replacements	Infrastructure Renewal	25,200	
71102304 Library Furniture and Equipment	Infrastructure Renewal	81,600	
71102305 Sixteen Mile Library Collections	Growth	3,266,300	
Total		3,433,500	0

Municipal Enforcement Program Based Budget 2023 - 2025

Vision

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

Mission

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

Program Services

The Municipal Enforcement Program delivers the following services:



Administration

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

By-Law Services

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

Humane Society

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

Licensing

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

2023 Program Key Initiatives



Livability

- Motorcycle noise enforcement program
- Specified enforcement initiatives



Engaged Community

- Special event community engagement
- Coyote co-existence education program



Accountable Government

- Call centre continuous improvement and update
- Short-term accommodation licensing



Environment

- Temporary sign enforcement program



Mobility

- Transportation business licensing (taxi and transportation network companies)

Municipal Enforcement

Key Performance Indicators

1. Percentage of gross operating budget

2018	2019	2020	2021	2022
1.0%	1.1%	1.1%	1.1%	1.0%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges) 2017 is the first year the Program was separated on its own.				

2. Percentage of total FTEs

2018	2019	2020	2021	2022
0.7%	0.8%	0.7%	0.7%	0.7%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
Calculation: Total program FTEs including part-time / Total town FTEs including part-time. 2017 is the first year the Program was separated on its own.				

3. Average time to conclude an investigation

2018	2019	2020	2021	2022
IB = 27 days IL = 28 days	IB = 27 days IL = 23 days	IB = 23 IL= 55 Impacted by COVID-service level and response changes	IB = 11 IL= 8 (As of August 20/21) Impacted by COVID-service level and response changes	IB = * IL= * *Reporting impacted with MES move to online services. Report development underway
Purpose: To continuously ensure the efficiency of investigations and quickly identify opportunities for improvement.				
Calculation: AMANDA report on the average time between the creation of investigative folder to the end of an investigation. IB= Regulatory by-law investigations IL= Licensing by-law investigations				

4. Number of yearly investigations

2018	2019	2020	2021	2022
IB = 3,583 IL = 996 Total: 4,579	IB = 4,002 IL = 639 Total: 4,641	IB = 15,469 IL= 677 Includes COVID enforcement Total: 16,146	IB = 10,380 IL= 537 Includes COVID enforcement Total: 10,917	IB = 4,644 IL= 777 (As of September 2022) Total = 5,421
Purpose: Understanding ongoing service demand allows us to monitor trends, predict resource requirements and strategically plan future enhancements.				
Calculation: Number of IB's and IL's taken from AMANDA. Parks and COVID enforcement included in 2020 and 2021, this continued in 2022. IB= regulatory by-law investigations IL= licensing by-law investigations				

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

2018	2019	2020	2021	2022
AP = 184 POA = 25 Orders = 537 Total: 746	AP = 513 POA = 33 Orders = 321 Total: 867	AP = 584 POA = 28 Orders= *196 Total = 808 *Reduced due to business licensing extension granted as a result of the COVID -19 pandemic	AP = 771 POA = 50 Orders = 206 Total = 1027 *Reduced due to business licensing extension granted as a result of the COVID -19 pandemic	AP = 323 POA = 8 Orders = 288 Total = 619 (September 31, 2022)
Purpose: Issuing a penalty, in any form, means that a community standard has been ignored. Monitoring this KPI allows us to reflect on our regulations to ensure they remain current, while also helping us to understand future resource requirements.				
Calculation: Estimate – AMANDA reporting under development AP = Administrative penalties POA = provincial offences tickets (Part 1 and 3) LM = Lot Maintenance PS= Property standards Note: LM order introduced June 2017 and licensing and zoning order for parking infractions introduced in 2016.				

Staffing Overview

Program: Municipal Enforcement	2022	2023	2023	2023	2023	Net
Services/Activities:	Restated	Adjustments &	Service Level	Growth and	Total	Change
	FTE	Reallocations	Change	Capital	FTE	2023 vs 2022
Administration	0.5	-	-	-	0.5	-
By-law Services	10.0	-	-	-	10.0	-
Animal Society		-	-	-	-	-
Licensing	1.3	-	-	-	1.3	-
Total Municipal Enforcement	11.8	-	-	-	11.8	-

The 2023 total staff complement is 11.8 FTEs with no change from 2022.

2023 Operating Budget Overview by Service

	2022	2023	2023	2023	\$ Change	% Change	2023	2023	\$ Change	% Change
	Restated	Inflation &	Capital and	Base	from	from	Service	Requested	from	from
	Budget	Adjustments	Growth Impacts	Budget	2022	2022	Level Change	Budget	2022	2022
Municipal Enforcement										
Administration	118,500	3,800		122,300	3,800	3.2%		122,300	3,800	3.2%
By-law Services	2,061,500	-46,600	1,000	2,015,900	-45,600	-2.2%		2,015,900	-45,600	-2.2%
Animal Society	848,600	357,900		1,206,500	357,900	42.2%		1,206,500	357,900	42.2%
Licensing	-888,200	-42,700		-930,900	-42,700	-4.8%		-930,900	-42,700	-4.8%
Total Tax Levy	2,140,400	272,400	1,000	2,413,800	273,400	12.8%		2,413,800	273,400	12.8%

The 2023 net budget for Municipal Enforcement is \$2,413,800 resulting in an increase of \$273,400 or 12.8% from 2022.

Administration net budget for 2023 is \$122,300 for an increase of \$3,800 from 2022. The change is primarily due to inflationary increases to salary and benefits.

By-law Services net budget for 2023 is \$2,015,900 for a decrease of \$45,600 from 2022. To better align program functions, for 2023, enforcement of the Automated Speed Enforcement program was redeployed from Infrastructure Planning and Improvements to Municipal Enforcement and the budget has been allocated to victim surcharge, MTO charges, and contracted services. Overall, there is no impact to the town. Additional change is primarily due to the four temporary Mobile Compliance Officers personnel costs and vehicle rental required for 2023 fully funded from the Tax Stabilization reserve.

Animal Society net budget for 2023 is \$1,206,500 for an increase of \$357,900 from 2022. The change is primarily due to inflationary increase to the grant provided to Oakville Milton Humane Society largely resulting from wage increases necessary to provide the service. Additional change is for the animal licensing revenue.

Municipal Enforcement

Licensing net budget for 2023 is -\$930,900 (Credit Balance) for a tax levy decrease of \$42,700 from 2022. The change is primarily due to inflationary increases to licenses and volume related adjustments.

2023 Operating Budget Overview by Component

	2022 Restated Budget	2023 Inflation & Adjustments	2023 Capital and Growth Impacts	2023 Base Budget	\$ Change from 2022	% Change from 2022	2023 Service Level Change	2023 Requested Budget	\$ Change from 2022	% Change from 2022
Municipal Enforcement										
EXPENSES										
Personnel Services & Benefits	1,612,600	112,000		1,724,600	112,000	6.9%		1,724,600	112,000	6.9%
Materials & Supplies	98,300	-33,100	500	65,700	-32,600	-33.2%		65,700	-32,600	-33.2%
Capital out of Operations	5,900			5,900				5,900		
Purchased Services	1,147,300	551,300		1,698,600	551,300	48.1%		1,698,600	551,300	48.1%
Payments & Grants	20,600	118,000		138,600	118,000	572.8%		138,600	118,000	572.8%
Internal Expenses & Transfers	715,500	32,300	500	748,300	32,800	4.6%		748,300	32,800	4.6%
Total EXPENSES	3,600,200	780,500	1,000	4,381,700	781,500	21.7%		4,381,700	781,500	21.7%
REVENUES										
External Revenues	-1,459,800	-59,400		-1,519,200	-59,400	-4.1%		-1,519,200	-59,400	-4.1%
Internal Recovery & Fund Transfers		-448,700		-448,700	-448,700			-448,700	-448,700	
Total REVENUES	-1,459,800	-508,100		-1,967,900	-508,100	-34.8%		-1,967,900	-508,100	-34.8%
Total Tax Levy	2,140,400	272,400	1,000	2,413,800	273,400	12.8%		2,413,800	273,400	12.8%

The total expenses for Municipal Enforcement are \$4,381,700 and total revenues are \$1,967,900 resulting in a net budget of \$2,413,800 in 2023. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$1,724,600 in 2023 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$112,000 from 2022 primarily due to inflationary and contractual increases with additional increases to overtime, standby and shift premium pay.

Materials & Supplies total budget is \$65,700 in 2023 comprised primarily of postage, gasoline, vehicle parts and equipment. The budget decreased by \$32,600 from 2022 primarily due the removal of one-time adjustment for radios.

Capital out of Operations total budget is \$5,900 in 2023 comprised primarily of communication equipment and general equipment. The budget remained the same from 2022.

Purchased Services total budget is \$1,698,600 in 2023 comprised primarily of contracted services for the Humane Society, professional fees and telephone expense. The budget increased by \$551,300 from 2022 primarily due to the inflationary increase to the Oakville Milton Humane Society's grant. Due to the addition of the Automated Speed Enforcement (ASE) program within Municipal Enforcement, a budget was established for victim surcharge which is funded from fees received from the fine revenue.

Municipal Enforcement

Payments & Grants total budget is \$138,600 in 2023 comprised primarily of registration and filing fees. The budget increased by \$118,000 from 2022 primarily due to the fees paid to MTO for the ASE program.

Internal Expenses & Transfers total budget is \$748,300 in 2023 comprised primarily of internal charges and transfers to equipment reserve. The budget increased by \$32,800 from 2022 primarily due to the internal charge from Legal Services for support provided for ASE program. Four temporary Mobile Compliance Officers and associated costs, residing in the Parking program and charged out to Municipal Enforcement as an internal expense, are also budgeted in 2023 and are fully funded from the Tax Stabilization reserve.

External Revenue total budget is \$1,519,200 in 2023 comprised primarily of various fees for sign permits, by-law fines and administrative penalties. The budget increased by \$59,400 from 2022 primarily due to inflationary increase and minor volume adjustments.

Internal Recovery and Funds Transfer of \$448,700 is included as a transfer from the Tax Stabilization reserve to fund the four temporary Mobile Compliance Officers and associated costs.

2024 - 2025 Operating Budget Forecast

	2023 Requested Budget	2024 Requested Forecast	2023 - 2024 Change (\$)	2023 - 2024 Change (%)	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)
Municipal Enforcement							
Gross Expenditures by Service							
Administration	122,300	125,000	2,700	2.2%	127,800	2,800	2.2%
By-law Services	2,835,700	2,435,000	-400,700	-14.1%	2,482,700	47,700	2.0%
Animal Society	1,256,300	1,287,500	31,200	2.5%	1,319,500	32,000	2.5%
Licensing	167,400	170,800	3,400	2.0%	174,500	3,700	2.2%
Total Gross Expenditures by Service	4,381,700	4,018,300	-363,400	-8.3%	4,104,500	86,200	2.1%
Tax Levy by Service							
Administration	122,300	125,000	2,700	2.2%	127,800	2,800	2.2%
By-law Services	2,015,900	2,054,600	38,700	1.9%	2,092,900	38,300	1.9%
Animal Society	1,206,500	1,236,500	30,000	2.5%	1,267,200	30,700	2.5%
Licensing	-930,900	-954,800	-23,900	-2.6%	-978,800	-24,000	-2.5%
Total Tax Levy by Service	2,413,800	2,461,300	47,500	2.0%	2,509,100	47,800	1.9%
Gross Expenditures by Type							
Personnel Services & Benefits	1,724,600	1,764,200	39,600	2.3%	1,804,800	40,600	2.3%
Materials & Supplies	65,700	67,200	1,500	2.3%	68,700	1,500	2.2%
Capital out of Operations	5,900	6,100	200	3.4%	6,300	200	3.3%
Purchased Services	1,698,600	1,742,200	43,600	2.6%	1,785,700	43,500	2.5%
Payments & Grants	138,600	139,000	400	0.3%	139,400	400	0.3%
Internal Expenses & Transfers	748,300	299,600	-448,700	-60.0%	299,600		
Total Expenditures	4,381,700	4,018,300	-363,400	-8.3%	4,104,500	86,200	2.1%
Revenues by Type							
External Revenue	-1,519,200	-1,557,000	-37,800	-2.5%	-1,595,400	-38,400	-2.5%
Internal Recoveries & Fund Transfers	-448,700		448,700	100.0%			
Total Revenues	-1,967,900	-1,557,000	410,900	20.9%	-1,595,400	-38,400	-2.5%
Total Tax Levy	2,413,800	2,461,300	47,500	2.0%	2,509,100	47,800	1.9%

Municipal Enforcement

2024 - 2025 Budget Forecast Highlights

The 2024 net budget is projected to increase by \$47,500 for a total of \$2,461,300. The change is primarily due to the cost of delivering services. The four temporary Mobile Compliance Officers and associated costs along with the transfer from the Tax Stabilization reserve added in 2023 have all been removed. The need for the Mobile Compliance Officers will be reassessed during the 2024 budget process.

The 2025 net budget is projected to increase by \$47,800 for a total of \$2,509,100. The change is primarily due to inflationary increases to the cost of delivering services.

2023 Recommended Capital Budget

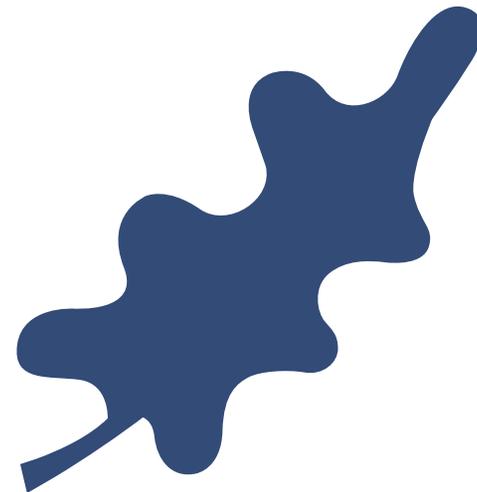
The capital budget provides funds for software and by-law updates.

	Classification	Capital Budget 2023	Operating Impacts 2023
Municipal Enforcement			
53612302 AMANDA IB/IL Folder Re-engineering	Program Initiatives	155,000	
53612303 Online Services - Continuous Improvement Initiatives	Program Initiatives	216,500	
53612304 By-Law Updates	Program Initiatives	150,200	
53612305 Online Licensing Software Updates	Program Initiatives	216,500	
Total		738,200	



2023 BUDGET – ACCOUNTABLE GOVERNMENT

OPERATING AND CAPITAL



Administrative Executive Leadership Program Based Budget 2023 - 2025

Vision

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

Mission

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

Program Services

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



CAO/Executive Leadership

- Provides leadership and strategic direction to the organization and in the implementation of Council's Strategic Plan

Administrative Executive Leadership

2023 Program Key Initiatives



Accountable Government

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

Key Performance Indicators

1. Percentage of gross operating budget

2018	2019	2020	2021	2022
0.9%	0.8%	0.8%	1.0%	0.9%

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

Calculation: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).

2. Percentage of total FTEs

2018	2019	2020	2021	2022
0.6%	0.6%	0.6%	0.8%	0.7%

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

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

3. Annual overall tax rate increase

2018	2019	2020	2021	2022
1.75%	1.53%	2.00%	1.63%	1.50%

Purpose: Overall tax rate increase is the increase residents see on their tax bill.

Calculation: Based on final overall tax increase as identified in the Region of Halton annual tax policy report.

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

2018	2019	2020	2021	2022
89% (2017 survey)	96% (2019 survey)	96% (2019 survey)	96% (2019 survey)	93% (2022 survey)
Purpose: The town is committed to surveying its residents to provide statistically valid measures of satisfaction. This data assists Council and town staff in allocating program funds to meet public expectations.				
Calculation: Forum Research Inc. conducted a 27-minute survey of 811 residents on behalf of the town in 2022. Next survey will be conducted in 2024.				

5. Employee turnover rate

2018	2019	2020	2021	2022
5.0%	5.2%	7.5%	4.3%	5.5% (to Sept 2022)
Purpose: Tracking employee turnover is important due to the financial costs associated with hiring, as well as impact on organizational effectiveness.				
Calculation: Total employees leaving organization/Total program FTEs. Note that 2022 calculation excludes Oakville Public Library employee turnover.				

Staffing Overview

Program: Admin Executive Leadership	2022	2023	2023	2023	2023	Net
Services/Activities:	Restated	Adjustments &	Service Level	Growth and	Total	Change
	FTE	Reallocations	Change	Capital	FTE	2023 vs 2022
CAO/Executive Leadership	11.0	-	-	-	11.0	-
Total Admin Executive Leadership	11.0	-	-	-	11.0	-

The 2023 total staff complement is 11.0 FTEs.

2023 Operating Budget Overview by Service

	2022	2023	2023	2023	\$ Change	% Change	2023	2023	\$ Change	%
	Restated	Inflation &	Capital and	Base	from	from	Service	Requested	from	from
	Budget	Adjustments	Growth Impacts	Budget	2022	2022	Level	Budget	2022	2022
Administrative Executive Leadership										
CAO/Executive Leadership	1,850,200	290,200		2,140,400	290,200	15.7%		2,140,400	290,200	15.7%
Total Tax Levy	1,850,200	290,200		2,140,400	290,200	15.7%		2,140,400	290,200	15.7%

The 2023 net budget for Administrative Executive Leadership is \$2,140,400 resulting in an increase of \$290,200 or 15.7% from 2022. The CAO/Executive Leadership service area represents the costs of leadership and policy implementation to enable the organization to achieve Council's visions and goals.

2023 Operating Budget Overview by Component

	2022 Restated Budget	2023 Inflation & Adjustments	2023 Capital and Growth Impacts	2023 Base Budget	\$ Change from 2022	% Change from 2022	2023 Service Level	2023 Requested Budget	\$ Change from 2022	% Change from 2022
Administrative Executive Leadership										
EXPENSES										
Personnel Services & Benefits	1,990,000	94,300		2,084,300	94,300	4.7%		2,084,300	94,300	4.7%
Materials & Supplies	4,900	-500		4,400	-500	-10.2%		4,400	-500	-10.2%
Capital out of Operations	900			900				900		
Purchased Services	354,400	49,000		403,400	49,000	13.8%		403,400	49,000	13.8%
Total EXPENSES	2,350,200	142,800		2,493,000	142,800	6.1%		2,493,000	142,800	6.1%
REVENUES										
Internal Recovery & Fund Transfers	-500,000	147,400		-352,600	147,400	29.5%		-352,600	147,400	29.5%
Total REVENUES	-500,000	147,400		-352,600	147,400	29.5%		-352,600	147,400	29.5%
Total Tax Levy	1,850,200	290,200		2,140,400	290,200	15.7%		2,140,400	290,200	15.7%

The total expenses for Administrative Executive Leadership are \$2,493,000 and total revenues are \$352,600 resulting in a net budget of \$2,140,400 in 2023. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$2,084,300 in 2023 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$94,300 from 2022 primarily due to inflation and adjustments on personnel services and benefits.

Materials & Supplies total budget is \$4,400 in 2023 comprised primarily of postage and courier and office supplies. The budget decreased by \$500 from 2022 primarily due to a reduction in spending on postage.

Capital out of Operations total budget is \$900 in 2023 comprised primarily of office equipment. The budget remained the same from 2022.

Purchased Services total budget is \$403,400 in 2023 comprised primarily of training and development and professional fees. The budget increased by \$49,000 from 2022 primarily due to an increase in professional fees work done for administrative executive leadership.

Internal Recoveries & Fund Transfers total budget is \$352,600 in 2023 comprised primarily of a transfer from tax stabilization reserve. The 2022 budget included \$500,000 in tax stabilization funding for efficiencies to be realized over the 2022-2024 period from various service reviews. The budgeted transfer decreased by \$147,400 from 2022 with savings that were found through the Facility Maintenance Review. The 2023 budget includes the balance of \$352,600 in tax stabilization funding with further efficiencies to be identified in the 2024 and 2025 budgets.

Administrative Executive Leadership

2024 - 2025 Operating Budget Forecast

	2023 Requested Budget	2024 Requested Forecast	2023 - 2024 Change (\$)	2023 - 2024 Change (%)	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)
Administrative Executive Leadership							
Gross Expenditures by Service							
CAO/Executive Leadership	2,493,000	2,554,600	61,600	2.5%	2,617,700	63,100	2.5%
Total Gross Expenditures by Service	2,493,000	2,554,600	61,600	2.5%	2,617,700	63,100	2.5%
Tax Levy by Service							
CAO/Executive Leadership	2,140,400	2,202,000	61,600	2.9%	2,265,100	63,100	2.9%
Total Tax Levy by Service	2,140,400	2,202,000	61,600	2.9%	2,265,100	63,100	2.9%
Gross Expenditures by Type							
Personnel Services & Benefits	2,084,300	2,136,200	51,900	2.5%	2,189,400	53,200	2.5%
Materials & Supplies	4,400	4,400			4,400		
Capital out of Operations	900	900			900		
Purchased Services	403,400	413,100	9,700	2.4%	423,000	9,900	2.4%
Total Expenditures	2,493,000	2,554,600	61,600	2.5%	2,617,700	63,100	2.5%
Revenues by Type							
Internal Recoveries & Fund Transfers	-352,600	-352,600			-352,600		
Total Revenues	-352,600	-352,600			-352,600		
Total Tax Levy	2,140,400	2,202,000	61,600	2.9%	2,265,100	63,100	2.9%

2024 - 2025 Budget Forecast Highlights

The 2024 net budget is projected to increase by \$61,600 for a total of \$2,202,000. The change is primarily due to inflation on personnel services and benefits and purchased services.

The 2025 net budget is projected to increase by \$63,100 for a total of \$2,265,100. The change is primarily due to inflation on personnel services and benefits and purchased services.

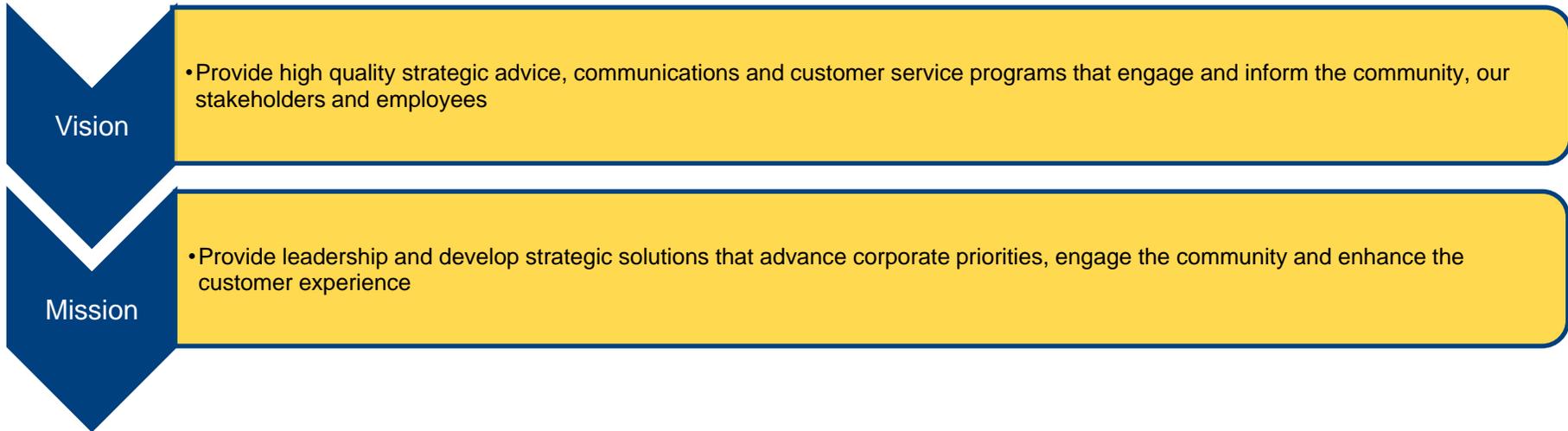
Administrative Executive Leadership

2023 Capital Budget

The 2023 capital budget for Administrative Executive Leadership includes the Downtown Cultural Hub Refresh. This project provides funds to update and revalidate the Downtown Cultural Hub study to include post-pandemic impacts on performing arts, library services, galleries and emerging trends in outdoor recreation and urban park uses.

	Classification	Capital Budget 2023	Operating Impacts 2023
Administrative Executive Leadership			
46602302 Downtown Cultural Hub Refresh	Program Initiatives	1,006,000	
Total		1,006,000	

Strategy, Policy and Communications Program Based Budget 2023 - 2025



Program Services

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



Administration

- Establish overall department direction and provide leadership and guidance

Communication

- Provide communication engagement and creative solutions

Corporate Strategy

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

Climate Action

- Set the framework to embed climate action across the corporation

Strategic Initiatives

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

Service Oakville

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

Strategy, Policy and Communications

2023 Program Key Initiatives



Engaged Community

- Approved Inclusivity, Diversity, Equity and Accessibility (IDEA) multi-year plan and initial implementation
- Improved Service Oakville customer relationship management processes
- Effective communication plans to support town programs and services, ensure open and transparent government, and increase public awareness, engagement and understanding of town priorities and emerging issues



Accountable Government

- Support the development of Council's long-term vision and 4 year action plan
- Begin implementation of an enterprise data management strategy
- Roll-out of the redesigned Oakville.ca website and new content management system



Environment

- Partner with Oakville Enterprise Corporation and Future Energy Oakville on the development of a home energy retrofit program business case
- Begin implementation of the Task Force for Climate-Related Financial Disclosure

Key Performance Indicators

1. Percentage of gross operating budget

2018	2019	2020	2021	2022
1.0%	0.5%	1.3%	1.5%	1.5%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

2. Percentage of total FTEs

2018	2019	2020	2021	2022
0.6%	0.6%	1.5%	1.7%	1.7%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total town FTEs.				
Calculation: Total program FTEs including part-time / Total town FTEs including part-time.				

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

2018	2019	2020	2021	2022
84% (2017 survey)	80% (2019 survey)	80% (2019 survey)	80% (2019 survey)	78% (2022 survey)
Purpose: To track overall citizen satisfaction with town performance, identify emerging issues, and help set strategic priorities for the future. Communications and public engagement is a key component of open and transparent governance; it helps us to develop and deliver quality programs and services; and is important to Oakville achieving its vision of being the most livable town in Canada.				
Calculation: To gather the opinions of local residents in the most comprehensive and efficient way, in 2022 Forum Research Inc. conducted a 27-minute telephone survey among 811 randomly selected residents of the Town of Oakville. The next survey will take place in 2024.				

4. Number of unique visitors on Oakville.ca

2018	2019	2020	2021	2022
882,099 visitors viewed a total of 4,249,445 pages averaging 2.3 pages per visit	933,803 visitors viewed a total of 4,455,077 pages averaging 1.95 pages per visit	1,019,702 visitors viewed a total of 4,109,529 pages averaging 2.25 pages per visit	1,128,267 visitors viewed a total of 5,004,812 pages averaging 2.35 pages per visit	1,156,200 visitors viewed a total of 6,158,131 pages averaging 2.45 pages per visit (as of November 18)
Purpose: Oakville.ca is the town's primary tool to provide information to residents, and 68 percent of respondents to the town's 2019 Citizen Survey identified Oakville.ca as their preferred way to access town information.				
Calculation: The town uses Google web analytics to track web statistics.				

5. Number of followers on town social media sites

2018	2019	2020	2021	2022
53,774	64,269	83,176	90,883	99,576 (as of November 18)
<p>Purpose: Social media is now used by almost 91 percent of Canadians, with two-thirds of Canadians accessing social media from their smartphone or tablet. Facebook remains the most popular social account in Canada followed by LinkedIn, Google+, Instagram and Twitter, and are effective channels for the town to engage in two-way communications with residents.</p>				
<p>Calculation: Twitter and Facebook analytical tools are used to calculate totals.</p>				

6. Climate Action: Corporate Greenhouse Gas Emissions

2018	2019	2020	2021	2022
7,539 tonnes CO ₂ e	7,438 tonnes CO ₂ e	7,178 tonnes CO ₂ e	5,773 tonnes CO ₂ e	TBD
<p>Purpose: The town is committed to reducing its corporate greenhouse gas emissions (GHGs) as outlined in its Conservation Demand Management (CDM) program and the Oakville Community Energy Strategy.</p>				
<p>Calculation: The CDM set out target reductions of GHGs by 2021 of 24.4% based on 2014 data, not including Fleet or Transit. In 2021, GHS reductions of 33.7% were achieved, 9.3% higher than the reduction target.</p>				

7. Climate Action: Corporate Energy Use

2018	2019	2020	2021	2022
73,626,144 ekWh	71,357,794 ekWh	64,562,561 ekWh	60,834,392 ekWh	TBD
<p>Purpose: The town is committed to reducing its corporate energy use as outlined in its Conservation Demand Management (CDM) program and the Oakville Community Energy Strategy.</p>				
<p>Calculation: The CDM set out target reductions of energy use by 2021 of 17.5% based on 2014 data not including Fleet or Transit. In 2021 energy reductions of 29.3% were achieved, 11.8% higher than the reduction target.</p>				

8. Climate Action: Air Quality Health Index Oakville

2018	2019	2020	2021	2022
48	35	27	41	36 (as of November 18)
<p>Purpose: The Air Quality Health Index is a measure designed to help link air quality to health and is rated on a scale from 1 to 10: 1-3 low risk; 4-6 moderate risk; 7-10 high risk. It assesses three air pollutants which are known to harm human health: ground-level ozone, fine particulate matter, and nitrogen dioxide.</p>				
<p>Calculation: Numbers reflect the days above "low risk" (1-3) air quality rating as reported by the province.</p>				

9. Percentage of calls answered within 30 seconds

2018	2019	2020	2021	2022
78%	75.5%	70.3%	64.9%	58.6% (as of November 18)
Purpose: This metric provides an accurate representation of the customers' experience. Set appropriately, it will meet callers' expectations for service, will keep the abandon rate less than 5%, and will minimize expenses.				
Calculation: Service level = [Number of calls answered within the service level threshold] / [Number of calls offered] * 100. Excluded are any calls where the caller hung up before waiting in queue for 6 seconds or less as well as those calls that were handled by a Service Oakville CSR in less than 20 seconds.				

10. Abandon rate

2018	2019	2020	2021	2022
5.5%	6.4%	9.1%	10.5%	17.8% (as of November 18)
Purpose: This measures the rate of callers hanging up prior to reaching a customer service representative. Generally, the longer callers have to wait to be answered, the higher this number is. This is a good performance indicator of being appropriately staffed to handle call volume.				
Calculation: Abandonment rate % = [Number of calls offered – Number of calls handled] / [Number of calls offered] * 100. Excluded are any calls where the caller hung up before waiting in queue for 6 seconds or less.				

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

2018	2019	2020	2021	2022
61%	62%	72%	68%	63% (October 31)
Purpose: A critical driver of customer satisfaction is having their issue addressed in a "one-and-done" capacity.				
Calculation: The total number of CRM requests logged as "FCR" (First Call Resolution) + AIMS + PRESTO + Counter POS / Total number of cases handled (both FCR and SR – Service Requests + AIMS + PRESTO + Counter POS).				

Staffing Overview

Program: Strategy, Policy and Communications	2022	2023	2023	2023	2023	Net
	Restated	Adjustments &	Service Level	Growth and	Total	Change
Services/Activities:	FTE	Reallocations	Change	Capital	FTE	2023 vs 2022
Administration	1.0	-	-	-	1.0	-
Communications	6.4	-	0.4	-	6.8	0.4
Corporate Strategy and Policy	3.0	-	1.0	-	4.0	1.0
Climate Action	2.6	-	-	-	2.6	-
Strategic Initiatives	2.0	-	-	-	2.0	-
Service Oakville	14.9	-	-	1.0	15.9	1.0
Total Strategy, Policy and Communications	29.9	-	1.4	1.0	32.3	2.4

The 2023 total staff complement is 32.3 FTEs. 2.0 new FTE's have been added to the budget including a full-time Corporate Strategy Program Advisor in Corporate Strategy and Policy and a Service Oakville Technical support FTE. As well, 0.4 part-time FTE's have been added in Communications for the Junior Creative Services Advisor position.

2023 Operating Budget Overview by Service

	2022	2023	2023	2023	\$ Change	% Change	2023	2023	\$ Change	% Change
	Restated	Inflation &	Capital and	Base	from	from	Service	Requested	from	from
	Budget	Adjustments	Growth Impacts	Budget	2022	2022	Level Change	Budget	2022	2022
Strategy, Policy and Communications										
Administration	264,600	7,500		272,100	7,500	2.8%		272,100	7,500	2.8%
Communications	878,100	-900		877,200	-900	-0.1%		877,200	-900	-0.1%
Corporate Strategy and Policy	483,900	15,200		499,100	15,200	3.1%	91,900	591,000	107,100	22.1%
Climate Action	445,100	10,300		455,400	10,300	2.3%		455,400	10,300	2.3%
Strategic Initiatives	314,500	400		314,900	400	0.1%		314,900	400	0.1%
Service Oakville	1,407,800	21,400	58,000	1,487,200	79,400	5.6%		1,487,200	79,400	5.6%
Total Tax Levy	3,794,000	53,900	58,000	3,905,900	111,900	2.9%	91,900	3,997,800	203,800	5.4%

The 2023 net budget for Strategy Policy and Communications is \$3,997,800 resulting in an increase of \$203,800 or 5.4% from 2022. The main driver of the increase is due to two new full-time positions being added in Corporate Strategy and Policy and in Service Oakville. This budget represents the costs to support the development and execution of Council's strategic plan and to help create awareness and promote the town's many diverse programs and services through strategic communication plans and materials. In addition, the department supports the town's commitment to climate action and sustainability. The budget for Service Oakville provides a one-window approach to customer service and tracks and handles walk-in, e-mail, website and telephone inquiries on behalf of several programs in the town.

Strategy, Policy and Communications

Administration net budget for 2023 is \$272,100 for an increase of \$7,500 from 2022. The change is primarily due to inflation and adjustments on personnel services and benefits.

Communications net budget for 2023 is \$877,200 for a decrease of \$900 from 2022. The change is primarily due to inflation and adjustments on personnel services and benefits. The budget includes \$15,000 for one-time media training costs for Council to be funded from tax stabilization reserve. As well, 0.4 part-time FTEs have been added to the budget for the Junior Creative Services Advisor position which will be funded from capital recoveries.

Corporate Strategy and Policy net budget for 2023 is \$591,000 for an increase of \$107,100 from 2022. The change includes inflation and adjustments on personnel services and benefits as well the addition of a new full-time Corporate Strategy Program Advisor position.

Climate Action net budget for 2023 is \$455,400 for an increase of \$10,300 from 2022. The change is primarily due to inflation and adjustments on personnel services and benefits.

Strategic Initiatives net budget for 2023 is \$314,900 for an increase of \$400 from 2022. The change is primarily due to inflation and adjustments on personnel services and benefits.

Service Oakville net budget for 2023 is \$1,487,200 for an increase of \$79,400 from 2022. The change includes inflation and adjustments on personnel services and benefits as well the addition of a new full-time technical position for Service Oakville that will start in July 2023.

2023 Operating Budget Overview by Component

	2022 Restated Budget	2023 Inflation & Adjustments	2023 Capital and Growth Impacts	2023 Base Budget	\$ Change from 2022	% Change from 2022	2023 Service Level Change	2023 Requested Budget	\$ Change from 2022	% Change from 2022
Strategy, Policy and Communications										
EXPENSES										
Personnel Services & Benefits	3,625,600	57,800	58,000	3,741,400	115,800	3.2%	121,200	3,862,600	237,000	6.5%
Materials & Supplies	20,600	-100		20,500	-100	-0.5%		20,500	-100	-0.5%
Capital out of Operations	1,800			1,800				1,800		
Purchased Services	326,200	16,300		342,500	16,300	5.0%		342,500	16,300	5.0%
Payments & Grants	1,000			1,000				1,000		
Total EXPENSES	3,975,200	74,000	58,000	4,107,200	132,000	3.3%	121,200	4,228,400	253,200	6.4%
REVENUES										
External Revenues	-3,600	-100		-3,700	-100	-2.8%		-3,700	-100	-2.8%
Internal Recovery & Fund Transfers	-177,600	-20,000		-197,600	-20,000	-11.3%	-29,300	-226,900	-49,300	-27.8%
Total REVENUES	-181,200	-20,100		-201,300	-20,100	-11.1%	-29,300	-230,600	-49,400	-27.3%
Total Tax Levy	3,794,000	53,900	58,000	3,905,900	111,900	2.9%	91,900	3,997,800	203,800	5.4%

Strategy, Policy and Communications

The total expenses for Strategy, Policy and Communications are \$4,228,400 and total revenues are \$230,600 resulting in a net budget of \$3,997,800 in 2023. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$3,862,600 in 2023 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$237,000 from 2022 primarily due to the addition of 2.4 new FTE's as well as inflation and adjustments to personnel services and benefits.

Materials & Supplies total budget is \$20,500 in 2023 comprised primarily of postage, printing and office supplies. The budget decreased by \$100 from 2022 primarily due to adjustments in the office supplies budgets.

Capital out of Operations total budget is \$1,800 in 2023 comprised primarily of communication equipment for Service Oakville. The budget remains the same from 2022.

Purchased Services total budget is \$342,500 in 2023 comprised primarily of budgets for training and development, consultants and professional fees, advertising, and promotion. The budget increased by \$16,300 from 2022 primarily due to the one-time \$15,000 budget for 2023 for media training for the new Council.

Payments & Grants total budget is \$1,000 in 2023 comprised primarily of costs to make documents accessible for online access. The budget remains the same from 2022.

External Revenue total budget is \$3,700 in 2023 comprised primarily of revenue from the retail store operated by Service Oakville that sells Oakville merchandise to the public. The budget increased by \$100 from 2022 primarily due to inflation.

Internal Recoveries & Fund Transfers total budget is \$226,900 in 2023 comprised primarily of recoveries from Parking Operations for Customer Service Representative work done on behalf of that department. The budget increased by \$49,300 from 2022 for a one-time \$15,000 recovery from the tax stabilization reserve for the media training for Council, as well as the addition of a \$29,300 internal labour recovery for work to be performed by the new 0.4 FTE part-time Creative Services Advisor position.

2024 - 2025 Operating Budget Forecast

	2023 Requested Budget	2024 Requested Forecast	2023 - 2024 Change (\$)	2023 - 2024 Change (%)	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)
Strategy, Policy and Communications							
Gross Expenditures by Service							
Administration	272,100	278,500	6,400	2.4%	285,000	6,500	2.3%
Communications	921,500	938,500	17,000	1.8%	961,100	22,600	2.4%
Corporate Strategy and Policy	591,000	634,600	43,600	7.4%	647,900	13,300	2.1%
Climate Action	455,400	466,600	11,200	2.5%	477,900	11,300	2.4%
Strategic Initiatives	314,900	322,700	7,800	2.5%	330,700	8,000	2.5%
Service Oakville	1,673,500	1,771,700	98,200	5.9%	1,813,100	41,400	2.3%
Total Gross Expenditures by Service	4,228,400	4,412,600	184,200	4.4%	4,515,700	103,100	2.3%
Tax Levy by Service							
Administration	272,100	278,500	6,400	2.4%	285,000	6,500	2.3%
Communications	877,200	899,400	22,200	2.5%	922,000	22,600	2.5%
Corporate Strategy and Policy	591,000	634,600	43,600	7.4%	647,900	13,300	2.1%
Climate Action	455,400	466,600	11,200	2.5%	477,900	11,300	2.4%
Strategic Initiatives	314,900	322,700	7,800	2.5%	330,700	8,000	2.5%
Service Oakville	1,487,200	1,585,300	98,100	6.6%	1,626,600	41,300	2.6%
Total Tax Levy by Service	3,997,800	4,187,100	189,300	4.7%	4,290,100	103,000	2.5%
Gross Expenditures by Type							
Personnel Services & Benefits	3,862,600	4,053,000	190,400	4.9%	4,147,300	94,300	2.3%
Materials & Supplies	20,500	21,000	500	2.4%	21,500	500	2.4%
Capital out of Operations	1,800	1,800			1,800		
Purchased Services	342,500	335,800	-6,700	-2.0%	344,100	8,300	2.5%
Payments & Grants	1,000	1,000			1,000		
Total Expenditures	4,228,400	4,412,600	184,200	4.4%	4,515,700	103,100	2.3%
Revenues by Type							
External Revenue	-3,700	-3,800	-100	-2.7%	-3,900	-100	-2.6%
Internal Recoveries & Fund Transfers	-226,900	-221,700	5,200	2.3%	-221,700		
Total Revenues	-230,600	-225,500	5,100	2.2%	-225,600	-100	-
Total Tax Levy	3,997,800	4,187,100	189,300	4.7%	4,290,100	103,000	2.5%

Strategy, Policy and Communications

2024 - 2025 Budget Forecast Highlights

The 2024 net budget is projected to increase by \$189,300 for a total of \$4,187,100. The change is primarily due to inflation on personnel services and benefits and purchased services, as well as the annualization of the 2 full-time positions approved in the 2023 budget.

The 2025 net budget is projected to increase by \$103,000 for a total of \$4,290,100. The change is primarily due to inflation on personnel services and benefits and purchased services.

2023 Recommended Capital Budget

The 2023 recommended capital budget includes continued funding for the Website Rebuild project as staff work toward a newly designed Oakville.ca on a new content management system as well as the migration of the town's other key public-facing websites. Projects included in the budget below will allow the town to continue its efforts towards being a leader in innovation in the municipal sector. Projects also build on work that is already underway in the town, including the Data Management, Lean process reviews and diversity and inclusion implementation. The Home Energy Retrofit program will assist the town in delivering on its Community Energy Strategy (CES), emphasizing home and building energy efficiency.

	Classification	Capital Budget 2023	Operating Impacts 2023
Strategy, Policy and Communications			
21101801 Website Rebuild	Program Initiatives	497,400	
21112201 Innovation Fund	Program Initiatives	151,100	
21112202 Data Management	Program Initiatives	230,000	
21112302 Public Identity & Access Management Implementation Plan	Program Initiatives	622,500	
21112303 Lean Staff Experience Process Improvement	Program Initiatives	100,000	
21112304 Home Energy Retrofit Program	Program Initiatives	251,800	
21112306 2023-2026 Council Strategic Plan	Program Initiatives	201,400	
21112307 Corporate Wide Contract Management Standard	Program Initiatives	225,000	
21112310 Citizen Survey	Program Initiatives	50,400	
22102001 Future Energy Oakville	Program Initiatives	50,400	
24102101 Diversity and Inclusion Implementation	Program Initiatives	25,200	
Total		2,405,200	

Strategy, Policy and Communications

Corporate Asset Management Program Based Budget 2023 - 2025

Vision

- To develop and implement the town's Strategic Asset Management plan to ensure long-term fiscal sustainability of all town assets and alignment with desired service outcomes.

Mission

- To Build, strengthen and maintain the corporate-wide Asset Management System for the town's infrastructure and natural assets by facilitating the development of service based asset management plans which promote a balance between desired levels of service, risk and fiscal sustainability.

Program Services

The Corporate Asset Management program consists of the following service areas and activities:



2023 Program Key Initiatives



Livability

- Coordinate the asset renewal program across all town programs and with other government agencies to optimize timing and ensure capital works are aligned.



Accountable Government

- Continue to develop the town's Strategic Asset Management plan in order to conform with O Reg 288/2017 Requirements with Non-Core assets to be completed by July 2024.
- Implement an Asset Management software planning solution that supports risk based decisions related to service levels and lifecycle optimization to create a holistic decision making framework.
- Complete an Asset Management maturity assessment and develop a five year road map which identifies goals and objectives for improvement.
- Coordinate the development of the 10 Year Infrastructure Renewal Capital plan incorporating asset management plans and best practice recommendations.
- Continue to ensure integrity of asset management data sets to facilitate monitoring and implementation of operational maintenance activities and appropriate life cycle replacements.



Environment

- Identify vulnerabilities to the town's infrastructure that may be caused by climate change and incorporate mitigation strategies and adaptation opportunities within various asset management plans.
- Develop a Rainwater Management strategy and framework to prioritize infrastructure improvements identified in the Stormwater Master Plan, Riverine Studies and various other studies and develop a long-term capital forecast and financing plan.

Key Performance Indicators - Corporate Asset Management was formed in 2021 and therefore some KPI's were not available prior to 2021.

1. Percentage of gross operating budget

2018	2019	2020	2021	2022
			0.7%	0.7%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: Gross program operating costs (excluding transfers to reserves & internal charges) / Gross town operating costs (excluding transfers to reserves & internal charges)				

2. Percentage of total FTEs

2018	2019	2020	2021	2022
			0.8%	0.8%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTE's.				
Calculation: Total program FTEs including part-time / Total town FTEs including part-time				

3. Asset Renewal Ratio (New)

2018	2019	2020	2021	2022
		77%	99%	79% (Estimate)
Purpose: Indicates whether the organization is renewing or replacing its infrastructure at the rate it is being consumed. On average, organizations should replacing/renewing assets at the time they need to be replaced compared to the rate of depreciation. Target ratio is 100% however when an asset portfolio is young this rate could be 50% or less or if the portfolio older it may be appropriate for the ratio to exceed 100% at times.				
Calculation: Total annual infrastructure renewal capital budget/total annual depreciation expense				

4. Percentage of Assets in Good, Fair and Poor Condition (New)

Asset Condition	2018	2019	2020	2021	2022
Good			60%	72%	70% (Estimate)
Fair			31%	17%	19% (Estimate)
Poor			9%	11%	11% (Estimate)
Purpose: It is recommended to have a balance across the three condition levels as it indicates that funds are being apportioned strategically. Assets in good condition are generally new or have very robust maintenance schedules, Assets in Fair condition are midlife and still performing well but need monitoring or minor upgrades, finally assets in poor condition are assets reaching end of life and become the priority and plans for near-term replacement or renewal. The goal being to minimize the portion in poor condition but recognize that this does not mean assets are failing, just that they need attention in the near future. Risk is also a factor as some assets present less risk of service disruption and have a quick replacement time and/or alternative options therefore it may be satisfactory to have a higher percentage in the poor condition category.					
Calculation: (# assets in good/fair/poor condition/Total # of assets) * 100					

5. Ratio of assets that achieve full expected life

2018	2019	2020	2021	2022
78%	97%	70%	74%	74%(Estimate)
<p>Purpose: To ensure that the infrastructure investments are optimized to the full extent of their useful life and that Assets are being disposed of with a net book value of \$0. Monitoring the useful life enables the town to better plan replacements, schedule preventative maintenance and the associated costs at the correct time and ensures assets are set up with the appropriate useful life projections. Lower percentage indicates assets are being disposed of prior to the estimated useful life and requires investigation. Higher percentage indicates useful life has been maximized and above 100% indicates assets have been in service beyond expected useful life.</p>				
<p>Calculation: (# of disposed assets at end of Useful Life or greater/Total # of TCA disposed) * 100</p>				

The asset renewal ratio (KPI#3), % condition (KPI#4) and useful life ratio (KPI#5) should be considered together; for example, if there is a high percentage of assets in low condition and low % meeting expected useful life this would indicate that an increase in the investment renewal funding would be required. Currently, with 90% in good condition, 70% meeting expected useful life and asset renewal ratio within 75%-100% range indicates the town is investing an appropriate amount of funding to support the infrastructure in an overall good state of repair.

6. Percentage of deficient pavement with the network

2018	2019	2020	2021	2022
7.3%	8.7%	11.5%	11.9%	10.8%
<p>Purpose: Managing the condition assessment and appropriate planning of state of good repair of the town's road network assists in optimizing life cycle performance and is a key aspect to community sustainability. The town targets to maintain an average PQI of 70 for all town roads as a whole and minimum of 10% that fall below minimum satisfactory PQI. It should be noted that physical PQI assessments are completed every 4 years, therefore estimates are calculated for the years in between using Roadmatrix software. The next physical PQI assessment is schedule for 2023.</p>				
<p>Calculation: The percentage of deficient pavement is calculated based on a satisfactory Pavement Quality Index (PQI) level. For arterial/collector roads, a satisfactory PQI rating is established as 65; for a local residential road the PQI rating is established as 50. The reported figures represent the percentage of roads that fall under the established PQI levels.</p>				

Staffing Overview

Program: Corporate Asset Management	2022	2023	2023	2023	2023	Net
	Restated	Adjustments &	Service Level	Growth and	Total	Change
Services/Activities:	FTE	Reallocations	Change	Capital	FTE	2023 vs 2022
Asset Management	7.0	-	-	-	7.0	-
Infrastructure Planning	5.0	-	-	-	5.0	-
Asset Management Admin	1.0	-	-	-	1.0	-
Total Corporate Asset Management	13.0	-	-	-	13.0	-

The 2023 total staff complement is 13 FTEs with no change from 2022.

2023 Operating Budget Overview by Service

	2022 Restated Budget	2023 Inflation & Adjustments	2023 Capital and Growth Impacts	2023 Base Budget	\$ Change from 2022	% Change from 2022	2023 Service Level	2023 Requested Budget	\$ Change from 2022	% Change from 2022
Corporate Asset Management										
Administration	378,500	-120,700		257,800	-120,700	-31.9%		257,800	-120,700	-31.9%
Asset Management	779,700	196,100		975,800	196,100	25.2%		975,800	196,100	25.2%
Infrastructure Planning	481,600	13,100		494,700	13,100	2.7%		494,700	13,100	2.7%
Total Tax Levy	1,639,800	88,500		1,728,300	88,500	5.4%		1,728,300	88,500	5.4%

The 2023 net budget for Corporate Asset Management is \$1,728,300 resulting in an increase of \$88,500 or 5.4% from 2022. Corporate Asset Management is responsible for the town's Corporate Asset Management System which involves policy and procedure development, infrastructure planning and prioritization, asset information and data management, training and development and overall stewardship of the Asset Management program across the town.

Administration decreased by \$120,700, primarily due to the transfer of the Fixed Asset Analyst FTE to the Asset Management service within Corporate Asset Management.

Asset Management net budget for 2023 is \$975,800 for an increase of \$196,100 from 2022. The change is primarily due to inflationary increases on personnel. The Fixed Asset Analyst FTE was transferred from the Asset Management Administration service within Corporate Asset Management within 2022 and the budget for this position has now been reallocated for 2023.

Infrastructure Planning increased by \$13,100, primarily due to inflationary and contractual increases on personnel.

2023 Operating Budget Overview by Component

	2022 Restated Budget	2023 Inflation & Adjustments	2023 Capital and Growth Impacts	2023 Base Budget	\$ Change from 2022	% Change from 2022	2023 Service Level	2023 Requested Budget	\$ Change from 2022	% Change from 2022
Corporate Asset Management										
EXPENSES										
Personnel Services & Benefits	1,794,100	94,500		1,888,600	94,500	5.3%		1,888,600	94,500	5.3%
Materials & Supplies	5,500			5,500				5,500		
Purchased Services	43,800			43,800				43,800		
Total EXPENSES	1,843,400	94,500		1,937,900	94,500	5.1%		1,937,900	94,500	5.1%
REVENUES										
Internal Recovery & Fund Transfers	-203,600	-6,000		-209,600	-6,000	-2.9%		-209,600	-6,000	-2.9%
Total REVENUES	-203,600	-6,000		-209,600	-6,000	-2.9%		-209,600	-6,000	-2.9%
Total Tax Levy	1,639,800	88,500		1,728,300	88,500	5.4%		1,728,300	88,500	5.4%

The total expenses for Corporate Asset Management are \$1,937,900 and total revenues are \$209,600 resulting in a net budget of \$1,728,300 in 2023. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$1,888,600 in 2023 comprised primarily of full-time wages and benefits. The budget increased by \$94,500 from 2022 primarily due to inflationary and contractual increases and the regrade of 2 positions.

Materials & Supplies total budget is \$5,500 in 2023 comprised primarily of office supplies. The budget remained the same from 2022.

Purchased Services total budget is \$43,800 in 2023 comprised primarily of training and development, professional dues and memberships as well as consultant fees. The budget remained the same from 2022.

Internal Recoveries & Fund Transfers total budget is \$209,600 in 2023 comprised of internal labour recoveries for capital related work by various staff members. The budget increased by \$6,000 from 2022 due to inflationary increases.

2024 - 2025 Operating Budget Forecast

	2023 Requested Budget	2024 Requested Forecast	2023 - 2024 Change (\$)	2023 - 2024 Change (%)	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)
Corporate Asset Management							
Gross Expenditures by Service							
Administration	257,800	264,000	6,200	2.4%	270,400	6,400	2.4%
Asset Management	975,800	1,000,400	24,600	2.5%	1,025,500	25,100	2.5%
Infrastructure Planning	704,300	722,000	17,700	2.5%	740,200	18,200	2.5%
Total Gross Expenditures by Service	1,937,900	1,986,400	48,500	2.5%	2,036,100	49,700	2.5%
Tax Levy by Service							
Administration	257,800	264,000	6,200	2.4%	270,400	6,400	2.4%
Asset Management	975,800	1,000,400	24,600	2.5%	1,025,500	25,100	2.5%
Infrastructure Planning	494,700	508,100	13,400	2.7%	526,300	18,200	3.6%
Total Tax Levy by Service	1,728,300	1,772,500	44,200	2.6%	1,822,200	49,700	2.8%
Gross Expenditures by Type							
Personnel Services & Benefits	1,888,600	1,936,100	47,500	2.5%	1,984,800	48,700	2.5%
Materials & Supplies	5,500	5,600	100	1.8%	5,700	100	1.8%
Purchased Services	43,800	44,700	900	2.1%	45,600	900	2.0%
Total Expenditures	1,937,900	1,986,400	48,500	2.5%	2,036,100	49,700	2.5%
Revenues by Type							
Internal Recoveries & Fund Transfers	-209,600	-213,900	-4,300	-2.1%	-213,900		
Total Revenues	-209,600	-213,900	-4,300	-2.1%	-213,900		
Total Tax Levy	1,728,300	1,772,500	44,200	2.6%	1,822,200	49,700	2.8%

2024 - 2025 Budget Forecast Highlights

The 2024 net budget is projected to increase by \$44,200 for a total of \$1,772,500. The change is primarily due to inflationary increases to the cost of delivering services.

The 2025 net budget is projected to increase by \$49,700 for a total of \$1,822,200. The change is primarily due to inflationary increases to the cost of delivering services.

Corporate Asset Management

2023 Recommended Capital Budget

The 2023 budget is shown below. Funding is included to investigate tools/systems to be used for asset management prioritization, as well as funds to perform condition audits for various town infrastructure such as roads, bridges and stormwater management.

	Classification	Capital Budget 2023	Operating Impacts 2023
Corporate Asset Management			
53352001 Infrastructure Assessment and Engineering Studies	Infrastructure Renewal	100,700	
53362302 Bridge and Culvert Condition Assessments	Infrastructure Renewal	201,400	
53372106 Major Slope Inspection and Monitoring	Infrastructure Renewal	50,400	
55102201 Asset Mgmt Decision Support Software	Program Initiatives	50,000	120,000
55102202 Ditching Program – Condition Assessments	Infrastructure Renewal	151,100	
55102301 Pavement Condition and Geotechnical Assessments	Infrastructure Renewal	50,400	
55102304 SWM Pond Monitoring	Infrastructure Renewal	60,400	
55102305 Storm Sewer Condition Assessments	Infrastructure Renewal	302,100	
Total		966,500	120,000

Financial Services Program Based Budget 2023 - 2025

Vision

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

Mission

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

Program Services

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



Planning

- Budgets & Financial Planning
- Development Financing (Growth)

Operations

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

2023 Program Key Initiatives



Engaged Community

- Implement new property tax software to support property tax billing and collection and create online self-serve capabilities.
- Move forward with plans to modernize and update the town's payment processes to enable a better user experience and a more efficient back office.



Accountable Government

- Consider, evaluate, and react to the various legislative changes of the More Homes Built Faster Act and its impact on the town's finances.
- Annual budget and financial forecast prepared to ensure long-term financial sustainability.
- Implement an Insurance Claims Management System to enhance data and claims management capabilities to support proactive risk management.
- Obtain an unqualified audit opinion on the town's consolidated financial statements.

Key Performance Indicators

1. Percentage of gross operating budget

2018	2019	2020	2021	2022
2.7%	2.6%	2.6%	2.6%	2.6%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

2. Percentage of total FTEs

2018	2019	2020	2021	2022
3.6%	3.5%	3.5%	2.9%	3.0%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
Calculation: Total program FTEs including part-time / Total town FTEs including part-time				

3. Stabilization Reserves as a percentage of own source revenue

2018	2019	2020	2021	2022
21%	22%	26%	26%	TBD
Purpose: GFOA recommends, at a minimum, that governments regardless of size, maintain unrestricted fund balances in their general fund of no less than two months of own source revenue to provide sufficient liquidity and protect against unforeseen events. This is equivalent to approximately 17%.				
Calculation: Total Stabilization Reserves divided by total town own source revenue.				

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

2018	2019	2020	2021	2022
4.69%	4.43%	4.29%	4.05%	TBD
Purpose: Debt service ratio is an indication of financial flexibility of the organization. The Ministry of Housing limit is 25% and Council Policy is 12%.				
Calculation: Total long-term debt servicing costs divided by total town own source revenue. Values are provided from the FIR.				

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

2018	2019	2020	2021	2022
75.9%	74.1%	67.0%	77.2%	TBD
Purpose: Own source revenue is an indication of the town's ability to plan effectively and demonstrates control over own resources.				
Calculation: Own source revenue divided by total revenue, where own source revenue includes all permit, user fees and taxes collected.				

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

2018	2019	2020	2021	2022
97.2%	97.3%	95.3%	94.4%	TBD
Purpose: Provides an indicator of the financial health of the community at end of each fiscal year.				
Calculation: (Total taxes levied in year – taxes receivable on current year levy)/Total taxes levied in year				

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

2018	2019	2020	2021	2022
-1.9%	1.3%	4.0%	5.1%	TBD
Purpose: Ensures proper budget practices are followed and spending is in accordance with approved budget.				
Calculation: Net variance on town programs excluding Corporate Revenue & Expenses/ Approved budget				

8. Unqualified opinion for the external audit of town's consolidated financial statements

2018	2019	2020	2021	2022
Achieved	Achieved	Achieved	Achieved	TBD
Purpose: An unqualified opinion indicates the town is preparing the financial statements in accordance with the Public Sector Accounting Standards and that there are no significant control deficiencies				
Calculation: External auditors provide an opinion after the interim and final audit of the annual statements, which is presented to Council.				

9. Return on Investment Portfolio

2018	2019	2020	2021	2022
3.05%	2.63%	2.4%	1.8%	2.2% (Sept. 2022)
Purpose: Provides a measure of the effectiveness of the investment program to earn a reasonable rate of return on investment of its cash resources having regard to market, legislative and policy constraints. These earnings provide non-tax contributions to operations, reserve funds and trust funds.				
Calculation: Average annual rate of return				

Staffing Overview

Program: Financial Services	2022	2023	2023	2023	2023	Net
	Restated	Adjustments &	Service Level	Growth and	Total	Change
Services/Activities:	FTE	Reallocations	Change	Capital	FTE	2023 vs 2022
Administration	1.0	-	-	-	1.0	-
Accounting Operations	8.3	-	-	-	8.3	-
Payroll & Benefit Services	6.5	-	-	-	6.5	-
Financial Planning & Policy	9.2	-	-	-	9.2	-
Revenue & Taxation	11.6	-	1.0	-	12.6	1.0
Development Financing & Investments	5.0	-	-	-	5.0	-
Purchasing & Risk Management	10.0	-	-	1.0	11.0	1.0
Total Financial Services	51.6	-	1.0	1.0	53.6	2.0

The 2023 total staff complement is 52.6 FTEs which is an increase of 1.0 FTE from 2022. Given the growth that the town has experienced over the years, an additional staffing resource was needed in Purchasing so this FTE was added in order to maintain the same level of service. An additional FTE was added for a Revenue and Taxation Coordinator as a Budget Committee recommendation and approved by Council.

2023 Operating Budget Overview by Service

	2022 Restated Budget	2023 Inflation & Adjustments	2023 Capital and Growth Impacts	2023 Base Budget	\$ Change from 2022	% Change from 2022	2023 Service Level Change	2023 Requested Budget	\$ Change from 2022	% Change from 2022
Financial Services										
Administration	265,800	21,300		287,100	21,300	8.0%		287,100	21,300	8.0%
Accounting Operations	882,400	30,900		913,300	30,900	3.5%		913,300	30,900	3.5%
Payroll & Benefit Services	760,400	2,300		762,700	2,300	0.3%		762,700	2,300	0.3%
Financial Planning & Policy	734,600	32,300		766,900	32,300	4.4%		766,900	32,300	4.4%
Revenue & Taxation	725,700	19,300		745,000	19,300	2.7%	75,000	820,000	94,300	13.0%
Development Financing & Investments	480,100	-179,600		300,500	-179,600	-37.4%		300,500	-179,600	-37.4%
Purchasing & Risk Management	1,167,000	20,700	102,800	1,290,500	123,500	10.6%		1,290,500	123,500	10.6%
Total Tax Levy	5,016,000	-52,800	102,800	5,066,000	50,000	1.0%	75,000	5,141,000	125,000	2.5%

The 2023 net budget for Financial Services is \$5,141,000 resulting in an increase of \$125,000 or 2.5% from 2022. Financial Services has several service areas and the budget above allows for staffing and resources to provide guidance and support to front line program areas to ensure prudent financial management, compliance with legislation and regulations, and long-term financial stability.

Administration net budget for 2023 is \$287,100 for an increase of \$21,300 from 2022. The change is primarily due to inflationary increases on salaries & benefits. An additional \$10,000 was included for professional fees in 2023 for internal process improvements.

Accounting Operations net budget for 2023 is \$913,300 for an increase of \$30,900 from 2022. The change is primarily due inflationary increases on salaries & benefits.

Payroll & Benefit Services net budget for 2023 is \$762,700 for an increase of \$2,300 from 2022. The change is primarily due to inflationary and contractual increases on personnel as well as a reduction of \$10,900 in part time wages.

Financial Planning & Policy net budget for 2023 is \$766,900 for an increase of \$32,300 from 2022. The change is primarily due to inflationary and contractual increases on personnel. The internal recovery revenue also increased by \$10,400 due to the same factors.

Revenue & Taxation net budget for 2023 is \$820,000 for an increase of \$94,300 from 2022. The change is primarily due to inflationary and contractual increases on personnel as well as increase to postage in the amount of \$20,000. The revenue increased by \$43,900 due to inflation. In addition, \$75,000 was included for a new Revenue and Taxation Coordinator as a Budget Committee recommendation and approved by Council.

Financial Services

Development Financing & Investments net budget for 2023 is \$300,500 for a decrease of \$179,600 from 2022. Salaries and benefits increased by \$24,300 due to inflation and the revenue increased by \$204,000 due to both Reserve and Senior Financial Analyst positions now being 80% recovered from capital.

Purchasing & Risk Management net budget for 2023 is \$1,290,500 for an increase of \$123,500 from 2022. The change is primarily due to inflationary and contractual increases on personnel. An increase of \$102,800 was included for an additional Purchasing staff member which will help the department maintain its current levels of service.

2023 Operating Budget Overview by Component

	2022 Restated Budget	2023 Inflation & Adjustments	2023 Capital and Growth Impacts	2023 Base Budget	\$ Change from 2022	% Change from 2022	2023 Service Level	2023 Requested Budget	\$ Change from 2022	% Change from 2022
Financial Services										
EXPENSES										
Personnel Services & Benefits	6,225,300	171,200	102,800	6,499,300	274,000	4.4%	75,000	6,574,300	349,000	5.6%
Materials & Supplies	190,700	20,000		210,700	20,000	10.5%		210,700	20,000	10.5%
Capital out of Operations	1,800			1,800				1,800		
Purchased Services	140,100	16,600		156,700	16,600	11.8%		156,700	16,600	11.8%
Payments & Grants	16,000			16,000				16,000		
Total EXPENSES	6,573,900	207,800	102,800	6,884,500	310,600	4.7%	75,000	6,959,500	385,600	5.9%
REVENUES										
External Revenues	-719,100	-44,000		-763,100	-44,000	-6.1%		-763,100	-44,000	-6.1%
Internal Recovery & Fund Transfers	-838,800	-216,600		-1,055,400	-216,600	-25.8%		-1,055,400	-216,600	-25.8%
Total REVENUES	-1,557,900	-260,600		-1,818,500	-260,600	-16.7%		-1,818,500	-260,600	-16.7%
Total Tax Levy	5,016,000	-52,800	102,800	5,066,000	50,000	1.0%	75,000	5,141,000	125,000	2.5%

The total expenses for Financial Services are \$6,959,500 and total revenues are \$1,818,500 resulting in a net budget of \$5,141,000 in 2023. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$6,574,300 in 2023 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$349,000 from 2022 primarily due to inflationary and contractual increases as well as an additional FTE in the amount of \$102,800 for Purchasing to help the department maintain its current levels of service. Also, \$75,000 was added for a Revenue and Taxation Coordinator as a Budget Committee recommendation and approved by Council.

Materials & Supplies total budget is \$210,700 in 2023. The budget increased by \$20,000 from 2022 primarily due to an increase for postage and courier fees within Revenue & Taxation.

Purchased Services total budget is \$156,700 in 2023. The budget increased by \$16,600 from 2022 primarily due to an increase in professional fees for internal process improvements in the amount of \$10,000. Insurance costs increased by \$3,200 and training and development costs increased by \$3,900.

External Revenue total budget is \$763,100 in 2023 comprised primarily of fees for tax statements, tax special charges and ownership change fees. The budget increased by \$44,000 from 2022 primarily due to inflationary and contractual increases.

Financial Services

Internal Recoveries & Fund Transfers total budget is \$1,055,400 in 2023 comprised primarily of capital recoveries for staff time spent on various financial planning and purchasing activities related to capital projects. The budget increased by \$216,600 from 2022 primarily due to an additional \$204,000 capital recovery which was included for the Development Financing & Investments service for both the Reserve and Senior Financial Analyst positions.

2024 - 2025 Operating Budget Forecast

	2023 Requested Budget	2024 Requested Forecast	2023 - 2024 Change (\$)	2023 - 2024 Change (%)	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)
Financial Services							
Gross Expenditures by Service							
Administration	287,100	294,000	6,900	2.4%	301,300	7,300	2.5%
Accounting Operations	913,300	936,000	22,700	2.5%	959,300	23,300	2.5%
Payroll & Benefit Services	762,700	781,600	18,900	2.5%	800,900	19,300	2.5%
Financial Planning & Policy	1,298,500	1,330,800	32,300	2.5%	1,363,900	33,100	2.5%
Revenue & Taxation	1,628,900	1,692,500	63,600	3.9%	1,732,100	39,600	2.3%
Development Financing & Investments	665,900	682,800	16,900	2.5%	700,100	17,300	2.5%
Purchasing & Risk Management	1,403,100	1,468,800	65,700	4.7%	1,500,900	32,100	2.2%
Total Gross Expenditures by Service	6,959,500	7,186,500	227,000	3.3%	7,358,500	172,000	2.4%
Tax Levy by Service							
Administration	287,100	294,000	6,900	2.4%	301,300	7,300	2.5%
Accounting Operations	913,300	936,000	22,700	2.5%	959,300	23,300	2.5%
Payroll & Benefit Services	762,700	781,600	18,900	2.5%	800,900	19,300	2.5%
Financial Planning & Policy	766,900	788,600	21,700	2.8%	821,700	33,100	4.2%
Revenue & Taxation	820,000	864,500	44,500	5.4%	884,700	20,200	2.3%
Development Financing & Investments	300,500	317,300	16,800	5.6%	334,500	17,200	5.4%
Purchasing & Risk Management	1,290,500	1,353,900	63,400	4.9%	1,386,000	32,100	2.4%
Total Tax Levy by Service	5,141,000	5,335,900	194,900	3.8%	5,488,400	152,500	2.9%
Gross Expenditures by Type							
Personnel Services & Benefits	6,574,300	6,792,000	217,700	3.3%	6,954,400	162,400	2.4%
Materials & Supplies	210,700	216,000	5,300	2.5%	221,500	5,500	2.5%
Capital out of Operations	1,800	1,800			1,800		
Purchased Services	156,700	160,300	3,600	2.3%	164,000	3,700	2.3%
Payments & Grants	16,000	16,400	400	2.5%	16,800	400	2.4%
Total Expenditures	6,959,500	7,186,500	227,000	3.3%	7,358,500	172,000	2.4%
Revenues by Type							
External Revenue	-763,100	-782,300	-19,200	-2.5%	-801,800	-19,500	-2.5%
Internal Recoveries & Fund Transfers	-1,055,400	-1,068,300	-12,900	-1.2%	-1,068,300		
Total Revenues	-1,818,500	-1,850,600	-32,100	-1.8%	-1,870,100	-19,500	-1.1%
Total Tax Levy	5,141,000	5,335,900	194,900	3.8%	5,488,400	152,500	2.9%

Financial Services

2024 - 2025 Budget Forecast Highlights

The 2024 net budget is projected to increase by \$194,900 for a total of \$5,335,900. The change is primarily due to inflationary increases to the cost of delivering services.

The 2025 net budget is projected to increase by \$152,500 for a total of \$5,488,400. The change is primarily due to inflationary increases to the cost of delivering services.

2023 Recommended Capital Budget

The 2023 budget is shown below, funding is included for updates to the Purchasing and Risk Management system. The additional funds are required to ensure an adequate budget for the new claims management system to resolve many of the existing challenges such as reporting, data integrity, customer support, and to be able to track claims and generate reports required by the town's insurer. This will aid in generating more useful statistics that can be analyzed, used to inform senior management of trends, and lead to the implementation of risk control measures and initiatives.

	Classification	Capital Budget 2023	Operating Impacts 2023
Finance			
33102102 Purchasing & Risk Mgmt System Updates	Infrastructure Renewal	20,100	
Total		20,100	

Human Resources Program Based Budget 2023 - 2025

Vision

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

Mission

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

Program Services

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



Administration and Policy Development

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

Advisory Services

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

Reward and Recognition

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

Organizational Development

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

Health, Safety & Wellness

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

Human Resources

2023 Program Key Initiatives



Accountable Government

Develop and recognize a dynamic and engaged workforce to ensure staff have the skills, training, resources, tools, and supports needed to do their jobs in a collaborative, healthy work environment by:

- Improving employee engagement that sustains employee commitment to organizational goals, including being a key partner in the development and implementation of the IDEA multi-year plan
- Building specific competencies and capabilities in business areas
- Creating a culture that supports and promotes employee psychological well-being and safety in addition to celebrating staff to do their jobs in an environment of collaboration and continuous improvement
- Develop workforce plans and implement risk mitigation strategies, identify gaps, and provide options to support talent management

Key Performance Indicators

1. Percentage of gross operating budget

2018	2019	2020	2021	2022
1.2%	1.2%	1.2%	1.2%	1.4%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

2. Percentage of total FTEs

2018	2019	2020	2021	2022
1.0%	1.0%	1.0%	0.9%	0.9%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total town FTEs.				
Calculation: Total program FTEs including part-time / Total town FTEs including part-time.				

3. Average days per short term disability claims

2018	2019	2020	2021	2022
33.6	30.4	32.4	47.2*	42.8*(to Sept. 30, 2022)
Purpose: Indicates trends in case managed short term disability absences. Includes only medical absences that are managed corporately by Human Resources.				
Calculation: Total number of case-managed short term disability days/Total number of case-managed short term disability claims.				
<i>*COVID-19 related absences related to illness and self-isolation public health directives have impacted these KPI results</i>				

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

2018	2019	2020	2021	2022
84%	98%	93.4%	96%	96.3% (to Sept. 30, 2022)
Purpose: Reflects the value and relevance of the training and development programs to the participants.				
Calculation: Summary of data from training program evaluation sheets (self-evaluation of level of knowledge pre and post learning).				

5. Claims settled prior to grievance arbitration

2018	2019	2020	2021	2022
74%	99%	92%	96.7%	100% (to Sept. 30, 2022)
Purpose: Shows the effectiveness of the relationship in resolving disputes with the bargaining units.				
Calculation: Percentage of grievances settled prior to arbitration (# settled prior to arbitration / # of all settled grievances; excludes grievances where settlement may still be reached)				

6. Health and Safety – Lost time frequency rate

2018	2019	2020	2021	2022
2.1	2.4	2.7	2.8	2.4 (to Sep. 30, 2022)
Purpose: Assesses the effectiveness of our safety program.				
Calculation: (# of incidents X 200,000 hours) / total number of worker hours. 200,000 represents the total annual hours for one hundred staff as per industry standard.				

7. Ministry of Labour orders

2018	2019	2020	2021	2022
2	1	2	2	1 (to Sept. 30, 2022)
Purpose: Indicator of the effectiveness of organization's health and safety practices.				
Calculation: Number of orders issued, to ensure compliance, by the Ministry of Labour.				

Staffing Overview

Program: Human Resources	2022	2023	2023	2023	2023	Net
	Restated	Adjustments &	Service Level	Growth and	Total	Change
Services/Activities:	FTE	Reallocations	Change	Capital	FTE	2023 vs 2022
Administration and Policy Development	1.0	-	-	-	1.0	-
Advisory Services	10.0	-	-	1.0	11.0	1.0
Organizational Development	2.0	-	-	-	2.0	-
Reward and Recognition	2.0	-	-	-	2.0	-
Health, Safety & Wellness	1.1	-	-	-	1.1	-
Total Human Resources	16.1	-	-	1.0	17.1	1.0

The 2023 total staff complement is 17.1 FTEs, an increase of 1.0 FTE from 2022. Given the growth in staffing numbers at the town over the last number of years, a new Human Resources Assistant position has been added to the complement for 2023, under Advisory Services. This FTE will allow Human Resources (HR) to maintain its current level of service, including proper administrative support for the HR team in delivering critical and time sensitive HR functions, and supporting recruitment.

2023 Operating Budget Overview by Service

	2022 Restated Budget	2023 Inflation & Adjustments	2023 Capital and Growth Impacts	2023 Base Budget	\$ Change from 2022	% Change from 2022	2023 Service Level	2023 Requested Budget	\$ Change from 2022	% from 2022
Human Resources										
Administration and Policy Development	275,700	14,800		290,500	14,800	5.4%		290,500	14,800	5.4%
Advisory Services	2,028,900	-259,500	51,600	1,821,000	-207,900	-10.2%		1,821,000	-207,900	-10.2%
Organizational Development	480,600	7,500		488,100	7,500	1.6%		488,100	7,500	1.6%
Reward and Recognition	322,900	30,600		353,500	30,600	9.5%		353,500	30,600	9.5%
Health, Safety & Wellness	332,000	5,100		337,100	5,100	1.5%		337,100	5,100	1.5%
Total Tax Levy	3,440,100	-201,500	51,600	3,290,200	-149,900	-4.4%		3,290,200	-149,900	-4.4%

The 2023 net budget for Human Resources is \$3,290,200 resulting in a decrease of \$149,900 or 4.4% from 2022. The budget reflects a careful consideration of expenditures required to fulfill the business plan, based on a five-year historical analysis. In addition, several budget adjustments were completed to reallocate resources for the entire program.

Administration and Policy Development net budget for 2023 is \$290,500 for an increase of \$14,800 from 2022. The change is primarily due to inflationary increases to personnel services and benefits costs.

Advisory Services net budget for 2023 is \$1,821,000 for a decrease of \$207,900 from 2022 and is the main driver behind the overall decrease to the 2023 Human Resources budget. A new permanent full time HR Assistant has been included for 2023. Three contract positions are also budgeted and funded from the Tax Stabilization reserve, including an additional HR Associate, a Specialist/Supervisor and an HR Assistant. Also funded from the Tax Stabilization reserve is a Talent Strategy initiative to support a more active recruitment strategy, to increase the pool of qualified candidates, and reduce the time to fill vacant positions. In addition, the one-time funding in 2022 to provide additional resources to address COVID-19 recovery and mitigation impacts has been reversed for 2023.

Organizational Development net budget for 2023 is \$488,100 for an increase of \$7,500 from 2022. The change is primarily due to the COVID deferrals for 2022 for office supplies and meal allowances being reinstated for 2023.

Reward and Recognition net budget for 2023 is \$353,500 for an increase of \$30,600 from 2022. Additional budget dollars are included in staff & volunteer recognition for the KudoBoard platform and in professional fees for salary surveys in 2023.

Health, Safety & Wellness net budget for 2023 is \$337,100 for an increase of \$5,100 from 2022. The change is primarily due to inflationary increases to personnel services and benefits costs.

Human Resources

2023 Operating Budget Overview by Component

	2022 Restated Budget	2023 Inflation & Adjustments	2023 Capital and Growth Impacts	2023 Base Budget	\$ Change from 2022	% Change from 2022	2023 Service Level	2023 Requested Budget	\$ Change from 2022	% Change from 2022
Human Resources										
EXPENSES										
Personnel Services & Benefits	2,691,800	-2,100	51,600	2,741,300	49,500	1.8%		2,741,300	49,500	1.8%
Materials & Supplies	13,800	2,000		15,800	2,000	14.5%		15,800	2,000	14.5%
Capital out of Operations	33,100			33,100				33,100		
Purchased Services	844,700	175,400		1,020,100	175,400	20.8%		1,020,100	175,400	20.8%
Internal Expenses & Transfers	2,000			2,000				2,000		
Total EXPENSES	3,585,400	175,300	51,600	3,812,300	226,900	6.3%		3,812,300	226,900	6.3%
REVENUES										
External Revenues	-4,100			-4,100				-4,100		
Internal Recovery & Fund Transfers	-141,200	-376,800		-518,000	-376,800	-266.9%		-518,000	-376,800	-266.9%
Total REVENUES	-145,300	-376,800		-522,100	-376,800	-259.3%		-522,100	-376,800	-259.3%
Total Tax Levy	3,440,100	-201,500	51,600	3,290,200	-149,900	-4.4%		3,290,200	-149,900	-4.4%

The total expenses for Human Resources are \$3,812,300 and total revenues are \$522,100 resulting in a net budget of \$3,290,200 in 2023. The budget components and main drivers for the decrease of \$149,900 from 2022 are discussed below.

Personnel Services & Benefits total budget is \$2,741,300 for 2023 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$49,500 from 2022 primarily due to a growth-related full-time HR Assistant being included in the amount of \$51,600 for 2023. Three contract positions are also budgeted and funded from the Tax Stabilization reserve, including an additional HR Associate, a Specialist/Supervisor and an HR Assistant. In addition, the one-time funding in 2022 to provide additional resources to address COVID-19 recovery and mitigation impacts has been reversed for 2023.

Materials & Supplies total budget is \$15,800 for 2023 comprised primarily of office supplies and subscription costs. The budget increased by \$2,000 from 2022 due to the COVID deferrals for office supplies being returned to the budget in 2023.

Purchased Services total budget is \$1,020,100 in 2023 and is comprised primarily of corporate training, recruitment, staff and volunteer recognition, legal and professional fees. The budget increased by \$175,400 primarily for the Talent Strategy initiative under Advisory Services. As well, funds were included in staff and volunteer recognition for the KudoBoard platform and in professional fees for salary surveys in 2023. Inflationary adjustments have also been included for 2023.

Internal Recoveries & Fund Transfers total budget is \$518,000 for 2023 comprised of transfers from the Tax Stabilization reserve. The budget increased by \$376,800 from 2022 due to the new transfers from Tax Stabilization reserve to fund the contract positions and the Talent Strategy Initiative.

Human Resources

2024 - 2025 Operating Budget Forecast

	2023 Requested Budget	2024 Requested Forecast	2023 - 2024 Change (\$)	2023 - 2024 Change (%)	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)
Human Resources							
Gross Expenditures by Service							
Administration and Policy Development	290,500	297,400	6,900	2.4%	304,400	7,000	2.4%
Advisory Services	2,339,000	1,882,400	-456,600	-19.5%	1,927,700	45,300	2.4%
Organizational Development	488,100	500,400	12,300	2.5%	513,000	12,600	2.5%
Reward and Recognition	353,500	362,400	8,900	2.5%	371,400	9,000	2.5%
Health, Safety & Wellness	341,200	349,500	8,300	2.4%	357,800	8,300	2.4%
Total Gross Expenditures by Service	3,812,300	3,392,100	-420,200	-11.0%	3,474,300	82,200	2.4%
Tax Levy by Service							
Administration and Policy Development	290,500	297,400	6,900	2.4%	304,400	7,000	2.4%
Advisory Services	1,821,000	1,882,400	61,400	3.4%	1,927,700	45,300	2.4%
Organizational Development	488,100	500,400	12,300	2.5%	513,000	12,600	2.5%
Reward and Recognition	353,500	362,400	8,900	2.5%	371,400	9,000	2.5%
Health, Safety & Wellness	337,100	345,300	8,200	2.4%	353,500	8,200	2.4%
Total Tax Levy by Service	3,290,200	3,387,900	97,700	3.0%	3,470,000	82,100	2.4%
Gross Expenditures by Type							
Personnel Services & Benefits	2,741,300	2,396,900	-344,400	-12.6%	2,454,600	57,700	2.4%
Materials & Supplies	15,800	16,200	400	2.5%	16,600	400	2.5%
Capital out of Operations	33,100	33,900	800	2.4%	34,700	800	2.4%
Purchased Services	1,020,100	943,100	-77,000	-7.5%	966,400	23,300	2.5%
Internal Expenses & Transfers	2,000	2,000			2,000		
Total Expenditures	3,812,300	3,392,100	-420,200	-11.0%	3,474,300	82,200	2.4%
Revenues by Type							
External Revenue	-4,100	-4,200	-100	-2.4%	-4,300	-100	-2.4%
Internal Recoveries & Fund Transfers	-518,000		518,000	100.0%			
Total Revenues	-522,100	-4,200	517,900	99.2%	-4,300	-100	-2.4%
Total Tax Levy	3,290,200	3,387,900	97,700	3.0%	3,470,000	82,100	2.4%

Human Resources

2024 - 2025 Budget Forecast Highlights

The 2024 net budget is projected to increase by \$97,700 for a total of \$3,387,900. The change is primarily due to inflationary increases to the cost of delivering services. The one-time cost for the contract positions and the Talent Strategy initiative, along with the Tax Stabilization funding added in 2023 have all been reversed.

The 2025 net budget is projected to increase by \$82,100 for a total of \$3,470,000 and reflects inflationary increases to the cost of delivering services.

2023 Recommended Capital Budget

The 2023 capital budget is shown below. Funding is included for an audit of the optimization of Taleo, the town’s purchased talent management system, to ensure the most efficient use by Human Resources, Payroll, and the hiring managers, and implementation of enhancements.

	Classification	Capital Budget 2023	Operating Impacts 2023
Human Resources			
24102201 Taleo Optimization Review	Program Initiatives	40,300	
Total		40,300	

Information Technology Solutions Program Based Budget 2023 - 2025

Vision

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

Mission

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

Program Services

Information Technology Solutions provides services through the following programs:



Administration	Infrastructure Operations	Projects and Portfolio Delivery	Client Services	Application Support & Development	IT Security
<ul style="list-style-type: none">•Technology vision and strategic planning and risk management for town•IT policies, processes and standards for the town	<ul style="list-style-type: none">•Support and maintenance of town's core infrastructure assets and services, including but not limited to servers, storage, network/telecom and data centres	<ul style="list-style-type: none">•Business enablement, project management as a service•Business requirements acquisition•Project status reporting•Communication and training•Transitioning (project to support)•Budget control	<ul style="list-style-type: none">•Support and maintenance of town's end point assets and services, including but not limited to personal computers, printers, smart phones, PC applications and operating systems	<ul style="list-style-type: none">•Support and maintenance of town's business application software assets and services, including but not limited to development of reports and enhancements	<ul style="list-style-type: none">•Support and maintenance of town's IT security assets and services, including but not limited to appliances, software, disaster recovery and emergency preparedness

2023 Program Key Initiatives



Engaged Community

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



Accountable Government

- Operational service delivery for discovery and rendering of consolidated digital information via FOI requests
- Modernize and optimize IT technology assets and services to reduce cost, improve reliability, mitigate security risk and greatly improve user experience



Environment

- Through multiple programs and projects - paper reduction through continued automation and digitization of core town processes and services
- Information Technology operational efficiencies via enhanced management and architecture of core Data Center Infrastructure resources to contribute to the reduction of town total power consumption



Mobility

- Through multiple programs and projects - deliver multi-platform including, but not limited to rendering of core digital infrastructure to mobile devices. Provide quality, robust management of town on-line services and content through mobile digital platforms and tools
- Through Modernize telecommunication to improve reliability, reduce cost, increase speed, enhance throughput and deliver best in class service for Transportation Services

Key Performance Indicators

1. Percentage of gross operating budget

2018	2019	2020	2021	2022
4.8%	4.9%	4.9%	5.1%	5.1%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

2. Percentage of total FTEs

2018	2019	2020	2021	2022
3.5%	3.5%	3.4%	3.4%	3.4%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total town FTEs.				
Calculation: Total program FTEs including part-time / Total town FTEs including part-time.				

3. Percentage of calls resolved within 24 hours

2018	2019	2020	2021	2022
73.6%	67.1%	52.2%	48.9%	54.6% (est 2022)
Purpose: Lower technology down time means more uptime for staff to complete duties.				
Calculation: Number of calls fixed within 24 hours divided by the total number of calls.				

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

2018	2019	2020	2021	2022
3078 login staff 15,405 tickets	2771 login staff 11,883 tickets	2065 login staff 10,651 tickets	2065 login staff 11,235 tickets	2445 login staff 13,600 tickets (estimated)
5.0 tickets per employee	4.4 tickets per employee	5.1 tickets per employee	5.4 tickets per employee	5.6 tickets per employee
Purpose: Demonstrates systems stability and effective support model working with increase in number of staff supported.				
Calculation: Number of help desk tickets created/ number of staff with login rights to give the average number of tickets per user.				

5. Client satisfaction with support

2018	2019	2020	2021	2022
96% Satisfied to Very Satisfied	95% Satisfied to Very Satisfied	96% Satisfied to Very Satisfied	N/A	N/A
Purpose: Indicates that staff believe that ITS can help with the technical issues and that they were satisfied with the support they received.				
Calculation: Stats based on online survey that is emailed after each Help Desk ticket is completed and closed.				

6. Internal network availability - percentage of network uptime

	2018	2019	2020	2021	2022
Total Time (hrs)	8760	8760	8760	5087	8760
# Downtime Events	24	4	10	2	21
Total Downtime (Hrs)	38.25	100.2	106.75	13.25	133
Percent Uptime	99.57%	98.86%	98.78%	99.74%	98.9
Purpose: Network availability measures the ITS Department's ability to provide robust and reliable networks, physical and virtual servers, and storage for the organization and public.					
Calculation: This KPI is calculated solely on non-scheduled outages impacting users. The goal is to reduce the number of down-time events by 10% and the total down-time by 10% each year.					

Staffing Overview

Program: Information Technology Solutions	2022	2023	2023	2023	2023	Net
Services/Activities:	Restated	Adjustments &	Service Level	Growth and	Total	Change
	FTE	Reallocations	Change	Capital	FTE	2023 vs 2022
Administration	2.0	-	-	-	2.0	-
Project & Portfolio Delivery	7.0	-	-	-	7.0	-
Infrastructure Operations	10.0	1.0	-	-	11.0	1.0
Client Services	10.1	(1.0)	-	-	9.1	(1.0)
Application Support & Development	24.0	-	-	-	24.0	-
IT Security	5.0	-	-	-	5.0	-
Total Information Technology Solutions	58.1	-	-	-	58.1	-

The 2023 total staff complement is 58.1 FTEs with no change from 2022. There has been a regrade of a manager to supervisor and reallocated from Client Services to Infrastructure Operations.

2023 Operating Budget Overview by Service

	2022	2023	2023	2023	\$ Change	% Change	2023	2023	\$ Change	% Change
	Restated	Inflation &	Capital and	Base	from	from	Service	Requested	from	from
	Budget	Adjustments	Growth Impacts	Budget	2022	2022	Level Change	Budget	2022	2022
Information Technology Solutions										
Administration	366,300	12,400		378,700	12,400	3.4%		378,700	12,400	3.4%
Project & Portfolio Delivery	452,600	5,100		457,700	5,100	1.1%		457,700	5,100	1.1%
Infrastructure Operations	3,239,000	-255,600		2,983,400	-255,600	-7.9%		2,983,400	-255,600	-7.9%
Client Services	2,056,600	-188,200		1,868,400	-188,200	-9.2%		1,868,400	-188,200	-9.2%
Application Support & Development	5,658,200	477,100	155,000	6,290,300	632,100	11.2%		6,290,300	632,100	11.2%
IT Security	819,700	456,100		1,275,800	456,100	55.6%		1,275,800	456,100	55.6%
Total Tax Levy	12,592,400	506,900	155,000	13,254,300	661,900	5.3%		13,254,300	661,900	5.3%

The 2023 net budget for Information Technology Solutions is \$13,254,300 resulting in an increase of \$661,900 or 5.3% from 2022. Of the 5.3% increase, 1.23% or \$155,000 comes from capital impacts. Without these impacts the Information Technology Solutions (ITS) 2023 budget increase would only be 4.03% year over year. The largest component of the budget increase is contract services at \$515,800. These contract services are mainly comprised of software maintenance, software as a service, and equipment service fees which support town programs and services. The 2023 increase is largely driven by the impacts resulting from capital projects through various town programs as well as software maintenance and software as a service net cost increases to existing services accounting for increased capacity, security, and contractual increases with vendors.

Information Technology Solutions

Administration net budget for 2023 is \$378,700 for an increase of \$12,400 from 2022. The change is primarily due to contractual and inflationary increases for wages and benefits.

Project & Portfolio Delivery net budget for 2023 is \$457,700 for an increase of \$5,100 from 2022. The change is primarily due to contractual and inflationary increases for wages and benefits and corresponding recovery of staff time from capital projects.

Infrastructure Operations net budget for 2023 is \$2,983,400 for a decrease of \$255,600 from 2022. The change is primarily due to adjustments made to contracted services, software maintenance, and software as a service by reallocating to IT Security reflecting the updated requirements of the department to operate under a new service level structure implemented in 2022. The Manager of Client Services position was converted and reallocated in 2022 to Supervisor IT Support Services. Increases for contractual and inflationary obligations to wages and benefits have also been included.

Client Services net budget for 2023 is \$1,868,400 for a decrease of \$188,200 from 2022. The change is primarily due conversion and reallocation of Manager of Client Services to Supervisor IT Support Services. Reallocation of repairs/maintenance contracts to IT Security Services have been incorporated to reflect the current operating model. In addition, contractual and inflationary increases have been included for wages and benefits.

Application Support & Development net budget for 2023 is \$6,290,300 for an increase of \$632,100 from 2022. The change is primarily due to software maintenance and software as a service contractual and inflationary increases to align with the ITS service level plan. Also included are contractual and inflationary increases to wages and benefits. Finally, \$155,000 in capital impacts have been included largely for software services related to the Asset Management Decision Support System.

IT Security net budget for 2023 is \$1,275,800 for an increase of \$456,100 from 2022. The change is primarily due to ITS department restructure in 2022. Reallocation of purchased services such as contracted services, software maintenance and software as a service, and equipment repairs from within the department have been incorporated. Contractual and inflationary increases to wages and benefits were included for all existing positions.

2023 Operating Budget Overview by Component

	2022 Restated Budget	2023 Inflation & Adjustments	2023 Capital and Growth Impacts	2023 Base Budget	\$ Change from 2022	% Change from 2022	2023 Service Level Change	2023 Requested Budget	\$ Change from 2022	% Change from 2022
Information Technology Solutions										
EXPENSES										
Personnel Services & Benefits	7,167,900	162,100		7,330,000	162,100	2.3%		7,330,000	162,100	2.3%
Materials & Supplies	122,100	4,900		127,000	4,900	4.0%		127,000	4,900	4.0%
Purchased Services	5,916,500	352,100	155,000	6,423,600	507,100	8.6%		6,423,600	507,100	8.6%
Payments & Grants	40,000	5,000		45,000	5,000	12.5%		45,000	5,000	12.5%
Internal Expenses & Transfers	26,500	200		26,700	200	0.8%		26,700	200	0.8%
Total EXPENSES	13,273,000	524,300	155,000	13,952,300	679,300	5.1%		13,952,300	679,300	5.1%
REVENUES										
External Revenues	-45,000			-45,000				-45,000		
Internal Recovery & Fund Transfers	-635,600	-17,400		-653,000	-17,400	-2.7%		-653,000	-17,400	-2.7%
Total REVENUES	-680,600	-17,400		-698,000	-17,400	-2.6%		-698,000	-17,400	-2.6%
Total Tax Levy	12,592,400	506,900	155,000	13,254,300	661,900	5.3%		13,254,300	661,900	5.3%

The total expenses for Information Technology Solutions are \$13,952,300 and total revenues are \$698,000 resulting in a net budget of \$13,254,300 in 2023. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$7,330,000 in 2023 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$162,100 from 2022 primarily due to inflationary and contractual increases in salaries and benefits. Additional factors include a conversion of a manager position to supervisor.

Materials & Supplies total budget is \$127,000 in 2023 comprised primarily of office supplies and toner. The budget increased by \$4,900 from 2022 primarily due to increased toner costs and the addition of gasoline for the ITS service vehicle.

Purchased Services total budget is \$6,423,600 in 2023 comprised primarily of telephone & office services as well as contract services such as software maintenance and software as a service. The budget increased by \$507,100 from 2022 primarily due to analysis completed of all contractual agreements and a net adjustment was made to software maintenance, equipment maintenance, and software as a service along with inflation for a net impact of \$352,100. In addition, impacts from various program capital projects in software maintenance of \$130,000 and software as a service of \$25,000 are included.

Payments & Grants total budget is \$45,000 in 2023 comprised primarily of licensing fees. The budget increased by \$5,000 from 2022 primarily due to increased fee for Industry Canada licenses.

Information Technology Solutions

Internal Expenses & Transfers total budget is \$26,700 in 2023 comprised primarily of transfers to capital reserves and interdepartmental charges. The budget increased by \$200 from 2022 primarily due to minor adjustments.

External Revenue total budget is \$45,000 in 2023 comprised primarily of ITS support to various clubs and organizations. The budget remains unchanged from 2022.

Internal Recoveries & Fund Transfers total budget is \$653,000 in 2023 comprised primarily of partial recovery of 5 permanent FTE's time spent on capital projects. The budget increased by \$17,400 from 2022 primarily from recoverable increases for wages and benefits from inflationary and contractual agreements.

2024 - 2025 Operating Budget Forecast

	2023 Requested Budget	2024 Requested Forecast	2023 - 2024 Change (\$)	2023 - 2024 Change (%)	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)
Information Technology Solutions							
Gross Expenditures by Service							
Administration	423,700	434,200	10,500	2.5%	444,900	10,700	2.5%
Project & Portfolio Delivery	1,047,700	1,073,900	26,200	2.5%	1,100,700	26,800	2.5%
Infrastructure Operations	2,983,400	3,948,700	965,300	32.4%	4,124,800	176,100	4.5%
Client Services	1,868,400	2,117,100	248,700	13.3%	2,169,800	52,700	2.5%
Application Support & Development	6,353,300	6,957,200	603,900	9.5%	7,294,800	337,600	4.9%
IT Security	1,275,800	1,308,100	32,300	2.5%	1,341,100	33,000	2.5%
Total Gross Expenditures by Service	13,952,300	15,839,200	1,886,900	13.5%	16,476,100	636,900	4.0%
Tax Levy by Service							
Administration	378,700	389,200	10,500	2.8%	399,900	10,700	2.7%
Project & Portfolio Delivery	457,700	483,900	26,200	5.7%	510,700	26,800	5.5%
Infrastructure Operations	2,983,400	3,948,700	965,300	32.4%	4,124,800	176,100	4.5%
Client Services	1,868,400	2,117,100	248,700	13.3%	2,169,800	52,700	2.5%
Application Support & Development	6,290,300	6,894,200	603,900	9.6%	7,231,800	337,600	4.9%
IT Security	1,275,800	1,308,100	32,300	2.5%	1,341,100	33,000	2.5%
Total Tax Levy by Service	13,254,300	15,141,200	1,886,900	14.2%	15,778,100	636,900	4.2%
Gross Expenditures by Type							
Personnel Services & Benefits	7,330,000	7,510,000	180,000	2.5%	7,694,400	184,400	2.5%
Materials & Supplies	127,000	130,100	3,100	2.4%	133,300	3,200	2.5%
Purchased Services	6,423,600	8,166,300	1,742,700	27.1%	8,615,400	449,100	5.5%
Payments & Grants	45,000	6,100	-38,900	-86.4%	6,300	200	3.3%
Internal Expenses & Transfers	26,700	26,700			26,700		
Total Expenditures	13,952,300	15,839,200	1,886,900	13.5%	16,476,100	636,900	4.0%
Revenues by Type							
External Revenue	-45,000	-45,000			-45,000		
Internal Recoveries & Fund Transfers	-653,000	-653,000			-653,000		
Total Revenues	-698,000	-698,000			-698,000		
Total Tax Levy	13,254,300	15,141,200	1,886,900	14.2%	15,778,100	636,900	4.2%

Information Technology Solutions

2024 - 2025 Budget Forecast Highlights

The 2024 net budget is projected to increase by \$1,886,900 for a total of \$15,141,200. The change is primarily due to impacts from various program capital projects relating to software maintenance, software as a service, internet services and equipment maintenance of \$1,483,200. Also included are inflationary increases to salaries and benefits, materials, and purchased services.

The 2025 net budget is projected to increase by \$636,900 for a total of \$15,778,100. The change is primarily due to inflationary increases to salaries and benefits, materials, and purchased services as well as \$198,200 in impacts from various capital projects for software as a service and software maintenance.

2023 Recommended Capital Budget

The capital budget for Information Technology Solutions ensures that software and supporting hardware are kept current to ensure the town's information management runs seamlessly and efficiently. The 2023 budget continues the alignment with the new strategic vision of the department and brings systems/applications in line with current standards. Projects include application infrastructure enhancements for the storage area network, lifecycle management of town hardware, modernization of network/telecom hardware, planned maintenance of corporate applications, upgrades to the enterprise payment program, as well as implementation and enhancement of strategic priorities in security.

	Classification	Capital Budget 2023	Operating Impacts 2023
Information Technology Solutions			
36102217 Microsoft Office 365	Program Initiatives	211,700	
36102219 Cellular Enablement	Program Initiatives	703,600	
36102220 Enterprise Payment Program	Program Initiatives	1,006,000	
36102221 Architecture Optimization	Program Initiatives	503,500	
36102302 Phone System	Program Initiatives	552,500	
36102303 IT Security Strategy	Program Initiatives	352,500	
36102304 Software-Large Complex Business Applications	Infrastructure Renewal	369,400	
36102305 Software-Other Business Applications	Infrastructure Renewal	127,900	
36102306 Software - Databases	Infrastructure Renewal	152,100	
36102307 Hardware - SAN/Storage/Backup	Infrastructure Renewal	100,700	
36102308 Hardware - Network/Telecom	Infrastructure Renewal	704,200	
36102309 Hardware - Endpoints	Infrastructure Renewal	402,800	
36102310 Hardware - Security Appliances	Infrastructure Renewal	302,100	
36102311 Hardware-Datacentre Power, HVAC, Racks, Other	Infrastructure Renewal	146,000	
36102312 Software - Security	Infrastructure Renewal	10,100	
36102313 Software - IT Management	Infrastructure Renewal	40,300	
36102314 Software - Endpoints	Infrastructure Renewal	25,200	
36102315 Growth - Hardware	Infrastructure Renewal	302,100	
36102316 Growth - Software	Infrastructure Renewal	151,100	
Total		6,163,800	0

Technology Initiatives in Other Programs:

The following are a selection of capital projects in other program areas with which the Information Technology Solutions team would be involved in sourcing, implementation, and support.

	Classification	Capital Budget 2023	Operating Impacts 2023
21101801 Website Rebuild	Program Initiatives	497,400	
24102201 Taleo Optimization Review	Program Initiatives	40,300	
33102102 Purchasing & Risk Mgmt System Updates	Infrastructure Renewal	20,100	
22101701 Energy Management System Solution	Program Initiatives	407,600	30,100
52712101 Cemeteries Software Replacement	Infrastructure Renewal	100,700	10,000
43302308 Portable Radio Equipment	Infrastructure Renewal	553,800	
53512303 AIMS Parking System Enhancements	Program Initiatives	183,300	
53522303 Replace Handhelds and Software	Infrastructure Renewal	18,100	
62102301 Building Permit & Inspections Modernization	Program Initiatives	1,318,300	
53311713 Speers Rd Widening & AT - Fourth Line to Dorval Drive	Growth	503,500	
55102201 Asset Mgmt Decision Support Software	Program Initiatives	50,000	120,000
Total		3,693,100	160,100

Regulatory Services Program Based Budget 2023 - 2025

Vision

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

Mission

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

Program Services

Regulatory Services are provided by the Clerk's department and address a variety of functions in accordance with provincial legislative requirements, municipal by-laws and Council direction including the following services:



Legislative Services

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

Regulatory Services

2023 Program Key Initiatives



Livability

- Provide services to residents supporting various life events.
- Facilitate access to town records.



Engaged Community

- Provide marriage licences and civil marriage services to couples.
- Provide commissionings and sign Proof of Life forms for pensioners.
- Provide lottery licensing for charity and not for profit groups.



Accountable Government

- Process requests for information within the legislated timeframes while protecting personal privacy in accordance with the Municipal Freedom of Information and Protection of Privacy Act.

Key Performance Indicators

1. Percentage of gross operating budget

2018	2019	2020	2021	2022
0.3%	0.3%	0.3%	0.3%	0.3%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

2. Percentage of total FTEs

2018	2019	2019	2021	2022
0.4%	0.4%	0.4%	0.4%	0.4%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
Calculation: Total program FTEs including part-time / Total town FTEs including part-time.				

Staffing Overview

Program: Regulatory Services	2022 Restated FTE	2023 Adjustments & Reallocations	2023 Service Level Change	2023 Growth and Capital	2023 Total FTE	Net Change 2023 vs 2022
Services/Activities:						
Legislative Services	6.3	-	-	-	6.3	-
Total Regulatory Services	6.3	-	-	-	6.3	-

The 2023 total staff complement is 6.3 FTEs with no change from 2022.

2023 Operating Budget Overview by Service

	2022 Restated Budget	2023 Inflation & Adjustments	2023 Capital and Growth Impacts	2023 Base Budget	\$ Change from 2022	% Change from 2022	2023 Service Level	2023 Requested Budget	\$ Change from 2022	% from 2022
Regulatory Services										
Legislative Services	372,200	26,600		398,800	26,600	7.1%		398,800	26,600	7.1%
Total Tax Levy	372,200	26,600		398,800	26,600	7.1%		398,800	26,600	7.1%

The 2023 net budget for Regulatory Services is \$398,800 resulting in an increase of \$26,600 or 7.1% from 2022.

Legislative Services net budget for 2023 is \$398,800 for an increase of \$26,600 from 2022. The change is primarily due to inflationary increases to personnel and benefits, an adjustment for a position regrade in addition to an inflationary increase to contracted services for record management.

2023 Operating Budget Overview by Component

	2022	2023	2023	2023	\$ Change	%	2023	2023	\$ Change	%
	Restated Budget	Inflation & Adjustments	Capital and Growth Impacts	Base Budget	from 2022	Change from 2022	Service Level Change	Requested Budget	from 2022	Change from 2022
Regulatory Services										
EXPENSES										
Personnel Services & Benefits	690,500	39,000		729,500	39,000	5.6%		729,500	39,000	5.6%
Materials & Supplies	1,700	-1,700			-1,700	-100.0%			-1,700	-100.0%
Purchased Services	66,500	3,400		69,900	3,400	5.1%		69,900	3,400	5.1%
Payments & Grants	33,600			33,600				33,600		
Total EXPENSES	792,300	40,700		833,000	40,700	5.1%		833,000	40,700	5.1%
REVENUES										
External Revenues	-420,100	-14,100		-434,200	-14,100	-3.4%		-434,200	-14,100	-3.4%
Total REVENUES	-420,100	-14,100		-434,200	-14,100	-3.4%		-434,200	-14,100	-3.4%
Total Tax Levy	372,200	26,600		398,800	26,600	7.1%		398,800	26,600	7.1%

The total expenses for Regulatory Services are \$833,000 and total revenues are \$434,200 resulting in a net budget of \$398,800 in 2023. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$729,500 in 2023 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$39,000 from 2022 primarily due to an adjustment to a regraded position and inflationary increases for salary and benefits.

Materials & Supplies has no budget in 2023. The budget decreased by \$1,700 from 2022 primarily due to the centralization of the office supplies budget within Administration in Political Governance.

Purchased Services total budget is \$69,900 in 2023 comprised primarily of contracted services required for records management, training and professional fees. The budget increased by \$3,400 from 2022 primarily due to increase to contracted services.

Payments & Grants total budget is \$33,600 in 2023 comprised primarily of government document. The budget remained the same from 2022.

External Revenue total budget is \$434,200 in 2023 comprised primarily of lottery licenses, marriage licenses, marriage fees and service fees. The budget increased by \$14,100 from 2022 primarily due to rate increases and volume increases to marriage fees.

Regulatory Services

2024 - 2025 Operating Budget Forecast

	2023 Requested Budget	2024 Requested Forecast	2023 - 2024 Change (\$)	2023 - 2024 Change (%)	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)
Regulatory Services							
Gross Expenditures by Service							
Legislative Services	833,000	852,900	19,900	2.4%	873,400	20,500	2.4%
Total Gross Expenditures by Service	833,000	852,900	19,900	2.4%	873,400	20,500	2.4%
Tax Levy by Service							
Legislative Services	398,800	407,800	9,000	2.3%	417,200	9,400	2.3%
Total Tax Levy by Service	398,800	407,800	9,000	2.3%	417,200	9,400	2.3%
Gross Expenditures by Type							
Personnel Services & Benefits	729,500	747,800	18,300	2.5%	766,600	18,800	2.5%
Purchased Services	69,900	71,500	1,600	2.3%	73,200	1,700	2.4%
Payments & Grants	33,600	33,600			33,600		
Total Expenditures	833,000	852,900	19,900	2.4%	873,400	20,500	2.4%
Revenues by Type							
External Revenue	-434,200	-445,100	-10,900	-2.5%	-456,200	-11,100	-2.5%
Total Revenues	-434,200	-445,100	-10,900	-2.5%	-456,200	-11,100	-2.5%
Total Tax Levy	398,800	407,800	9,000	2.3%	417,200	9,400	2.3%

2024 - 2025 Budget Forecast Highlights

The 2024 net budget is projected to increase by \$9,000 for a total of \$407,800. The change is primarily due to inflationary increases to salary, benefits, contracted services and rate adjustments for service fees.

The 2025 net budget is projected to increase by \$9,400 for a total of \$417,200. The change is primarily due to inflationary increases to salary, benefits, contracted services and rate adjustments for service fees.

Regulatory Services

Legal Services Program Based Budget 2023 - 2025

Vision

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

Mission

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

Program Services

The Legal program provides activities through the following services:



Legal Services

- Legal and strategic advice, research, opinions, and support to staff and Council
- Negotiation, preparation, and review of legal documents, agreements, by-laws, and reports
- Resolutions and enforcement proceedings of by-law infractions and administrative monetary penalties

Realty Services

- Administration of land acquisitions, dispositions, and other real estate and leasehold interests and transactions
- Services in support of cash-in-lieu of parkland dedication and community benefits charges
- Title searches, registrations, and closings

Corporate Hearings & Litigation

- Litigation and advocacy before the courts, administrative tribunals, and other adjudicative authorities

2023 Program Key Initiatives



Livability

- The Legal Department will continue to advance the implementation of the town's designation of the Glen Abbey Golf Course as a cultural heritage landscape and pursuant to the town's urban structure.
- The Legal Department will continue to support the enforcement of municipal by-laws through administrative monetary penalties, dispute resolution, and prosecutions as required.



Accountable Government

- The Legal Department will vigorously defend and advance the town's position and interests in planning, development, and litigation matters as instructed by Council.
- The Legal Department will provide services in support of cash-in-lieu of parkland, community benefits charges, and other entitlements, and undertake Council-approved real estate transactions for municipal purposes at fair market value.

Key Performance Indicators

1. Percentage of gross operating budget

2018	2019	2020	2021	2022
1.0%	1.0%	1.0%	1.0%	0.9%
Purpose: Monitors the cost of the program as a proportion of the total cost for the Town.				
Calculation: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross Town operating costs (excluding transfers to reserves and internal charges).				

2. Percentage of total FTEs

2018	2019	2020	2021	2022
0.6%	0.6%	0.6%	0.6%	0.6%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
Calculation: Total program FTEs, including part-time / Total Town FTEs, including part-time.				

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

2018	2019	2020	2021	2022
7	22	30	18	10 (As of September 30, 2022)
Purpose: Monitors the proportion of proceedings resolved to the satisfaction of the Town without incurring additional litigation costs.				
Calculation: Total number of settled proceedings (excluding insured claims) for year to date.				

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

2018	2019	2020	2021	2022
\$2,406,300	\$23,289,093	\$10,840,680	\$31,977,700	\$7,893,100 (As of Sept 6, 2022)
Purpose: Monitors the value of cash in lieu of parkland dedication entitlements identified by Realty Services.				
Calculation: Total value of all cash-in-lieu of parkland dedication entitlements identified by Realty Services for year to date.				

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

2018	2019	2020	2021	2022
93%	93%	82%	86%	91% (As of September 30, 2022)
Purpose: Monitors the proportion of offences resulting in by-law compliance and/or conviction for non-compliance.				
Calculation: Total number of proceedings resulting in by-law compliance and/or convictions / Total number of court dispositions for year to date.				

Staffing Overview

Program: Legal Services	2022 Restated FTE	2023 Adjustments & Reallocations	2023 Service Level Change	2023 Growth and Capital	2023 Total FTE	Net Change 2023 vs 2022
Services/Activities:						
Legal Services	8.9	0.4	-	-	9.3	0.4
Realty Services	1.0		-	-	1.0	-
Corporate Hearings & Litigation	-	-	-	-	-	-
Total Legal Services	9.9	0.4	-	-	10.3	0.4

The 2023 total staff complement is 10.3 FTE's which includes an additional 0.4 FTE part-time Assistant Town Solicitor.

2023 Operating Budget Overview by Service

	2022 Restated Budget	2023 Inflation & Adjustments	2023 Capital and Growth Impacts	2023 Base Budget	\$ Change from 2022	% Change from 2022	2023 Service Level Change	2023 Requested Budget	\$ Change from 2022	% Change from 2022
Legal Services										
Legal Services	1,616,800	105,200		1,722,000	105,200	6.5%		1,722,000	105,200	6.5%
Realty Services	263,800	-7,800		256,000	-7,800	-3.0%		256,000	-7,800	-3.0%
Corporate Hearings & Litigation	500,000			500,000				500,000		
Total Tax Levy	2,380,600	97,400		2,478,000	97,400	4.1%		2,478,000	97,400	4.1%

The 2023 net budget for Legal Services is \$2,478,000, resulting in an increase of \$97,400 or 4.1% from 2022.

Legal Services net budget for 2023 is \$1,722,000 for an increase of \$105,200 from 2022. The change is primarily due to inflationary adjustments to personnel and benefits with an adjustment to the part-time budget for the Assistant Town Solicitor added to the 2023 budget.

Realty Services net budget for 2023 is \$256,000 for a decrease of \$7,800 from 2022. The change is primarily due to a decrease to professional fees and membership dues.

Corporate Hearings & Litigation net budget for 2023 is \$500,000 with no change from 2022.

Legal Services

2023 Operating Budget Overview by Component

	2022 Restated Budget	2023 Inflation & Adjustments	2023 Capital and Growth Impacts	2023 Base Budget	\$ Change from 2022	% Change from 2022	2023 Service Level	2023 Requested Budget	\$ Change from 2022	% Change from 2022
Legal Services										
EXPENSES										
Personnel Services & Benefits	1,687,900	128,500		1,816,400	128,500	7.6%		1,816,400	128,500	7.6%
Materials & Supplies	53,000			53,000				53,000		
Purchased Services	689,000	-10,100		678,900	-10,100	-1.5%		678,900	-10,100	-1.5%
Payments & Grants	5,100			5,100				5,100		
Total EXPENSES	2,435,000	118,400		2,553,400	118,400	4.9%		2,553,400	118,400	4.9%
REVENUES										
External Revenues	-21,500			-21,500				-21,500		
Internal Recovery & Fund Transfers	-32,900	-21,000		-53,900	-21,000	-63.8%		-53,900	-21,000	-63.8%
Total REVENUES	-54,400	-21,000		-75,400	-21,000	-38.6%		-75,400	-21,000	-38.6%
Total Tax Levy	2,380,600	97,400		2,478,000	97,400	4.1%		2,478,000	97,400	4.1%

The total expenses for Legal Services are \$2,553,400 and total revenues are \$75,400 resulting in a net budget of \$2,478,000 for 2023. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$1,816,400 in 2023, comprised primarily of full-time and part-time wages and benefits. The budget increased by \$128,500 from 2022 primarily due to inflationary increases to salary and benefits and an adjustment made to the part-time budget for the Assistant Town Solicitor.

Materials & Supplies total budget is \$53,000 in 2023 comprised primarily of books and periodicals, postage and office supplies. The budget remained the same from 2022.

Purchased Services total budget is \$678,900 in 2023 comprised primarily of legal fees, professional fees and professional dues. The budget decreased by \$10,100 from 2022 primarily due to decreases to professional fees for Realty Services, professional dues and membership dues.

Payments & Grants total budget is \$5,100 in 2023 comprised primarily of registration and filing fees. The budget remained the same from 2022.

External Revenue total budget is \$21,500 in 2023 comprised primarily of miscellaneous recoveries. The budget remained the same from 2022.

Internal Recoveries & Fund Transfers total budget is \$53,900 in 2023, comprised primarily of internal labour recovery. The budget increased by \$21,000 from 2022 primarily due to the increased budget for the recovery from Municipal Enforcement for services provided by Screening Officers.

Legal Services

2024 - 2025 Operating Budget Forecast

	2023 Requested Budget	2024 Requested Forecast	2023 - 2024 Change (\$)	2023 - 2024 Change (%)	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)
Legal Services							
Gross Expenditures by Service							
Legal Services	1,777,400	1,823,800	46,400	2.6%	1,870,400	46,600	2.6%
Realty Services	276,000	282,600	6,600	2.4%	289,500	6,900	2.4%
Corporate Hearings & Litigation	500,000	500,000			500,000		
Total Gross Expenditures by Service	2,553,400	2,606,400	53,000	2.1%	2,659,900	53,500	2.1%
Tax Levy by Service							
Legal Services	1,722,000	1,768,400	46,400	2.7%	1,815,000	46,600	2.6%
Realty Services	256,000	262,600	6,600	2.6%	269,500	6,900	
Corporate Hearings & Litigation	500,000	500,000			500,000		
Total Tax Levy by Service	2,478,000	2,531,000	53,000	2.1%	2,584,500	53,500	2.1%
Gross Expenditures by Type							
Personnel Services & Benefits	1,816,400	1,861,600	45,200	2.5%	1,908,100	46,500	2.5%
Materials & Supplies	53,000	54,300	1,300	2.5%	55,600	1,300	2.4%
Purchased Services	678,900	685,300	6,400	0.9%	690,900	5,600	0.8%
Payments & Grants	5,100	5,200	100	2.0%	5,300	100	1.9%
Total Expenditures	2,553,400	2,606,400	53,000	2.1%	2,659,900	53,500	2.1%
Revenues by Type							
External Revenue	-21,500	-21,500			-21,500		
Internal Recoveries & Fund Transfers	-53,900	-53,900			-53,900		
Total Revenues	-75,400	-75,400			-75,400		
Total Tax Levy	2,478,000	2,531,000	53,000	2.1%	2,584,500	53,500	2.1%

2024 - 2025 Budget Forecast Highlights

The 2024 net budget is projected to increase by \$53,000 for a total of \$2,531,000. The change is primarily due to inflationary increases related to the personnel budgets.

The 2025 net budget is projected to increase by \$53,500 for a total of \$2,584,500. The change is primarily due to inflationary increases related to the personnel budgets.

Legal Services

2023 Recommended Capital Budget

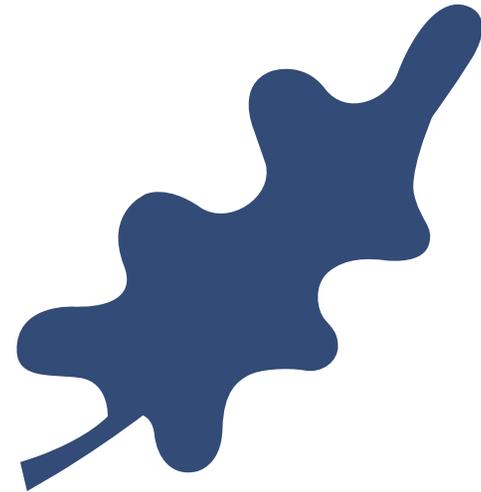
The 2023 capital budget for Legal Services has recommended a capital budget for land acquisition and disposition strategy. The strategy objective is to seek revenue or cost savings, which may be determined through a variety of strategies such as sale, leasing, or rationalization/consolidation. A Portfolio Strategy along with a targeted and consolidated data base would allow the Town to more efficiently plan and manage realty assets and facilities.

	Classification	Capital Budget 2023	Operating Impacts 2023
Legal			
35102301 Land Acquisition and Disposition Strategy	Program Initiatives	100,700	
Total		100,700	



2023 BUDGET – ENVIRONMENT

OPERATING AND CAPITAL



Parks and Open Space Program Based Budget 2023 - 2025

Vision

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

Mission

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

Program Services

Parks and Open Space provide activities through the following services:



Parks & Open Space Administration

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

Park Planning & Development

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

Park Maintenance

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

Forestry

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

Parks and Open Space

2023 Program Key Initiatives



Livability

- Undertake public consultation for development of a neighbourhood park located at 2373 Trafalgr Road
- Begin design for neighbourhood park at Burnhamthorpe/Sixth Line
- Construct 1 Village square in North Oakville (Graydon Banning subdivision)
- Construct NHS trails as subdivisions receive approval



Engaged Community

- Replacement of playground and splash pad in Postridge Park
- Replacement of playground and splash pad at Wynten Way Park
- Complete North Park cricket field, soccer fields, splash pad, playground, skate park, pump track, leash free washroom/changeroom building
- Construct a new splash pad in Southeast Oakville (Location TBD)
- Sports field rehabilitation at Oakville Park (north)
- Playground rehabilitation at various sites (Westbrook Park, Lindsay Park, Aldercrest Park)
- Rehabilitate lakefront walkway at Dingle Park
- Rehabilitate tennis courts at Hopedale Park, Ardleigh Park, Glenashton Park and Glen Abbey Park
- Begin construction of washroom building and park redevelopment at Wallace Park



Accountable Government

- Complete update to Urban Forest Strategic Management Plan and report to Council.
- Undertake public consultation on the Parkland Procedure for the development and location of parks within SGA's (Strategic Growth Areas) in alignment with Council direction



Environment

- Continue implementing invasive species strategy focusing on woodlot regeneration due to Emerald Ash Borer
- Continue invasive species monitoring programs
- Undertake phase 2 street tree inventory project
- Replace all light fixtures at Bronte Athletic Field with LED technology
- Continue rotational pruning maintenance program



Mobility

- Undertake design for East 14 Mile Creek trail improvement providing connection to Bronte Green trail system
- Begin implementation recommendations of Recreational Trail Accessibility Strategy
- Continue North Oakville trails as subdivision agreements are implemented
- Rehabilitate Heritage Trail West bank trail (Closed 4th Line - Lions Valley Park)

Key Performance Indicators

1. Percentage of gross operating budget

2018	2019	2020	2021	2022
7.2%	7.2%	7.3%	7.3%	7.6%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

2. Percentage of total FTEs

2018	2019	2020	2021	2022
9.4%	9.5%	9.4%	9.7%	9.6%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
Calculation: Total program FTEs including part-time / Total town FTEs including part-time.				

3. Hectares of open space per person

2018	2019	2020	2021	2022
.008	.008	.008	.008	0.008
Purpose: Reflects the total amount of parks and open space per person.				
Calculation: 1,689 ha/214,200 pop.				

4. Kilometers of trails

2018	2019	2020	2021	2022
230	227	233	235	246
Purpose: Reflects the total number of recreational trail maintained.				
Calculation: Total km of trails from GIS, recalculated as of 2022.				

5. Percentage of ash canopy conserved

2018	2019	2020	2021	2022
48%	46%	45%	44%	45%
Purpose: It's a yardstick to measure the success of treating ash in the ash canopy conservation sub-program.				
Calculation: Calculation is the percentage of ash treated vs total municipal ash canopy on roads and active parkland prior to EAB.				

Staffing Overview

Program: Parks & Open Space	2022	2023	2023	2023	2023	Net
Services/Activities:	Restated	Adjustments &	Service Level	Growth and	Total	Change
	FTE	Reallocations	Change	Capital	FTE	2023 vs 2022
Parks & Open Space Administration	2.7	-	-	-	2.7	-
Park Planning & Development	4.0	-	-	-	4.0	-
Parks Maintenance	127.5	0.2	-	4.6	132.3	4.8
Forestry	31.7	-	-	1.0	32.7	1.0
Total Parks & Open Space	165.9	0.2	-	5.6	171.7	5.8

The 2023 total staff complement is 171.7 FTEs resulting in an increase of 5.8 FTEs from 2022. These increases include 0.5 FTE for a Tree Protection Inspector (annualized) in Forestry, a new FTE to address the growth in North Oakville and 0.2 FTE for the maintenance of the winterized washroom which was a Budget Committee recommendation and approved by Council.

2023 Operating Budget Overview by Service

	2022	2023	2023	2023	\$ Change	% Change	2023	2023	\$ Change	%
	Restated	Inflation &	Capital and	Base	from	from	Service	Requested	from	from
	Budget	Adjustments	Growth Impacts	Budget	2022	2022	Level Change	Budget	2022	2022
Parks & Open Space										
Parks & Open Space Administration	509,500	76,100		585,600	76,100	14.9%	18,000	603,600	94,100	18.5%
Park Planning & Development	298,700	-6,900		291,800	-6,900	-2.3%		291,800	-6,900	-2.3%
Parks Maintenance	15,550,700	403,400	550,600	16,504,700	954,000	6.1%		16,504,700	954,000	6.1%
Forestry	3,774,000	355,800	143,600	4,319,200	545,200	14.4%		4,319,200	545,200	14.4%
Total Tax Levy	20,132,900	828,400	694,200	21,701,300	1,568,400	7.8%	18,000	21,719,300	1,586,400	7.9%

The 2023 net budget for Parks and Open Space is \$21,719,000 resulting in an increase of \$1,586,400 or 7.9% from 2022. This includes capital and growth impacts of \$694,200 which consists mainly of operating impacts to support a new public square, trails, neighborhood park, and sports park. Additional increases are due to inflationary adjustments and contractual obligations as well as \$20,000 for winterized washroom maintenance and \$8,300 for winter control and walkway lighting hydro at Holton Heights Park that was added as a Budget Committee recommendation and approved by Council. Additionally, \$18,000 was also added through the service level change column for a communication/education plan on illegal dumping of household waste in park waste receptacles which was also added as a Budget Committee recommendation and approved by Council.

Parks and Open Space

Parks & Open Space Administration net budget for 2023 is \$603,600 for an increase of \$94,100 from 2022. The change is primarily due to increases in insurance and a decrease in a transfer from the assumed subdivision reserve, as well as \$18,000 for a communication/education plan on illegal dumping of household waste in park waste receptacles which was also added as a Budget Committee recommendation and approved by Council.

Park Planning & Development net budget for 2023 is \$291,800 for a decrease of \$6,900 from 2022. The change is primarily due to an increase from a recovery from capital for staff time.

Parks Maintenance net budget for 2023 is \$16,504,700 for an increase of \$954,000 from 2022. The change is primarily due to increased inflationary and contractual obligations for personal salaries and benefits as well as inflationary increases in fuel and contracted services and internal charges for vehicle usage. Capital and Growth impacts as a result of the new Sixteen Mile Sports Park have also contributed to the increase overall as well as \$20,000 for winterized washroom maintenance and \$8,300 for winter control and walkway lighting hydro at Holton Heights Park that was added as a Budget Committee recommendation and approved by Council.

Forestry net budget for 2023 is \$4,319,200 for an increase of \$545,200 from 2022. The change is primarily due to increased inflationary and contractual obligations for personal salaries and benefits as well as inflationary increases in contracted services.

2023 Operating Budget Overview by Component

	2022 Restated Budget	2023 Inflation & Adjustments	2023 Capital and Growth Impacts	2023 Base Budget	\$ Change from 2022	% Change from 2022	2023 Service Level Change	2023 Requested Budget	\$ Change from 2022	% Change from 2022
Parks & Open Space										
EXPENSES										
Personnel Services & Benefits	12,789,000	219,900	367,100	13,376,000	587,000	4.6%		13,376,000	587,000	4.6%
Materials & Supplies	2,517,200	51,800	110,100	2,679,100	161,900	6.4%		2,679,100	161,900	6.4%
Capital out of Operations	68,500	-500		68,000	-500	-0.7%		68,000	-500	-0.7%
Purchased Services	4,102,000	472,500	189,500	4,809,800	707,800	17.3%	18,000	4,827,800	725,800	17.7%
Payments & Grants	109,800	-200	600	110,200	400	0.4%		110,200	400	0.4%
Internal Expenses & Transfers	5,698,200	421,900	53,400	6,173,500	475,300	8.3%		6,173,500	475,300	8.3%
Total EXPENSES	25,284,700	1,165,400	720,700	27,216,600	1,931,900	7.6%	18,000	27,234,600	1,949,900	7.7%
REVENUES										
External Revenues	-2,549,200	-708,400	-26,000	-3,283,600	-734,400	-28.8%		-3,283,600	-734,400	-28.8%
Internal Recovery & Fund Transfers	-2,602,600	371,400	-500	-2,231,700	370,900	14.3%		-2,231,700	370,900	14.3%
Total REVENUES	-5,151,800	-337,000	-26,500	-5,515,300	-363,500	-7.1%		-5,515,300	-363,500	-7.1%
Total Tax Levy	20,132,900	828,400	694,200	21,701,300	1,568,400	7.8%	18,000	21,719,300	1,586,400	7.9%

The total expenses for Parks & Open Space are \$27,234,600 and total revenues are \$5,515,300 resulting in a net budget of \$21,719,300 in 2023. The budget components and main drivers for change are discussed below.

Parks and Open Space

Personnel Services & Benefits total budget is \$13,376,000 in 2023 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$587,000 from 2022 primarily due to inflationary and contractual increases for salaries and benefits and increases from capital for operating impacts. Capital impacts include part-time hours for a seasonal small equipment operator, sports field operator, labourer, and students to support new neighbourhood parks, a sports park, village square and trails in North Oakville. Forestry also gained one Tree Protection Inspector through growth which will start mid-year.

Materials & Supplies total budget is \$2,679,100 in 2023 comprised primarily of expenses related to water, hydro, botanicals and building materials for both capital impacts and base increases. The budget increased by \$161,900 from 2022 primarily due to inflationary and capital impact increases for water, botanical supplies, and fuel.

Capital out of Operations total budget is \$68,000 in 2023 comprised primarily of equipment purchases. The budget decreased by \$500 from 2022 primarily due to realigning budget to actuals.

Purchased Services total budget is \$4,827,800 in 2023 comprised primarily of contracted services, vehicle rental, and insurance. The budget increased by \$725,800 from 2022 primarily due to contracted services in the areas of horticulture, turf maintenance, technical services, and forestry due to both capital increases and to better reflect actual requirements to maintain park infrastructure, as well as increased work for Oakville Hydro and Halton Region in Forestry.

Internal Expenses & Transfers total budget is \$6,173,500 in 2023 comprised primarily of costs charged by Fleet and Stores services to maintain parks vehicles and equipment, as well as transfer to reserves. The budget increased by \$475,300 from 2022 primarily due to increased material costs and labour for vehicle usage.

External Revenue total budget is \$3,283,600 in 2023 comprised primarily of revenue from sportsfield rentals as well as recoveries from the Halton Region and Hydro for services done on their behalf. The budget increased by \$734,400 from 2022 primarily due to increases in adult and child sports field rentals as well as tree permit revenue in forestry. Additionally, due to an accounting change in reporting, field maintenance revenue from school boards is now recorded as an external recovery versus and internal recovery.

Internal Recoveries & Fund Transfers total budget is \$2,231,700 in 2023 comprised primarily of an internal supervisor allocation for staff time and interdepartmental recoveries and transfers from reserves. The budget decreased by \$370,900 from 2022 primarily due to an accounting change to report school board revenue as an external revenue rather than internal recovery.

2024 - 2025 Operating Budget Forecast

	2023 Requested Budget	2024 Requested Forecast	2023 - 2024 Change (\$)	2023 - 2024 Change (%)	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)
Parks & Open Space							
Gross Expenditures by Service							
Parks & Open Space Administration	724,800	741,000	16,200	2.2%	757,500	16,500	2.2%
Park Planning & Development	604,000	619,100	15,100	2.5%	634,500	15,400	2.5%
Parks Maintenance	20,506,200	21,829,400	1,323,200	6.5%	22,568,700	739,300	3.4%
Forestry	5,399,600	5,640,500	240,900	4.5%	5,808,300	167,800	3.0%
Total Gross Expenditures by Service	27,234,600	28,830,000	1,595,400	5.9%	29,769,000	939,000	3.3%
Tax Levy by Service							
Parks & Open Space Administration	603,600	604,700	1,100	0.2%	621,100	16,400	2.7%
Park Planning & Development	291,800	306,900	15,100	5.2%	322,300	15,400	5.0%
Parks Maintenance	16,504,700	17,782,100	1,277,400	7.7%	18,448,300	666,200	3.7%
Forestry	4,319,200	4,536,000	216,800	5.0%	4,679,100	143,100	3.2%
Total Tax Levy by Service	21,719,300	23,229,700	1,510,400	7.0%	24,070,800	841,100	3.6%
Gross Expenditures by Type							
Personnel Services & Benefits	13,376,000	14,159,200	783,200	5.9%	14,491,700	332,500	2.3%
Materials & Supplies	2,679,100	2,872,300	193,200	7.2%	3,054,900	182,600	6.4%
Capital out of Operations	68,000	69,700	1,700	2.5%	71,400	1,700	2.4%
Purchased Services	4,827,800	5,118,500	290,700	6.0%	5,379,000	260,500	5.1%
Payments & Grants	110,200	115,800	5,600	5.1%	119,600	3,800	3.3%
Internal Expenses & Transfers	6,173,500	6,494,500	321,000	5.2%	6,652,400	157,900	2.4%
Total Expenditures	27,234,600	28,830,000	1,595,400	5.9%	29,769,000	939,000	3.3%
Revenues by Type							
External Revenue	-3,283,600	-3,348,200	-64,600	-2.0%	-3,421,100	-72,900	-2.2%
Internal Recoveries & Fund Transfers	-2,231,700	-2,252,100	-20,400	-0.9%	-2,277,100	-25,000	-1.1%
Total Revenues	-5,515,300	-5,600,300	-85,000	-1.5%	-5,698,200	-97,900	-1.7%
Total Tax Levy	21,719,300	23,229,700	1,510,400	7.0%	24,070,800	841,100	3.6%

Parks and Open Space

2024 - 2025 Budget Forecast Highlights

The 2024 net budget is projected to increase by \$1,510,400 for a total of \$23,229,700. The change is primarily due to inflationary increases for salaries and benefits as well as operational impacts from capital to support the new Sixteen Mile sports fields being built in North Oakville. These are partially offset by additional revenue for adult and youth sports fields.

The 2025 net budget is projected to increase by \$841,100 for a total of \$24,070,800. The change is primarily due to inflationary increases for salaries and benefits as well as operational impacts from capital to support new trails and village squares being built throughout Oakville.

2023 Recommended Capital Budget

The capital budget will provide funds to maintain park infrastructure in a state of good repair and provide parks and trails in new communities. The 2023 capital budget includes funding for the development of Sixteen Mile Sports Park, which will include soccer, multi-use facilities, BMX, leash free dog zone, splash pad and other park amenities, along with new village squares and trails in North Oakville. Annual maintenance of infrastructure is required for sports fields and courts, playgrounds, pathways, parking lots, and vehicle and equipment replacements. The Forestry program includes preventative maintenance, street tree planting, and invasive species control including the EAB Management program. As a result of Budget Committee, there were four additions to the capital budget; \$84,000 was added for walkway lighting at the Holton Parks Drive Park, along with operating impacts; as well as \$14,300 for the winterization of a washroom, and \$18,000 for camera surveillance of that washroom as well as associated operating impacts, and finally \$430,000 was added to the Bronte Outer Harbour for concrete repair work. There was one reduction in the amount of \$664,200 for the parking lot resurfacing at Bronte Outer Harbour because of a duplication. These were all referrals at Budget Committee that were subsequently approved by Council.

	Classification	Capital Budget 2023	Operating Impacts 2023
Parks and Open Space			
52212007 Wallace Park Redev and Washroom Exp/Reno	Program Initiatives	1,487,700	27,200
52212010 Bronte Green (Merton) Parks and NHS Trails	Growth	1,905,200	
52212111 Cornwall Park Skateboard Park	Program Initiatives	185,000	
52212301 Neighbourhood Park 11 (Reservoir Park)	Growth	158,600	
52212303 Neighbourhood Park 9 (Emgo/Crystal)	Growth	343,700	
52222301 Graydon Banning Village Square	Growth	820,800	
52222303 Capoak Village Square 1	Growth	83,100	
52222304 Capoak Village Square 2	Growth	83,100	
52232303 Digram Sixth Line NHS Trail	Growth	132,300	
52232305 Timsin Sixth Line NHS Trail	Growth	264,300	
52232306 Argo West Morrison NHS Trail	Growth	396,500	
52232307 NHS Trail - North Oakville - West	Growth	570,300	3,000
52232308 Clearview Creek Trail	Program Initiatives	264,300	
52232309 Emgo NHS Trails	Growth	559,700	
52232310 Graydon Banning NHS Trail	Growth	343,600	
52232311 NHS - Trail	Growth	264,400	
52242111 Ardleigh Park Minor Repairs	Infrastructure Renewal	110,700	

Parks and Open Space

	Classification	Capital Budget 2023	Operating Impacts 2023
52242114 Oakville Park Irrigation Study	Infrastructure Renewal	528,500	
52242209 Pine Glen Community Park Renewal	Infrastructure Renewal	486,200	
52242306 Sixteen Hollow Park Renewal	Infrastructure Renewal	211,400	
52242307 Seabrook Park Renewal	Infrastructure Renewal	110,700	
52242308 Glen Abbey Park Renewal	Infrastructure Renewal	317,100	
52242309 Westbrook Park Renewal	Infrastructure Renewal	110,700	
52242310 Bronte Athletic FF Lights Rehab	Infrastructure Renewal	290,700	
52242312 Playground Accessibility Improvements	Infrastructure Renewal	55,400	
52242313 Nautical Park Renewal	Infrastructure Renewal	83,000	
52242314 Deer Run Park Renewal	Infrastructure Renewal	121,600	
52242315 Skateboard Park Rehab	Infrastructure Renewal	55,400	
52242316 Glenashton Park Renewal	Infrastructure Renewal	158,600	
52242317 Sports Field Irrigation	Infrastructure Renewal	55,400	
52242318 Electrical Lighting Rehab	Infrastructure Renewal	60,900	
52242319 Holton Heights Drive	Program Initiatives	84,000	8,300
52242320 Washroom winterization & cameras	Program Initiatives	32,300	20,000
52252110 Sixteen Mile West Harbour Renewal	Infrastructure Renewal	108,900	
52252301 Bronte Heritage Park Renewal	Infrastructure Renewal	739,200	
52252305 Lindsay Park Renewal	Infrastructure Renewal	110,700	
52252306 Aldercrest Park Renewal	Infrastructure Renewal	132,200	
52252307 Gairloch Gardens Park Renewal	Infrastructure Renewal	38,700	
52262301 Cul-de-sac Rehabilitation	Infrastructure Renewal	317,100	
52262302 Pathway Rehabilitation	Infrastructure Renewal	549,100	
52262303 Recreational Trail Accessibility Program	Program Initiatives	118,900	
52272201 Tree Inventory	Infrastructure Renewal	302,100	
52272204 Preventative Maintenance Pruning	Infrastructure Renewal	928,500	
52272301 Stumper and equipment storage	Program Initiatives	45,300	
52272302 Tree Permit Review	Program Initiatives	100,700	
52272303 Woodlot Preventative Maintenance-North Oakville	Infrastructure Renewal	97,700	
52272305 Invasive Species Audit/Control	Infrastructure Renewal	405,800	
52272306 Woodlot Preventative Maintenance	Infrastructure Renewal	135,900	
52272307 Street Tree Planting	Infrastructure Renewal	504,000	
52272308 Parks Tree Planting	Infrastructure Renewal	305,100	
52272309 EAB Management Program	Program Initiatives	1,847,000	
52282302 Parks Facilities Repairs	Infrastructure Renewal	307,600	
52292201 Bronte Outer Harbour Concrete Plaza rehab	Infrastructure Renewal	430,000	
52292302 Parks Vehicle Replacement	Infrastructure Renewal	1,866,100	
52292303 Parks Equipment Replacement	Infrastructure Renewal	1,105,600	
52292304 Parks Growth Vehicles and Equipment	Growth	721,500	86,500
52292305 Park Signage	Infrastructure Renewal	78,500	
Total		22,031,400	145,000

Parks and Open Space

Cemeteries Program Based Budget 2023 - 2025

Vision

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

Mission

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

Program Services

The Cemetery program provides activities through the following services:



Active Cemeteries

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

Pioneer Cemeteries

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

2023 Program Key Initiatives



Engaged Community

- Installation of new columbarium at Trafalgar Lawn Cemetery



Accountable Government

- Undertake road rehabilitation at Trafalgar Lawn Cemetery
- Work with Transportation and Engineering on culvert replacement at St. Jude's Cemetery



Environment

- Continue selling new graves as approved by Bereavement Authority of Ontario (BAO)
- Assess future funding and fencing rehabilitation requirements for Pioneer Cemeteries
- Continue pioneer cemetery monument restoration program.

Key Performance Indicators

1. Percentage of gross operating budget

2018	2019	2020	2021	2022
0.3%	0.3%	0.3%	0.3%	0.3%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

2. Percentage of total FTEs

2018	2019	2020	2021	2022
0.3%	0.3%	0.3%	0.3%	0.3%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total town FTEs.				
Calculation: Total program FTEs including part-time / total town FTEs including part-time.				

Staffing Overview

Program: Cemeteries	2022	2023	2023	2023	2023	Net
Services/Activities:	Restated	Adjustments &	Service Level	Growth and	Total	Change
	FTE	Reallocations	Change	Capital	FTE	2023 vs 2022
Administration	1.6	-	-	-	1.6	-
Maintenance - Active Cemeteries	2.0	-	-	-	2.0	-
Burials - Active Cemeteries	-	-	-	-	-	-
Pioneer Cemeteries	1.8	-	-	-	1.8	-
Total Cemeteries	5.4	-	-	-	5.4	-

The 2023 total staff complement is 5.4 FTEs with no change from 2022.

2023 Operating Budget Overview by Service

	2022	2023	2023	2023	\$ Change	% Change	2023	2023	\$ Change	%
	Restated	Inflation &	Capital and	Base	from	from	Service	Requested	from	from
	Budget	Adjustments	Growth Impacts	Budget	2022	2022	Level Change	Budget	2022	2022
Cemeteries										
Administration	-48,700	125,500	-130,000	-53,200	-4,500	-9.2%		-53,200	-4,500	-9.2%
Maintenance - Active Cemeteries	240,200	31,300		271,500	31,300	13.0%		271,500	31,300	13.0%
Burials - Active Cemeteries	-191,500	-26,800		-218,300	-26,800	-14.0%		-218,300	-26,800	-14.0%
Pioneer Cemeteries	170,800	14,800		185,600	14,800	8.7%		185,600	14,800	8.7%
Total Tax Levy	170,800	144,800	-130,000	185,600	14,800	8.7%		185,600	14,800	8.7%

The 2023 net budget for Cemeteries is \$185,600 resulting in an increase of \$14,800 or 8.7% from 2022. This represents the cost for preservation and care for historical locations known as Pioneer Cemeteries. The other 3 activities are all self-supported by revenues with any surpluses or shortfalls being offset from the Cemetery reserve.

Administration net budget for 2023 is -\$53,200 (Credit Balance) for a decrease of \$4,500 from 2022. The change is primarily due to operating impacts from capital for increased revenues associated with the new columbarium.

Maintenance - Active Cemeteries net budget for 2023 is \$271,500 for an increase of \$31,300 from 2022. The change is primarily due to increased costs associated with vehicle usage from Fleet Services.

Burials - Active Cemeteries net budget for 2023 is -\$218,300 (Credit Balance) for a decrease of \$26,800 from 2022. The change is primarily due to increased revenues from marker sales.

Cemeteries

Pioneer Cemeteries net budget for 2023 is \$185,600 for an increase of \$14,800 from 2022. The change is primarily due to inflationary and contractual obligations for personnel services and benefits.

2023 Operating Budget Overview by Component

	2022 Restated Budget	2023 Inflation & Adjustments	2023 Capital and Growth Impacts	2023 Base Budget	\$ Change from 2022	% Change from 2022	2023 Service Level Change	2023 Requested Budget	\$ Change from 2022	% Change from 2022
Cemeteries										
EXPENSES										
Personnel Services & Benefits	434,100	16,700		450,800	16,700	3.8%		450,800	16,700	3.8%
Materials & Supplies	61,400	32,900		94,300	32,900	53.6%		94,300	32,900	53.6%
Capital out of Operations	2,500			2,500				2,500		
Purchased Services	207,100	8,200		215,300	8,200	4.0%		215,300	8,200	4.0%
Payments & Grants	19,500	5,000		24,500	5,000	25.6%		24,500	5,000	25.6%
Internal Expenses & Transfers	305,100	35,000		340,100	35,000	11.5%		340,100	35,000	11.5%
Total EXPENSES	1,029,700	97,800		1,127,500	97,800	9.5%		1,127,500	97,800	9.5%
REVENUES										
External Revenues	-560,100	-89,400	-130,000	-779,500	-219,400	-39.2%		-779,500	-219,400	-39.2%
Internal Recovery & Fund Transfers	-298,800	136,400		-162,400	136,400	45.6%		-162,400	136,400	45.6%
Total REVENUES	-858,900	47,000	-130,000	-941,900	-83,000	-9.7%		-941,900	-83,000	-9.7%
Total Tax Levy	170,800	144,800	-130,000	185,600	14,800	8.7%		185,600	14,800	8.7%

The total expenses for Cemeteries are \$1,127,500 and total revenues are \$941,900 resulting in a net budget of \$185,600 in 2023. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$450,800 in 2023 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$16,700 from 2022 primarily due to contractual increases for staff.

Materials & Supplies total budget is \$94,300 in 2023 comprised primarily of cemetery marker purchases and fuel. The budget increased by \$32,900 from 2022 primarily due to increased marker purchases and greater fuel budget due to increased rates.

Purchased Services total budget is \$215,300 in 2023 comprised primarily of costs for contracted services to maintain both Active and Pioneer cemeteries. Purchased Services also include budgets for vehicle rentals, security services, uniforms and professional development. The budget increased by \$8,200 from 2022 primarily due to an increase in vehicle rental rates.

Payments & Grants total budget is \$24,500 in 2023 comprised primarily of bank service charges and licence fees. The budget increased by \$5,000 from 2022 primarily due to bank service charges.

Cemeteries

Internal Expenses & Transfers total budget is \$340,100 in 2023 comprised primarily of internal charges for vehicle and equipment maintenance as well transfers to reserves. The budget increased by \$35,000 from 2022 primarily due to a increase in the transfer to the cemetery reserve to balance the program, as well as an increase in internal vehicle usage.

External Revenue total budget is \$779,500 in 2023 comprised primarily of plot sales, perpetual care fees and other service fees. The budget increased by \$219,400 from 2022 primarily due to a decrease in plot sales and perpetual care fees as a result of operating impacts from capital for the new columbarium.

Internal Recoveries & Fund Transfers total budget is \$162,400 in 2023 comprised primarily of transfers from reserves. The budget decreased by \$136,400 from 2022 primarily due to the removal of the transfer from reserves from 2022 needed to balance the budget. 2023 does not require additional funds to balance the budget.

2024 - 2025 Operating Budget Forecast

	2023 Requested Budget	2024 Requested Forecast	2023 - 2024 Change (\$)	2023 - 2024 Change (%)	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)
Cemeteries							
Gross Expenditures by Service							
Administration	364,800	491,900	127,100	34.8%	495,500	3,600	0.7%
Maintenance - Active Cemeteries	393,400	412,200	18,800	4.8%	428,100	15,900	3.9%
Burials - Active Cemeteries	55,800	57,100	1,300	2.3%	58,400	1,300	2.3%
Pioneer Cemeteries	313,500	320,500	7,000	2.2%	327,600	7,100	2.2%
Total Gross Expenditures by Service	1,127,500	1,281,700	154,200	13.7%	1,309,600	27,900	2.2%
Tax Levy by Service							
Administration	-53,200	-66,600	-13,400	-25.2%	-76,900	-10,300	-15.5%
Maintenance - Active Cemeteries	271,500	290,300	18,800	6.9%	306,200	15,900	5.5%
Burials - Active Cemeteries	-218,300	-223,700	-5,400	-2.5%	-229,300	-5,600	-2.5%
Pioneer Cemeteries	185,600	190,100	4,500	2.4%	194,700	4,600	2.4%
Total Tax Levy by Service	185,600	190,100	4,500	2.4%	194,700	4,600	2.4%
Gross Expenditures by Type							
Personnel Services & Benefits	450,800	462,600	11,800	2.6%	474,400	11,800	2.6%
Materials & Supplies	94,300	96,600	2,300	2.4%	98,900	2,300	2.4%
Capital out of Operations	2,500	2,600	100	4.0%	2,700	100	3.8%
Purchased Services	215,300	220,500	5,200	2.4%	225,900	5,400	2.4%
Payments & Grants	24,500	24,600	100	0.4%	24,700	100	0.4%
Internal Expenses & Transfers	340,100	474,800	134,700	39.6%	483,000	8,200	1.7%
Total Expenditures	1,127,500	1,281,700	154,200	13.7%	1,309,600	27,900	2.2%
Revenues by Type							
External Revenue	-779,500	-929,200	-149,700	-19.2%	-952,500	-23,300	-2.5%
Internal Recoveries & Fund Transfers	-162,400	-162,400			-162,400		
Total Revenues	-941,900	-1,091,600	-149,700	-15.9%	-1,114,900	-23,300	-2.1%
Total Tax Levy	185,600	190,100	4,500	2.4%	194,700	4,600	2.4%

Cemeteries

2024 - 2025 Budget Forecast Highlights

The 2024 net budget is projected to increase by \$4,500 for a total of \$190,100. The change is primarily due to inflationary adjustments and contractual obligations, the transfer to reserves has also been increased to offset these adjustments.

The 2025 net budget is projected to increase by \$4,600 for a total of \$194,700. The change is primarily due to inflationary adjustments and contractual obligations, the transfer to reserves has also been increased to offset these adjustments.

2023 Recommended Capital Budget

The 2023 Capital budget for Cemeteries includes funding to keep the cemeteries and equipment in a state of good repair. In 2023 Cemeteries will purchase a new columbarium and replace their current software.

	Classification	Capital Budget 2023	Operating Impacts 2023
Cemeteries			
52712101 Cemeteries Software Replacement	Infrastructure Renewal	100,700	10,000
52712302 Columbarium - Trafalgar	Growth	75,500	-65,000
52712303 Cemeteries Annual Provision	Infrastructure Renewal	15,100	
Total		191,300	-55,000

Harbours Program Based Budget 2023 - 2025

Vision

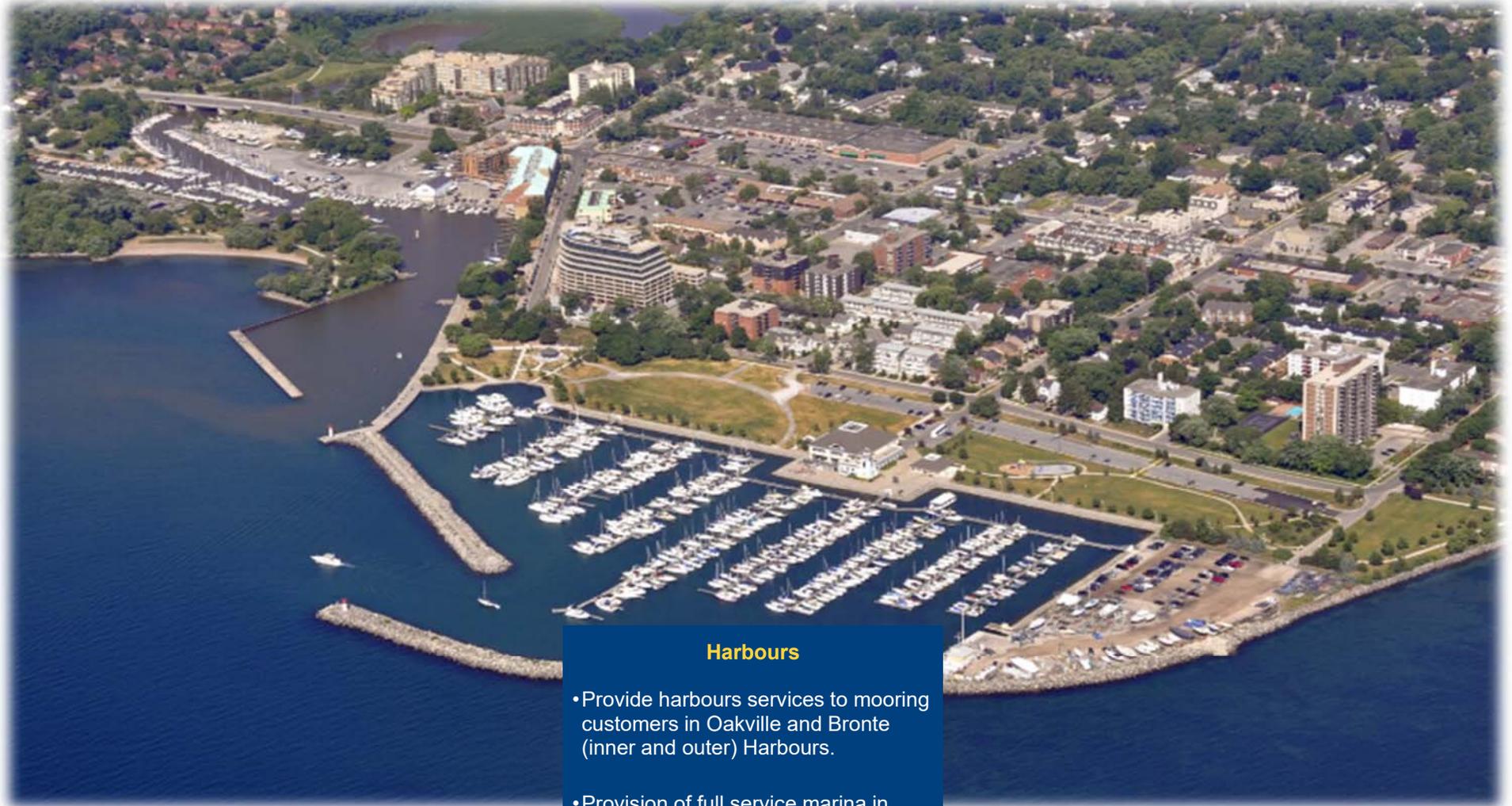
- A commitment to a better quality of life for individuals, families, businesses - today and tomorrow, and to make Oakville the most livable town in Canada by developing and managing a safe and sustainable open space system for all our citizens to use and enjoy.

Mission

- To provide the community with recreational boating and ancillary marine services at market value rates and operate the harbour services in an efficient and environmentally responsible and sustainable manner. Harbours service is responsible for the operation of Oakville, as well as Bronte inner and outer harbours serving approximately 880 boating customers. The day to day operation of the Harbours service is overseen by the Supervisor(s) of Harbours and managed by the Harbours Administrator with support from full-time and part-time staff.

Program Services

The Harbours program provides activities through the following services:



Harbours

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

Harbours

2023 Program Key Initiatives



Livability

- Continue detail design on Phase 4 of West Sixteen Mile Landscape Rehabilitation



Engaged Community

- Install new fuel pumps at Bronte Outer Harbour
- Undertake construction of new seawall in Bronte Inner Harbour



Accountable Government

- Continue dialogue with Department of Fisheries & Oceans (Small Craft Harbours) regarding acquisition of federal lands in Bronte



Environment

- Investigate weed harvesting to deal with weed problems within Bronte Outer Harbour
- Undertake maintenance dredge in Bronte Harbour
- Undertake bathymetry studies and permit requirements for future small dredge at Bronte Outer Harbour

Key Performance Indicators

1. Percentage of gross operating budget

2018	2019	2020	2021	2022
0.4%	0.7%	0.7%	1.2%	1.2%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

2. Percentage of total FTEs

2018	2019	2020	2021	2022
0.5%	0.5%	0.5%	0.97%	1.1%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total town FTEs.				
Calculation: Total program FTEs including part-time / total town FTEs including part-time.				

Staffing Overview

Program: Harbours	2022	2023	2023	2023	2023	Net
Services/Activities:	Restated	Adjustments &	Service Level	Growth and	Total	Change
	FTE	Reallocations	Change	Capital	FTE	2023 vs 2022
Harbours	19.0	0.0	-	0.5	19.5	0.5
Total Harbours	19.0	0.0	-	0.5	19.5	0.5

The 2023 total staff complement is 19.5 FTEs with a 0.5 FTE increase from 2022. This part-time increase is due to increased growth in the Bronte Outer Harbour.

2023 Operating Budget Overview by Service

	2022	2023	2023	2023	\$ Change	% Change	2023	2023	\$ Change	%
	Restated	Inflation &	Capital and	Base	from	from	Service	Requested	from	from
	Budget	Adjustments	Growth Impacts	Budget	2022	2022	Level Change	Budget	2022	2022
Harbours										
Harbours										
52900 HARBOURS ADMINISTRATION	965,200	60,200		1,025,400	60,200	6.2%		1,025,400	60,200	6.2%
52910 OAKVILLE HARBOUR	-475,100	-10,000		-485,100	-10,000	-2.1%		-485,100	-10,000	-2.1%
52920 BRONTE INNER HARBOUR	-443,600	31,400		-412,200	31,400	7.1%		-412,200	31,400	7.1%
52921 BRONTE OUTER HARBOUR	-46,500	-81,600		-128,100	-81,600	-175.5%		-128,100	-81,600	-175.5%
Total Tax Levy										

The Harbours budget reflects all operating costs necessary to maintain the three (3) town harbours, Bronte Harbour and Oakville Harbour, as well as the Bronte Outer Harbour. The program is self-funded and budget increases are supported by revenue generated through fees. Although the Harbours program does not impact the tax levy, changes to the net budget have an impact to the Harbour reserve balance which may affect future capital purchases or projects.

2023 Operating Budget Overview by Component

	2022 Restated Budget	2023 Inflation & Adjustments	2023 Capital and Growth Impacts	2023 Base Budget	\$ Change from 2022	% Change from 2022	2023 Service Level Change	2023 Requested Budget	\$ Change from 2022	% Change from 2022
Harbours										
EXPENSES										
Personnel Services & Benefits	1,525,300	52,100		1,577,400	52,100	3.4%		1,577,400	52,100	3.4%
Materials & Supplies	508,000	99,800		607,800	99,800	19.6%		607,800	99,800	19.6%
Purchased Services	514,600	56,800		571,400	56,800	11.0%		571,400	56,800	11.0%
Payments & Grants	569,000	16,000		585,000	16,000	2.8%		585,000	16,000	2.8%
Internal Expenses & Transfers	521,100	-13,900		507,200	-13,900	-2.7%		507,200	-13,900	-2.7%
Total EXPENSES	3,638,000	210,800		3,848,800	210,800	5.8%		3,848,800	210,800	5.8%
REVENUES										
External Revenues	-3,572,300	-209,600		-3,781,900	-209,600	-5.9%		-3,781,900	-209,600	-5.9%
Internal Recovery & Fund Transfers	-65,700	-1,200		-66,900	-1,200	-1.8%		-66,900	-1,200	-1.8%
Total REVENUES	-3,638,000	-210,800		-3,848,800	-210,800	-5.8%		-3,848,800	-210,800	-5.8%
Total Tax Levy										

The total expenses for Harbours are \$3,848,800 and total revenues are \$3,848,800 resulting in a net transfer to the Harbours reserve of \$144,400. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$1,577,400 in 2023 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$52,100 from 2022 primarily due to inflationary increases for salaries and benefits.

Materials & Supplies total budget is \$607,800 in 2023 comprised primarily of fuel purchases. The budget increased by \$99,800 from 2022 primarily due to fuel and utilities expenses for the Bronte Outer Harbour.

Purchased Services total budget is \$571,400 in 2023 comprised primarily of equipment rental to operate the harbours. The budget increased by \$56,800 from 2022 primarily due to increased equipment rental.

Payments & Grants total budget is \$585,000 in 2023 comprised primarily of bank service charges and debt charges. The budget increased by \$16,000 from 2022 primarily due to bank service charges.

Internal Expenses & Transfers total budget is \$507,200 in 2023 comprised primarily of transfer to various harbours reserves and internal vehicle charges. The budget decreased by \$13,900 from 2022 primarily due to a decrease of the transfer to the Harbours reserve to balance the program.

Harbours

External Revenue total budget is \$3,781,900 in 2023 comprised primarily of service fees, rentals and sales revenue. The budget increased by \$209,600 from 2022 primarily due an increase in mooring revenue for finger docks as well as the inflationary increases for service fees.

Internal Recoveries & Fund Transfers total budget is \$66,900 in 2023 comprised primarily of internal recoveries from other departments. The budget increased by \$1,200 from 2022 primarily due to inflationary increases.

2024 - 2025 Operating Budget Forecast

	2023 Requested Budget	2024 Requested Forecast	2023 - 2024 Change (\$)	2023 - 2024 Change (%)	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)
Harbours							
Gross Expenditures by Service							
Harbours	3,848,800	3,960,600	111,800	2.9%	4,078,000	117,400	3.0%
Total Gross Expenditures by Service	3,848,800	3,960,600	111,800	2.9%	4,078,000	117,400	3.0%
Tax Levy by Service							
Harbours							
Total Tax Levy by Service							
Gross Expenditures by Type							
Personnel Services & Benefits	1,577,400	1,614,600	37,200	2.4%	1,652,700	38,100	2.4%
Materials & Supplies	607,800	623,100	15,300	2.5%	638,700	15,600	2.5%
Purchased Services	571,400	585,700	14,300	2.5%	600,400	14,700	2.5%
Payments & Grants	585,000	584,700	-300	-0.1%	626,800	42,100	7.2%
Internal Expenses & Transfers	507,200	552,500	45,300	8.9%	559,400	6,900	1.2%
Total Expenditures	3,848,800	3,960,600	111,800	2.9%	4,078,000	117,400	3.0%
Revenues by Type							
External Revenue	-3,781,900	-3,893,700	-111,800	-3.0%	-4,011,100	-117,400	-3.0%
Internal Recoveries & Fund Transfers	-66,900	-66,900			-66,900		
Total Revenues	-3,848,800	-3,960,600	-111,800	-2.9%	-4,078,000	-117,400	-3.0%
Total Tax Levy							

2024 - 2025 Budget Forecast Highlights

2024 and 2025 shows an increase in revenues resulting from inflationary adjustments along with adjustments in the transfer to Harbours reserve to balance the program.

2023 Recommended Capital Budget

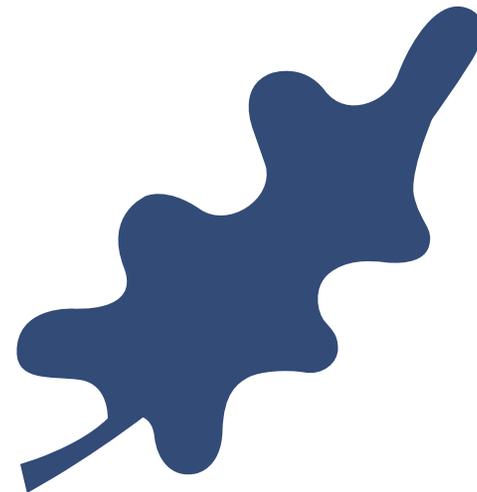
The 2023 capital budget includes capital works for the seawalls at Berta Point. Additional work includes dredging, harbours sediment & SAR management plan, and fuel pump replacement at Bronte Outer Harbour.

	Classification	Capital Budget 2023	Operating Impacts 2023
Harbours			
52212008 Seawall Installation - Berta Point - Bronte Harbour	Infrastructure Renewal	830,000	
52902206 BOH - Maintenance Dredge	Infrastructure Renewal	453,200	
52902207 BOH - Fuel Pump replacement	Infrastructure Renewal	120,800	
52902303 Bronte Harbour Dredging	Infrastructure Renewal	1,810,800	
52902304 Dock Replacement	Infrastructure Renewal	372,600	
52902305 BOH - Annual Dockage/Property	Infrastructure Renewal	35,200	
52902306 BOH Vehicle & Equipment Replacement	Infrastructure Renewal	74,500	
52902310 Harbours Reserve Study	Program Initiatives	50,400	
52902311 Harbours Sediment & SAR Management Program	Infrastructure Renewal	25,200	
52902312 Annual Dockage/Property	Infrastructure Renewal	50,400	
Total		3,823,100	



2023 BUDGET – MOBILITY

OPERATING AND CAPITAL



Infrastructure Maintenance Program Based Budget 2023 - 2025

Vision

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

Mission

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

Program Services

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

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

2023 Program Key Initiatives



Livability

- The provision of quality and reliable transportation network.
- The provision of functional storm water system.
- Effective delivery of the winter services and bulk loose leaf collection programs.



Engaged Community

- Effective communication of programs and related service deliverables.



Accountable Government

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



Environment

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



Mobility

- The provision of a safe and effective transportation network.
- Assisting school children to cross safely at approved crossing guard locations.
- Implementing transportation technology improvements to enhance safety and user inclusivity.

Key Performance Indicators

1. Percentage of gross operating budget

2018	2019	2020	2021	2022
12.2%	12.1%	12.1%	12.1%	11.9%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

2. Percentage of total FTEs

2018	2019	2020	2021	2022
8.5%	8.4%	8.2%	8.1%	8.2%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total town FTEs.				
Calculation: Total program FTEs including part-time / total town FTEs including part-time.				

3. Minimum maintenance standard deficiencies identified per lane kilometers

2018	2019	2020	2021	2022
0.21	0.16	0.21	0.19	0.18 (Projected to Sept. 2022)
Purpose: Assesses general road conditions with respect to provincial standards and provides 'a state of good repair' asset indicator.				
Calculation: Minimum Maintenance Standard deficiencies identified (excluding streetlights and sign retro-reflectivity) / total lane kilometer of town roads.				

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

2013	2015	2017	2019	2022
82%	85%	82%	83%	81%
Purpose: To ensure we're meeting the service expectations of our residents and to help us set our strategic priorities.				
Calculation: To gather the opinions of residents in the most comprehensive and efficient way, Pollara Strategic Insights conducted a 20-minute telephone survey amongst randomly selected residents of the Town of Oakville.				

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

2013	2015	2017	2019	2022
68%	74%	81%	76%	74%
Purpose: To ensure we're meeting the service expectations of our residents and to help us set our strategic priorities.				
Calculation: To gather the opinions of local residents in the most comprehensive and efficient way, Pollara Strategic Insights conducted a 20-minute telephone survey amongst randomly-selected residents of the Town of Oakville.				

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

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

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

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

Staffing Overview

Program: Infrastructure Maintenance	2022	2023	2023	2023	2023	Net
	Restated	Adjustments &	Service Level	Growth and	Total	Change
Services/Activities:	FTE	Reallocations	Change	Capital	FTE	2023 vs 2022
Facilities & Administration	4.9	-	-	-	4.9	-
Fleet Operations	23.1	0.3	-	1.0	24.4	1.3
Works Operations	61.8	(0.3)	-	2.0	63.5	1.7
Traffic Operations	50.5	-	-	-	50.5	-
Total Infrastructure Maintenance	140.3	(0.0)	-	3.0	143.3	3.0

The 2023 total staff complement is 143.3 FTEs with an increase of 3.0 FTEs from 2022. The additional staff include:

- 1.0 FTE for an AVL/Cellular Radio Technician resulting from the Cellular Enablement Project. Radio hardware management is being transferred from IT to Fleet Operations who will manage service installations, and management of fleet and operational data (location, speed, vehicle operating conditions, hours of service reporting and circle check records).
- 2.0 FTE for Labourers added to Work Operations. Due to growth in Oakville, the additional staff is necessary to maintain current levels of services.
- 0.3 FTE was reallocated from Works Operations to Fleet Operations Stores. With the current 0.7 FTE budgeted in Stores, the additional 0.3 FTE provides Stores the benefit of a full-time complement to provide effective year-round support.

2023 Operating Budget Overview by Service

	2022	2023	2023	2023	\$ Change	% Change	2023	2023	\$ Change	% Change
	Restated	Inflation &	Capital and	Base	from	from	Service	Requested	from	from
	Budget	Adjustments	Growth Impacts	Budget	2022	2022	Level Change	Budget	2022	2022
Infrastructure Maintenance										
Facilities & Administration	1,994,000	97,800	-10,900	2,080,900	86,900	4.4%		2,080,900	86,900	4.4%
Fleet Operations	12,200	-250,700	256,400	17,900	5,700	46.7%		17,900	5,700	46.7%
Works Operations	14,237,200	1,025,000	242,900	15,505,100	1,267,900	8.9%	80,000	15,585,100	1,347,900	9.5%
Traffic Operations	8,066,600	321,900	117,300	8,505,800	439,200	5.4%		8,505,800	439,200	5.4%
Total Tax Levy	24,310,000	1,194,000	605,700	26,109,700	1,799,700	7.4%	80,000	26,189,700	1,879,700	7.7%

The 2023 net budget for Infrastructure Maintenance is \$26,189,700 resulting in an increase of \$1,879,700 or 7.7% from 2022. This includes Capital and Growth impacts of \$605,700 primarily for costs associated with maintenance of new infrastructure built as a result of growth (new development) as well as town capital improvements such as road improvements (e.g., Speers Road) that introduce new sidewalks, bike lanes, etc. as well as new traffic control devices (IPS and ASE zones) that require ongoing maintenance. Additional service details include:

Infrastructure Maintenance

Facilities & Administration net budget for 2023 is \$2,080,900 for an increase of \$86,900 from 2022. The change is primarily due to inflationary and contractual increases to salary and benefits, additional adjustments were made for insurance and utilities. One time budget impacts are included for facility touch point cleaning.

Fleet Operations net budget for 2023 is \$17,900 for an increase of \$5,700 from 2022. The change is primarily due to fuel and motor vehicle parts increases and a change for the transfer to the equipment reserve to fund future equipment replacements. All budget adjustments are offset with an increase to the vehicle usage recovery.

Works Operations net budget for 2023 is \$15,585,100 for an increase of \$1,347,900 from 2022. The increase to Works Operation is due to inflationary increases to salary and benefits, the change is primarily due to increases for contracted services and hired equipment required to deliver the winter control program (which reflect increases in cost for fuel and labour components). In addition, a service level change of \$80,000 is included for enhanced sidewalk clearing in the downtown BIA as recommended by the Budget Committee and approved by Council.

Traffic Operations net budget for 2023 is \$8,505,800 for an increase of \$439,200 from 2022. The increase is primarily due to inflationary adjustments to salary, benefits, contracted services and hydro for the street lighting program.

2023 Operating Budget Overview by Component

	2022 Restated Budget	2023 Inflation & Adjustments	2023 Capital and Growth Impacts	2023 Base Budget	\$ Change from 2022	% Change from 2022	2023 Service Level Change	2023 Requested Budget	\$ Change from 2022	% Change from 2022
Infrastructure Maintenance										
EXPENSES										
Personnel Services & Benefits	12,766,600	520,200	198,700	13,485,500	718,900	5.6%		13,485,500	718,900	5.6%
Materials & Supplies	6,482,500	789,600	117,900	7,390,000	907,500	14.0%		7,390,000	907,500	14.0%
Capital out of Operations	104,000	37,500		141,500	37,500	36.1%		141,500	37,500	36.1%
Purchased Services	10,049,500	619,700	168,000	10,837,200	787,700	7.8%	80,000	10,917,200	867,700	8.6%
Payments & Grants	1,325,100	-500	1,200	1,325,800	700	0.1%		1,325,800	700	0.1%
Internal Expenses & Transfers	7,344,400	641,900	171,500	8,157,800	813,400	11.1%		8,157,800	813,400	11.1%
Total EXPENSES	38,072,100	2,608,400	657,300	41,337,800	3,265,700	8.6%	80,000	41,417,800	3,345,700	8.8%
REVENUES										
External Revenues	-4,907,400	-296,900		-5,204,300	-296,900	-6.1%		-5,204,300	-296,900	-6.1%
Internal Recovery & Fund Transfers	-8,854,700	-1,117,500	-51,600	-10,023,800	-1,169,100	-13.2%		-10,023,800	-1,169,100	-13.2%
Total REVENUES	-13,762,100	-1,414,400	-51,600	-15,228,100	-1,466,000	-10.7%		-15,228,100	-1,466,000	-10.7%
Total Tax Levy	24,310,000	1,194,000	605,700	26,109,700	1,799,700	7.4%	80,000	26,189,700	1,879,700	7.7%

Infrastructure Maintenance

The total expenses for Infrastructure Maintenance are \$41,417,800 and total revenues are \$15,228,100 resulting in a net budget of \$26,189,700 in 2023. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$13,485,500 in 2023 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$718,900 from 2022 primarily due to inflationary adjustments for wages and benefits and contract obligations. Additional adjustments for overtime and standby are included. For 2023, the capital and growth impacts include 1.0 FTE for an AVL/Cellular Radio Technician who will coordinate the AVL/Radio service for the town's fleet operations and 2.0 FTE Labourers for Works operations who will provide ongoing support to the department.

Materials & Supplies total budget is \$7,390,000 in 2023 comprised primarily of de-icing materials for roads, utilities for Central Operations and North Operations and the street-lighting program, fuel for vehicles and electrical signal parts to maintain traffic signals. The budget increased by \$907,500 from 2022 primarily due to adjustments to fuel and winter control to bring these budget components in line with current trends for fuel and winter conditions.

Capital out of Operations total budget is \$141,500 in 2023 comprised primarily of computer software. The budget increased by \$37,500 from 2022 primarily due to changes to software costs.

Purchased Services total budget is \$10,917,200 in 2023 comprised primarily of contracted services and hired equipment to maintain the road networks throughout the various seasons, as well as maintaining the streetlights, fleet vehicles and stormwater systems. The budget increased by \$867,700 from 2022 primarily due to changes to insurance and increased contract services and hired equipment required for the winter control program (the latter being influenced by the current increasing trends in fuel and labour costs. In addition, a service level change of \$80,000 is budgeted for enhanced sidewalk snow clearing service in the downtown BIA as recommended by the Budget Committee and approved by Council.

Payments & Grants total budget is \$1,325,800 in 2023 comprised primarily of licenses and debt charges related to the LED replacement for streetlighting. The budget increased by \$700 from 2022 primarily due to changes to licenses.

Internal Expenses & Transfers total budget is \$8,157,800 in 2023 comprised primarily of transfers to reserves for building maintenance, vehicle and equipment replacement and stormwater system maintenance, and for internal charges to the Works and Traffic Operations portions of the budget from Fleet and Stores for vehicle usage and maintenance. The budget increased by \$813,400 from 2022 primarily due to an increase for the transfer to the equipment reserve and for inflationary increases to internal labour charges.

External Revenue total budget is \$5,204,300 in 2023 comprised primarily of regional recoveries and overhead revenue for work done on behalf of external agencies such as Ministry of Transportation, Halton Region, Halton Hills and Oakville Hydro. The budget increased by \$296,900 from 2022 primarily due to the changes to external recoveries.

Internal Recoveries & Fund Transfers total budget is \$10,023,800 in 2023 comprised primarily of recoveries in Fleet and Stores services for vehicle maintenance and stores costs charged to the various town departments. The budget increased by \$1,169,100 from 2022 primarily due to changes to the internal labour recovery and vehicle usage recovery.

Infrastructure Maintenance

2024 - 2025 Operating Budget Forecast

	2023 Requested Budget	2024 Requested Forecast	2023 - 2024 Change (\$)	2023 - 2024 Change (%)	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)
Infrastructure Maintenance							
Gross Expenditures by Service							
Facilities & Administration	3,207,500	3,194,200	-13,300	-0.4%	3,259,000	64,800	2.0%
Fleet Operations	9,095,400	9,619,700	524,300	5.8%	9,952,600	332,900	3.5%
Works Operations	18,161,100	18,816,700	655,600	3.6%	19,473,800	657,100	3.5%
Traffic Operations	10,953,800	11,238,800	285,000	2.6%	11,603,500	364,700	3.2%
Total Gross Expenditures by Service	41,417,800	42,869,400	1,451,600	3.5%	44,288,900	1,419,500	3.3%
Tax Levy by Service							
Facilities & Administration	2,080,900	2,144,400	63,500	3.1%	2,241,700	97,300	4.5%
Fleet Operations	17,900	42,800	24,900	139.1%	42,800		
Works Operations	15,585,100	16,183,600	598,500	3.8%	16,782,100	598,500	3.7%
Traffic Operations	8,505,800	8,751,700	245,900	2.9%	9,073,300	321,600	3.7%
Total Tax Levy by Service	26,189,700	27,122,500	932,800	3.6%	28,139,900	1,017,400	3.8%
Gross Expenditures by Type							
Personnel Services & Benefits	13,485,500	13,860,700	375,200	2.8%	14,174,400	313,700	2.3%
Materials & Supplies	7,390,000	7,625,000	235,000	3.2%	7,929,900	304,900	4.0%
Capital out of Operations	141,500	145,200	3,700	2.6%	148,900	3,700	2.5%
Purchased Services	10,917,200	11,275,500	358,300	3.3%	11,770,200	494,700	4.4%
Payments & Grants	1,325,800	1,329,000	3,200	0.2%	1,333,400	4,400	0.3%
Internal Expenses & Transfers	8,157,800	8,634,000	476,200	5.8%	8,932,100	298,100	3.5%
Total Expenditures	41,417,800	42,869,400	1,451,600	3.5%	44,288,900	1,419,500	3.3%
Revenues by Type							
External Revenue	-5,204,300	-5,307,200	-102,900	-2.0%	-5,415,600	-108,400	-2.0%
Internal Recoveries & Fund Transfers	-10,023,800	-10,439,700	-415,900	-4.1%	-10,733,400	-293,700	-2.8%
Total Revenues	-15,228,100	-15,746,900	-518,800	-3.4%	-16,149,000	-402,100	-2.6%
Total Tax Levy	26,189,700	27,122,500	932,800	3.6%	28,139,900	1,017,400	3.8%

Infrastructure Maintenance

2024 - 2025 Budget Forecast Highlights

The 2024 net budget is projected to increase by \$932,800 for a total of \$27,122,500. The change is primarily due to inflationary increases to the cost of delivering services.

The 2025 net budget is projected to increase by \$1,017,400 for a total of \$28,139,900. The change is primarily due to inflationary increases to the cost of delivering services.

2023 Recommended Capital Budget

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

	Classification	Capital Budget 2023	Operating Impacts 2023
Infrastructure Maintenance			
51312301 Central Ops - Furniture Replacement	Infrastructure Renewal	10,100	
51312302 Central Operations Depot Capital Replacement	Infrastructure Renewal	76,100	
51322301 Replacement of Fleet Hoists	Infrastructure Renewal	50,400	
51322302 Roads and Works Growth Equipment	Growth	1,012,500	153,900
51322303 Roads and Works Replacement Equipment	Infrastructure Renewal	426,500	
51322304 AVL Telematics Install	Program Initiatives	75,500	74,600
51322305 Roads and Works Vehicle Replacement	Infrastructure Renewal	1,536,700	
51322306 Replacement of (1) Drainage Pump	Infrastructure Renewal	90,600	
51332301 Minor Asphalt Pathway Rehabilitation	Infrastructure Renewal	100,700	
51332302 Bridge and Culvert Minor Maintenance	Infrastructure Renewal	251,800	
51612301 Traffic Signal Controller Replacement	Infrastructure Renewal	300,000	
51612302 Major Traffic Signal Repairs	Infrastructure Renewal	10,100	
51612304 Traffic Signal Hardware Replacement	Infrastructure Renewal	520,100	
51632301 Streetlight Rehabilitation	Infrastructure Renewal	50,300	
Total		4,511,400	228,500

Infrastructure Maintenance

Oakville Transit Program Based Budget 2023 - 2025

Vision

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

Mission

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

Program Services

The Oakville Transit program provides activities through the following services:



Transit Operations

- Delivery of scheduled fixed route conventional transit services, On-Demand, Specialized, Late Night Zone, School Specials and special event services

Transit Planning & Support Services

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

Transit Fleet & Maintenance

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

Transit On Demand

- Scheduling and delivery of all On-Demand Services including specialized and Home to Hub

2023 Program Key Initiatives



Livability

- Safely and efficiently re-introduce service levels in response to increases in demand
- Expand transit to new service areas throughout the town
- Continue to provide more fare paying options for customers



Engaged Community

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



Accountable Government

- Prepare a Transit Five Year Plan identifying the road map for Oakville Transit
- Deliver transit services efficiently through data analytics and analysis
- Implement fleet wide Automatic Passenger Counters (APC) to identify all Oakville Transit customer trips
- Incorporate Oakville Transit plans into the Transportation Master Plan



Environment

- Award contract for the acquisition of conventional Battery Electric Buses (BEB)
- Expand the operation of Battery Electric Buses for On-Demand services
- Begin the supply, installation and maintenance of electric bus energy infrastructure at Oakville Transit facilities



Mobility

- Implement digital display screens on Care-a-Van services
- Prepare the 2023 Oakville Transit Annual Accessibility Plan
- Implement bus stop infrastructure improvements to increase accessibility across the town
- Work with Metrolinx and neighbouring municipalities to enhance cross boundary transit services

Key Performance Indicators

1. Percentage of gross operating budget

2018	2019	2020	2021	2022
12.8%	12.9%	12.7%	12.3%	12.5%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

2. Percentage of total FTEs

2018	2019	2020	2021	2022
14.3%	14.3%	14.2%	13.9%	13.9%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
Calculation: Total program FTEs including part-time / Total town FTEs including part-time.				

3. Ridership

2018	2019	2020	2021	2022
3,019,421	2,968,776	1,079,549	1,292,066	1,986,000 (Projected)
Purpose: Represents the level of use of the services and allows comparison to revenue recovered and costs.				
Calculation: Total number of passenger boardings less those which are transfers from another bus; based on actuals for 2018-2021 and projected year end for 2022. Note: The COVID-19 pandemic impacted the 2020 – 2022 statistics.				

4. Annual number of public transport trips per capita

2018	2019	2020	2021	2022
14.98	14.04	5.03	5.92	9.12 (Projected)
Purpose: To understand the degree to which transit ridership is either increasing or decreasing relative to the town's population.				
Calculation: Net ridership divided by the total town population; based on actuals for 2018-2021 and projected year end for 2022. Note: The COVID-19 pandemic impacted the 2020 – 2022 statistics.				

5. Transit on-time performance

2018	2019	2020	2021	2022
84.5%	83.1%	84.8%	92.74%	92.96% (YTD Aug)
Purpose: This measures the reliability of transit services.				
Calculation: This KPI relies on ITS to measure deviations from schedule. "On-time" is defined as a bus being no more than 1 minute ahead of schedule and no more than 3 minutes behind schedule; based on actuals for 2018-2021 and year to date for 2022.				

6. Subsidy (tax levy per ride)

2018	2019	2020	2021	2022
\$6.27	\$6.27	\$19.20	\$19.08	\$13.00 (Projected)
Purpose: Measures the degree to which cost of providing service is being shared between transit customers and taxpayers.				
Calculation: The total net direct operating costs of conventional service divided by the number of conventional service rides; based on actuals for 2018-2021 and projected for 2022.				

7. Preventable accidents safety rating

2018	2019	2020	2021	2022
0.56	0.68	0.45	0.57	0.56 (TYD)
Purpose: Measures the effectiveness of driver training and of driver performance.				
Calculation: The number of preventable collisions per 100,000 kms driven; based on actuals for 2018-2021 and year to date for 2022.				

8. Cost recovery ratio - conventional

2018	2019	2020	2021	2022
29.12%	29.52%	12.51%	12.01%	16.39% (Projected)
Purpose: Measures the portion of operating costs recovered from external sources (fares, advertising, etc.).				
Calculation: Total External Revenue / Gross Expenditures; based on actuals for 2018-2021 and year to date for 2022 (excludes Gas Tax funding)				
NOTE: Administrative costs and building costs are fully included within the conventional cost recovery ratio.				

9. Cost recovery ratio – specialized

2018	2019	2020	2021	2022
7.62%	7.34%	4.31%	3.05%	4.36% (Projected)
Purpose: Measures the portion of operating costs recovered from external sources (fares, advertising, etc.).				
Calculation: Total External Revenue / Gross Expenditures; based on actuals for 2018-2021 and year to date for 2022 (excludes Gas Tax funding).				

Staffing Overview

Program: Oakville Transit	2022	2023	2023	2023	2023	Net
	Restated	Adjustments &	Service Level	Growth and	Total	Change
Services/Activities:	FTE	Reallocations	Change	Capital	FTE	2023 vs 2022
Transit Operations	167.0	(5.2)	-	-	161.8	(5.2)
Transit Planning & Support Services	7.5	-	-	0.8	8.3	0.8
Transit On Demand	29.9	3.0	-	5.0	37.9	8.0
Transit Fleet & Maintenance	33.1	0.0	-	-	33.1	0.0
Total Oakville Transit	237.5	(2.2)	-	5.8	241.1	3.6

The 2023 total staff complement is 241.1 FTEs resulting in an increase of 3.6 FTEs from 2022. The change is due to resources being added to service the growth in Oakville.

2023 Operating Budget Overview by Service

	2022	2023	2023	2023	\$ Change	% Change	2023	2023	\$ Change	%
	Restated	Inflation &	Capital and	Base	from	from	Service	Requested	from	from
	Budget	Adjustments	Growth Impacts	Budget	2022	2022	Level Change	Budget	2022	2022
Oakville Transit										
Transit Operations	9,557,400	-387,100	2,400	9,172,700	-384,700	-4.0%	545,000	9,717,700	160,300	1.7%
Transit Planning & Support Services	1,039,600	72,700	30,500	1,142,800	103,200	9.9%		1,142,800	103,200	9.9%
Transit On Demand	3,450,300	402,400	347,900	4,200,600	750,300	21.7%		4,200,600	750,300	21.7%
Transit Fleet & Maintenance	15,241,000	2,879,100	541,200	18,661,300	3,420,300	22.4%		18,661,300	3,420,300	22.4%
Total Tax Levy	29,288,300	2,967,100	922,000	33,177,400	3,889,100	13.3%	545,000	33,722,400	4,434,100	15.1%

The 2023 net budget for Oakville Transit is \$33,722,400 resulting in an increase of \$4,434,100 or 15.1% from 2022. This includes Capital and Growth impacts of \$922,000 due to operating impacts of growth purchases of electric specialized buses. Additional inflationary costs and adjustments of \$2,967,100 has contributed to the change from 2022 which is mainly from increases in price per litre of fuel and inflationary and contractual obligations for personnel services and contracted services. Revenue loss of \$1,090,000 partially offset with a \$545,000 transfer from the Tax Stabilization reserve for a net impact of \$545,000 is included in the service level change column as a result of the free rides program for youth and senior which was recommended by the Budget Committee and approved by Council.

Transit Operations net budget for 2023 is \$9,717,700 for an increase of \$160,300 from 2022. The change is primarily due to increases in ridership revenue to bring ridership levels back to 65% of pre-covid levels. As well, revenue loss of \$1,090,000 partially offset with a \$545,000 transfer from the Tax Stabilization reserve for a net impact of \$545,000 is included in the service level change column as a result of the free rides program for youth and senior which was recommended by the Budget Committee and approved by Council. These revenue changes were partly offset by increased expenses in personnel services and benefits.

Transit Planning & Support Services net budget for 2023 is \$1,142,800 for an increase of \$103,200 from 2022. The change is primarily due to inflationary and contractual obligations in personnel services and benefits and contracted services.

Transit On Demand net budget for 2023 is \$4,200,600 for an increase of \$750,300 from 2022. The change is primarily due to inflationary and contractual obligations in personnel services and benefits and contracted services, which are partially offset by a decrease in taxi use because of a slow return to service.

Transit Fleet & Maintenance net budget for 2023 is \$18,661,300 for an increase of \$3,420,300 from 2022. The change is primarily due to a large increase in fuel price per litre, as well as inflationary and contractual obligations in personnel services and benefits and contracted services.

2023 Operating Budget Overview by Component

	2022 Restated Budget	2023 Inflation & Adjustments	2023 Capital and Growth Impacts	2023 Base Budget	\$ Change from 2022	% Change from 2022	2023 Service Level Change	2023 Requested Budget	\$ Change from 2022	% Change from 2022
Oakville Transit										
EXPENSES										
Personnel Services & Benefits	22,333,000	688,100	378,400	23,399,500	1,066,500	4.8%		23,399,500	1,066,500	4.8%
Materials & Supplies	4,789,400	2,189,900	99,400	7,078,700	2,289,300	47.8%		7,078,700	2,289,300	47.8%
Capital out of Operations	6,100	5,000		11,100	5,000	82.0%		11,100	5,000	82.0%
Purchased Services	4,036,700	633,000	71,400	4,741,100	704,400	17.4%		4,741,100	704,400	17.4%
Payments & Grants	1,000,200	-57,600	4,000	946,600	-53,600	-5.4%		946,600	-53,600	-5.4%
Internal Expenses & Transfers	4,657,100	168,500	368,800	5,194,400	537,300	11.5%		5,194,400	537,300	11.5%
Total EXPENSES	36,822,500	3,626,900	922,000	41,371,400	4,548,900	12.4%		41,371,400	4,548,900	12.4%
REVENUES										
External Revenues	-5,535,300	-462,600		-5,997,900	-462,600	-8.4%	1,090,000	-4,907,900	627,400	11.3%
Internal Recovery & Fund Transfers	-1,998,900	-197,200		-2,196,100	-197,200	-9.9%	-545,000	-2,741,100	-742,200	-37.1%
Total REVENUES	-7,534,200	-659,800		-8,194,000	-659,800	-8.8%	545,000	-7,649,000	-114,800	-1.5%
Total Tax Levy	29,288,300	2,967,100	922,000	33,177,400	3,889,100	13.3%	545,000	33,722,400	4,434,100	15.1%

The total expenses for Oakville Transit are \$41,371,400 and total revenues are \$7,649,000 resulting in a net budget of \$33,722,400 in 2023. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$23,399,500 in 2023, comprised primarily of full-time and part-time wages and benefits. The budget increased by \$1,066,500 from 2022 primarily due to inflationary and contractual increases as well as the addition of part-time staff due to operating impacts from the addition of five growth specialized electric buses.

Oakville Transit

Materials & Supplies total budget is \$7,078,700 in 2023, comprised primarily of fuels, hydro for transit facilities and bus maintenance & repair parts. The budget increased by \$2,289,300 from 2022 primarily due to a budgeted increase of 55 cents in the price per litre of fuel, and inflationary increases in motor vehicle parts. Additionally, operating impacts for hydro and motor vehicle parts from the addition of five growth specialized electric buses are included.

Purchased Services total budget is \$4,741,100 in 2023, comprised primarily of contracted vehicle maintenance, contracted taxi services for specialized service, repairs and maintenance for the Transit facility, insurance, and advertising costs. The budget increased by \$704,400 from 2022 primarily due to increases in insurance, and contractual increases in contracted services.

Payments & Grants total budget is \$946,600 in 2023, comprised primarily of Transit facility property taxes, licenses and presto fare settlement fees. The budget decreased by \$53,600 from 2022 primarily due to a decrease in the presto fare settlement fee as a result of only being at 65% ridership based on pre-covid ridership levels.

Internal Expenses & Transfers total budget is \$5,194,400 in 2023, comprised primarily of transfer to reserves for the future replacement of equipment and the facility. The budget increased by \$537,300 from 2022 primarily due to operating impacts from the addition of five growth specialized electric buses for their future replacement.

External Revenue total budget is \$4,907,900 in 2023 comprised primarily of all revenues related to fares, service fees, and pass sales. The budget decreased by \$627,400 from 2022 primarily due to \$1,090,000 in revenue loss included in the service level change column as a result of the free rides program for youth and seniors which was recommended by the Budget Committee and approved by Council. This was partially offset by a continued gradual and steady increase in anticipated ridership, the annualization of the 2022 fare increase and a fare increase starting in July 2023. It should be noted that \$3,205,200 in Tax Stabilization funding has been budgeted in Corporate Revenue and Expenses as an interim measure to offset the Transit net revenue impact as ridership is expected to have a slower recovery from the COVID-19 pandemic.

Internal Recoveries & Fund Transfers total budget is \$2,741,100 in 2023 comprised primarily of Gas tax reserves and recovery from Parking for use of facility. The budget increased by \$742,200 from 2022 primarily due to a transfer from the Tax Stabilization reserve of \$545,000 to partially fund the revenue loss of \$1,090,000 for the free rides program for youth and seniors which was recommended by the Budget Committee and approved by Council. Additional transfers from reserves were for high voltage training related to the electrification of the fleet, as well as a transfer to fund budget increases due to COVID such as increased air handling and touch point cleaning.

2024 - 2025 Operating Budget Forecast

	2023 Requested Budget	2024 Requested Forecast	2023 - 2024 Change (\$)	2023 - 2024 Change (%)	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)
Oakville Transit							
Gross Expenditures by Service							
Transit Operations	16,189,200	16,534,200	345,000	2.1%	16,920,200	386,000	2.3%
Transit Planning & Support Services	1,259,300	1,303,400	44,100	3.5%	1,333,600	30,200	2.3%
Transit On Demand	4,612,500	4,852,800	240,300	5.2%	5,104,800	252,000	5.2%
Transit Fleet & Maintenance	19,310,400	22,265,900	2,955,500	15.3%	22,160,300	-105,600	-0.5%
Total Gross Expenditures by Service	41,371,400	44,956,300	3,584,900	8.7%	45,518,900	562,600	1.3%
Tax Levy by Service							
Transit Operations	9,717,700	10,216,400	498,700	5.1%	9,643,600	-572,800	-5.6%
Transit Planning & Support Services	1,142,800	1,186,900	44,100	3.9%	1,217,100	30,200	2.5%
Transit On Demand	4,200,600	4,439,400	238,800	5.7%	4,689,900	250,500	5.6%
Transit Fleet & Maintenance	18,661,300	21,744,000	3,082,700	16.5%	21,708,400	-35,600	-0.2%
Total Tax Levy by Service	33,722,400	37,586,700	3,864,300	11.5%	37,259,000	-327,700	-0.9%
Gross Expenditures by Type							
Personnel Services & Benefits	23,399,500	24,059,900	660,400	2.8%	24,772,900	713,000	3.0%
Materials & Supplies	7,078,700	7,196,700	118,000	1.7%	6,798,400	-398,300	-5.5%
Capital out of Operations	11,100	11,400	300	2.7%	11,700	300	2.6%
Purchased Services	4,741,100	7,452,800	2,711,700	57.2%	7,622,900	170,100	2.3%
Payments & Grants	946,600	950,400	3,800	0.4%	954,200	3,800	0.4%
Internal Expenses & Transfers	5,194,400	5,285,100	90,700	1.7%	5,358,800	73,700	1.4%
Total Expenditures	41,371,400	44,956,300	3,584,900	8.7%	45,518,900	562,600	1.3%
Revenues by Type							
External Revenue	-4,907,900	-5,300,700	-392,800	-8.0%	-6,261,000	-960,300	-18.1%
Internal Recoveries & Fund Transfers	-2,741,100	-2,068,900	672,200	24.5%	-1,998,900	70,000	3.4%
Total Revenues	-7,649,000	-7,369,600	279,400	3.7%	-8,259,900	-890,300	-12.1%
Total Tax Levy	33,722,400	37,586,700	3,864,300	11.5%	37,259,000	-327,700	-0.9%

2024 - 2025 Budget Forecast Highlights

The 2024 net budget is projected to increase by \$3,864,300 for a total of \$37,586,700. The change is primarily due to operating impacts because of the Capital Lease for Charging Infrastructure related to the Electrification of the Fleet. Additional inflationary and contractual obligations are also included and the revenue loss for the free rides program for youth and seniors has been annualized while the transfer budgeted in 2023 from the Tax Stabilization reserve of \$545,000 to partially fund the revenue loss has been removed. It should be noted that there is still a transfer from the Tax Stabilization reserve in corporate of \$2,320,600 to make up the difference of the slow return to service for ridership revenues. Transit is anticipating 75% of pre-covid ridership levels for 2024.

The 2025 net budget is projected to decrease by \$327,700 for a total of \$37,259,000. The change is primarily due additional revenue as Transit is anticipating 85% of pre-covid ridership levels for 2025. This is offset by inflationary and contractual obligations and the associated operating impacts for fuel savings as Fleet transitions to electric. It should be noted that there is still a transfer from the Tax Stabilization reserve in corporate of \$1,420,300 to make up the difference of the slow return to service for ridership revenues.

2023 Recommended Capital Budget

The 2023 capital budget ensures Transit fleet will be maintained in a state of good repair, with funds provided for vehicle refurbishments and replacements based on condition, along with new electric specialized buses. The recommended capital budget includes projects that have been submitted to the Investing in Canada Infrastructure Program (ICIP) – Public Transit Stream grant intake for the purchase of electric buses and to enhance/acquire new technology. The town's share of these projects is 26.67% with the additional funding coming from the Federal and Provincial governments. These projects will begin to green the transit fleet along with upgrading and acquiring technology that will improve the overall customer experience and efficiency of transit operations. As per Budget Committee's recommendation and Council approval, \$18 million has been added to fund the Transit Facility Expansion to support the charging infrastructure needs for the Fleet electrification as well as \$4.2 million for the Capital Lease for Charging Infrastructure.

	Classification	Capital Budget 2023	Operating Impacts 2023
Oakville Transit			
54202301 Replacement Shelters	Infrastructure Renewal	73,700	
54202302 New Shelters	Growth	65,600	
54212202 Oakville Transit Lighting System	Infrastructure Renewal	369,500	
54212301 Capital Lease for Charging Infrastructure	Program Initiatives	4,200,000	
54212302 Transit - 10 year forecast & 5 Year Plan	Growth	302,100	
54212303 Facility Maintenance Equipment	Infrastructure Renewal	201,400	
54212304 Bus Stop Accessibility Improvements	Program Initiatives	70,500	
54212305 Transit Facility Equipment Replacement	Infrastructure Renewal	933,400	
54212306 Transit Facility Capital Repairs and Replacement	Infrastructure Renewal	307,100	
54212307 Transit Facility Expansion	Program Initiatives	18,000,000	
54412301 On-Demand Supervisor Vehicle	Growth	120,800	
54412302 Supervisory Vehicle Replacement	Infrastructure Renewal	76,500	
54412304 Supervisory Vehicle Replacement	Infrastructure Renewal	120,800	
54412305 Major Vehicle Refurbishment	Infrastructure Renewal	2,012,000	
54412306 Specialized Electric Vehicle Replacement	Infrastructure Renewal	1,911,400	
54412307 Specialized Electric Vehicle Expansion	Growth	519,100	108,200
54412308 Electric Replacement Buses	Infrastructure Renewal	8,240,800	
54422301 Automatic Passenger Counters	Program Initiatives	176,200	
54422303 Digital Map Updates	Program Initiatives	75,500	
54422304 Transit Vehicle Equipment	Infrastructure Renewal	1,564,300	
Total		39,340,700	108,200

Infrastructure Planning & Improvements Program Based Budget 2023 - 2025

Vision

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

Mission

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

Program Services

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



Administration

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

Road & Stormwater Infrastructure Improvements

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

Road Corridor Management

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

2023 Program Key Initiatives



Livability

- Implement Midtown Implementation Strategy



Engaged Community

- Continue to embed outreach, engagement and consultation in plan, strategy and project development



Environment

- Deliver riverine and shoreline improvement projects to protect people and property



Mobility

- Complete major infrastructure and active transportation projects as per the 10 year capital forecast
- Continue ongoing coordination with Metrolinx for the construction of the Burloak Grade Separation
- Ongoing implementation of the Neighbourhood Traffic Safety Program, including Automated Speed Enforcement cameras, pedestrian crossovers and the traffic calming program
- Undertake the comprehensive Transportation Master Plan update, focusing on pedestrians, cyclists, transit, goods movement and general purpose traffic

Key Performance Indicators

1. Percentage of gross operating budget

2018	2019	2020	2021	2022
1.6%	1.6%	1.6%	1.6%	2.0%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

2. Percentage of total FTEs

2018	2019	2020	2021	2022
1.8%	1.8%	1.8%	1.8%	1.8%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
Calculation: Total program FTEs including part-time / Total town FTEs including part-time.				

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

2018	2019	2020	2021	2022
			15.9%	27.5%
Purpose: Monitors the success of the implementation of the Transportation Master Plan. The Transportation Master Plan identifies capital projects to 2032 and beyond to support existing and future trip volumes on the town's roads, sidewalks, bike lanes and multi-use trails.				
Calculation: The number of TMP projects completed or in progress as a percentage of the total number of capital projects identified in the TMP.				

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

	2018	2019	2020	2021	2022 (as of Sept 30th)
ROW AT Infrastructure	1,132	1,151	1,171	1,173	1,180
Recreational AT (Trails)	233	236	241	244	246
*Total AT Infrastructure	1,365	1,387	1,412	1,417	1,426
Purpose: Monitors the success of the implementation of the Transportation Master Plan, Active Transportation Master Plan, and overall trail network					
Calculation: Total town owned length of sidewalks and multi-use trails in the town's right-of-way (measured in km per direction) and active transportation infrastructure outside of the right-of-way (trails). Includes km constructed through town capital works and through development. *Note: figures do not include cycle lanes on ROW or signed bike routes as the physical inventory of these items is currently being confirmed.					
Comment: In 2022, a total of 9 km of active transportation infrastructure was added to the network through capital projects and development projects (as of September 30).					

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

2018	2019	2020	2021	2022
98%	98.5%	N/A	N/A	92%*
<p>Purpose: Determines whether a signalized intersection is operating at acceptable levels of delay, on a scale of A to F. A location which is operating at LOS A, B, C or D is considered to have satisfactory operation with delays to motorists at acceptable levels (A-C) or reaching the upper limit of tolerable delays (D). When an intersection's LOS is found to be LOS E or F, its levels of delay are not acceptable to motorists.</p>				
<p>Calculation: Percentage of signalized intersections at Level of Service A – D.</p>				
<p>Comment: Information for 2020 and 2021 was not available because the traffic count program was suspended due to the reduced traffic volumes associated with COVID. Traffic counts are required in order to calculate the Level of Service.</p> <p>*Information for 2022 is based on a subset of major town intersections (two primary town corridors) as the count program returned to full-service levels mid-way through 2022. It is expected that more fulsome count information will be available in 2023 for the calculation of the KPI.</p>				

Staffing Overview

Program: Infrastructure Planning & Improvements	2022	2023	2023	2023	2023	Net
	Restated	Adjustments &	Service Level	Growth and	Total	Change
Services/Activities:	FTE	Reallocations	Change	Capital	FTE	2023 vs 2022
Administration	2.0	-	-	-	2.0	-
Road Infrastructure Improvements	22.7	1.3	-	-	24.0	1.3
Road Corridor Management	6.4	-	-	-	6.4	-
Total Infrastructure Planning & Improvements	31.1	1.3	-	-	32.4	1.3

The 2023 total staff complement is 32.4 FTEs which represents an increase of 1.3 FTE's from 2022. The Water Resources Engineer FTE which previously resided in Development Services has now been transferred to Road Infrastructure Improvements in order to better align the various services. The additional increase of 0.3 FTE's is due to the change in one of the positions previously shared with Parking Operations now being fully accounted for in Road Infrastructure Improvements.

2023 Operating Budget Overview by Service

	2022 Restated Budget	2023 Inflation & Adjustments	2023 Capital and Growth Impacts	2023 Base Budget	\$ Change from 2022	% Change from 2022	2023 Service Level	2023 Requested Budget	\$ Change from 2022	% from 2022
Infrastructure Planning & Improvements										
Administration	509,100	34,300		543,400	34,300	6.7%		543,400	34,300	6.7%
Road Infrastructure Improvements	2,317,900	430,900		2,748,800	430,900	18.6%		2,748,800	430,900	18.6%
Road Corridor Management	337,200	11,100		348,300	11,100	3.3%		348,300	11,100	3.3%
Total Tax Levy	3,164,200	476,300		3,640,500	476,300	15.1%		3,640,500	476,300	15.1%

The 2023 net budget for Infrastructure Planning & Improvements is \$3,640,500 resulting in an increase of \$476,300 or 15.1% from 2022. This reflects the costs for the overall management, coordination and implementation of engineering planning, design and construction of Oakville's transportation infrastructure.

Administration net budget for 2023 is \$543,400 for an increase of \$34,300 from 2022. The change is primarily due to inflationary and contractual increases on personnel and higher estimated insurance costs in the amount of \$21,200.

Road Infrastructure Improvements net budget for 2023 is \$2,748,800 for an increase of \$430,900 from 2022. The majority of this increase is as a result of a budget reorganization which included the transfer of the Water Resource Engineer FTE and associated expenses from Development Services. The remaining increase is attributed to the new Automated Speed Enforcement Program and inflationary and contractual obligations for personal services and benefits.

Road Corridor Management net budget for 2023 is \$348,300 for an increase of \$11,100 from 2022. The change is primarily inflationary and contractual increases on personnel as well as inflationary increase on the external revenues. The patio permit fees for 2023 have been waived as a Budget Committee recommendation and approved by Council with no impact on the budget as any lost revenue will be offset with a transfer from the Tax Stabilization reserve.

2023 Operating Budget Overview by Component

	2022 Restated Budget	2023 Inflation & Adjustments	2023 Capital and Growth Impacts	2023 Base Budget	\$ Change from 2022	% Change from 2022	2023 Service Level	2023 Requested Budget	\$ Change from 2022	% Change from 2022
Infrastructure Planning & Improvements										
EXPENSES										
Personnel Services & Benefits	4,124,400	278,600		4,403,000	278,600	6.8%		4,403,000	278,600	6.8%
Materials & Supplies	44,600	3,600		48,200	3,600	8.1%		48,200	3,600	8.1%
Capital out of Operations	4,300			4,300				4,300		
Purchased Services	795,500	155,700		951,200	155,700	19.6%		951,200	155,700	19.6%
Payments & Grants	19,600			19,600				19,600		
Internal Expenses & Transfers	120,800	20,000		140,800	20,000	16.6%		140,800	20,000	16.6%
Total EXPENSES	5,109,200	457,900		5,567,100	457,900	9.0%		5,567,100	457,900	9.0%
REVENUES										
External Revenues	-447,800	-13,300		-461,100	-13,300	-3.0%		-461,100	-13,300	-3.0%
Internal Recovery & Fund Transfers	-1,497,200	31,700		-1,465,500	31,700	2.1%		-1,465,500	31,700	2.1%
Total REVENUES	-1,945,000	18,400		-1,926,600	18,400	0.9%		-1,926,600	18,400	0.9%
Total Tax Levy	3,164,200	476,300		3,640,500	476,300	15.1%		3,640,500	476,300	15.1%

The total expenses for Infrastructure Planning & Improvements are \$5,567,100 and total revenues are \$1,926,600 resulting in a net budget of \$3,640,500 in 2023. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$4,403,000 in 2023 for an increase of \$278,600 from 2022 primarily due to inflationary and contractual increases on personnel as well as the Water Resources Engineer FTE which previously resided in Development Services which has now been transferred to Infrastructure Planning & Improvements in order to better align the various services.

Materials & Supplies total budget is \$48,200 in 2023 which equates to an increase of \$3,600 from 2022. This increase is due to the increased price per litre of fuel.

Purchased Services total budget is \$951,200 in 2023 for an increase of \$155,700 from 2022. The budget for the new Automated Speed Enforcement Program increased to account for the additional cameras and their related costs. An increase to the insurance costs have also been included for 2023.

Internal Expenses & Transfers total budget is \$140,800 in 2023, an increase of \$20,000 from 2022 primarily due to increased internal labour and fleet recoveries from Central Operations.

External Revenue total budget is \$461,100 in 2023 for an increase of \$13,300 from 2022 due to inflationary increases on service fees, rentals and permits which include road cut permits and utility permits. The patio permit fees for 2023 have been waived as a Budget Committee recommendation and approved by Council with no impact on the budget as any lost revenue will be offset with a transfer from the Tax Stabilization reserve.

Infrastructure Planning and Improvements

Internal Recoveries & Fund Transfers total budget is \$1,465,500 in 2023 comprised primarily of costs recovered from capital projects. A review of these recoveries was conducted in 2022 and re-adjusted for 2023, hence the reason the budget has decreased by \$31,700 from 2022.

2024 - 2025 Operating Budget Forecast

	2023 Requested Budget	2024 Requested Forecast	2023 - 2024 Change (\$)	2023 - 2024 Change (%)	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)
Infrastructure Planning & Improvements							
Gross Expenditures by Service							
Administration	584,400	600,200	15,800	2.7%	616,300	16,100	2.7%
Road Infrastructure Improvements	4,175,500	4,274,300	98,800	2.4%	4,367,700	93,400	2.2%
Road Corridor Management	807,200	826,400	19,200	2.4%	845,900	19,500	2.4%
Total Gross Expenditures by Service	5,567,100	5,700,900	133,800	2.4%	5,829,900	129,000	2.3%
Tax Levy by Service							
Administration	543,400	557,300	13,900	2.6%	571,400	14,100	2.5%
Road Infrastructure Improvements	2,748,800	2,821,800	73,000	2.7%	2,915,200	93,400	3.3%
Road Corridor Management	348,300	356,300	8,000	2.3%	364,300	8,000	2.2%
Total Tax Levy by Service	3,640,500	3,735,400	94,900	2.6%	3,850,900	115,500	3.1%
Gross Expenditures by Type							
Personnel Services & Benefits	4,403,000	4,243,900	-159,100	-3.6%	4,340,300	96,400	2.3%
Materials & Supplies	48,200	49,100	900	1.9%	50,000	900	1.8%
Capital out of Operations	4,300	4,400	100	2.3%	4,500	100	2.3%
Purchased Services	951,200	1,239,500	288,300	30.3%	1,267,400	27,900	2.3%
Payments & Grants	19,600	20,000	400	2.0%	20,400	400	2.0%
Internal Expenses & Transfers	140,800	144,000	3,200	2.3%	147,300	3,300	2.3%
Total Expenditures	5,567,100	5,700,900	133,800	2.4%	5,829,900	129,000	2.3%
Revenues by Type							
External Revenue	-461,100	-472,400	-11,300	-2.5%	-484,000	-11,600	-2.5%
Internal Recoveries & Fund Transfers	-1,465,500	-1,493,100	-27,600	-1.9%	-1,495,000	-1,900	-0.1%
Total Revenues	-1,926,600	-1,965,500	-38,900	-2.0%	-1,979,000	-13,500	-0.7%
Total Tax Levy	3,640,500	3,735,400	94,900	2.6%	3,850,900	115,500	3.1%

Infrastructure Planning and Improvements

2024 - 2025 Budget Forecast Highlights

The 2024 net budget is projected to increase by \$94,900 for a total of \$3,735,400. The change is primarily due to inflationary increases to the cost of delivering services.

The 2025 net budget is projected to increase by \$115,500 for a total of \$3,850,900. The change is primarily due to inflationary increases to the cost of delivering services.

2023 Recommended Capital Budget

Projects include detailed design, land acquisitions and utility relocations for future widening of Khalsa Gate, North Service Road Widening, Burloak Dr Grade Separation and York Str/Wallace Rd Reconstruction. The 2023 recommended capital budget also includes projects associated with the Neighbourhood Traffic Safety Program, such as the traffic calming program, construction of new traffic control signals and pedestrian crossovers. Also included is the Road Resurfacing and Preservation Program, Royal Windsor Drive bridge rehabilitation and the Sixteen Mile Creek rehabilitation.

	Classification	Capital Budget 2023	Operating Impacts 2023
Infrastructure Planning			
53112201 Transportation and Engineering Cap. Repl.	Infrastructure Renewal	25,200	
53112203 Development Engineering Permit Process Review	Program Initiatives	135,500	
53112301 Transportation and Engineering Development Portal Upgrades	Infrastructure Renewal	100,700	
53311006 Sixth Line Urbanization and Widening w/AT - North Park to William Halton Parkway	Growth	503,500	
53311502 North Service Rd Urbanization and Widening w/AT - Eighth Line to 1 km East of Invicta Dr	Growth	3,563,700	
53311705 Burloak Dr Grade Separation w/AT - Harvester Rd to PW D	Growth	8,302,100	
53311713 Speers Rd Widening & AT - Fourth Line to Dorval Drive	Growth	503,500	
53312008 Khalsa Gate Urbanization and Streetscape w/AT	Program Initiatives	12,048,000	12,700
53312303 Traffic Management - Intersections	Growth	151,100	11,700
53312305 Burnhamthorpe Rd Urbanization w/AT - Sixth Line to Trafalgar Rd	Growth	923,500	
53321601 Bridge Rd Urbanization - Sherin Dr to Lee's Ln	Infrastructure Renewal	1,207,200	
53322204 York St and Wallace Rd Reconstruction and Urbanization	Infrastructure Renewal	3,718,500	1,100
53322303 Bridge Rd Urbanization - Third Line to Sherin Dr	Infrastructure Renewal	263,800	
53332301 Surveys and Preliminary Design	Infrastructure Renewal	201,400	
53332302 Road Safety Program	Infrastructure Renewal	50,400	
53332303 Road Resurfacing and Preservation Program	Infrastructure Renewal	9,036,000	
53342106 Crosstown Trail - Khalsa Gate to Ridge Landing	Growth	2,012,000	23,200
53342107 ATMP - Active Transportation Initiatives	Growth	329,300	

Infrastructure Planning and Improvements

	Classification	Capital Budget 2023	Operating Impacts 2023
Infrastructure Planning			
53342301 Ninth Line MUP Rehabilitation - South of Dundas St to Upper Middle Rd	Infrastructure Renewal	70,500	
53361902 RWD @ Metrolinx Bridge Rehab	Infrastructure Renewal	1,911,400	
53362103 Bridge Rd Bridge Rehabilitation and Widening w/AT at Fourteen Mile Creek	Infrastructure Renewal	251,800	
53362104 St. Jude's Cemetery Culvert Replacement - Construction	Infrastructure Renewal	855,100	
53362304 Warminster Dr Bridge Replacement at Fourteen Mile Creek	Infrastructure Renewal	231,600	
53372009 North Oakville Creek Monitoring Program	Growth	40,300	
53372204 Shorewood Promenade Rehabilitation	Infrastructure Renewal	100,700	
53372207 Dingle Shoreline Rehabilitation	Infrastructure Renewal	402,800	
53382102 Westminster Drive Storm Sewer - Hixon Street to Lakeshore Road - Construction	Infrastructure Renewal	603,600	1,400
53382301 Storm Sewer Maintenance & Replacement Program	Infrastructure Renewal	125,900	
53392302 Creek Flow Monitoring Program	Infrastructure Renewal	60,400	
53392303 Sixteen Mile Creek Outfalls South of QEW - Rehabilitation	Infrastructure Renewal	1,861,100	
53392304 Rebecca St Slope Rehabilitation @ Sixteen Mile Creek	Infrastructure Renewal	980,900	
53412301 Traffic Studies and Monitoring	Infrastructure Renewal	75,500	
53412302 Traffic Signal Construction Program - Design and Construction	Growth	1,433,600	15,400
53412303 Traffic Calming Program - Design and Construction	Program Initiatives	402,800	
Total		52,483,400	65,500

Parking Program Based Budget 2023 - 2025

Vision

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

Mission

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

Program Services

The Parking program delivers the following services:



Commercial District Parking

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

Parking Operations & Enforcement

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

2023 Program Key Initiatives



Livability

- Review systems and programs to improve efficiencies and technologies of service delivery.



Engaged Community

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



Accountable Government

- Inform the Parking Management Strategy
- Assess, rehabilitate and replace parking system infrastructure that optimizes life cycle costing, public safety and customer convenience.



Environment

- Continue to implement public electric vehicle charging stations.



Mobility

- Implement a parking management system to assist members of the public with finding available parking in downtown Oakville.

Key Performance Indicators

1. Percentage of gross operating budget

2018	2019	2020	2021	2022
1.4%	1.5%	1.4%	1.9%	1.7%
Purpose: Monitors the cost of the program as a proportion of the total cost for the town.				
Calculation: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges).				

2. Percentage of total FTEs

2018	2019	2020	2021	2022
1.2%	1.3%	1.3%	1.2%	1.3%
Purpose: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTEs.				
Calculation: Total program FTEs including part-time / Total town FTEs including part-time.				

3. Utilization rate of parking spaces by Commercial District

2018	2019	2020	2021	2022
N/A (no survey in 2018)	N/A (no survey in 2019)	N/A (no survey in 2020 due to COVID)	N/A (no survey in 2021)	Survey in 2022, however, data not yet available
Purpose: Assesses the available parking in the commercial districts.				
Calculation: From parking utilization surveys Downtown Oakville /Kerr Village.				

4. Percentage of tickets paid and not disputed

2018	2019	2020	2021	2022
91%	91%	91%	89%	90% To Sept 30, 2022
Purpose: Assesses the quality of the tickets.				
Calculation: Total tickets issued – number of tickets at early resolution and court/total tickets issued.				

5. Percentage of tickets resolved during facilitation sessions

2018	2019	2020	2021	2022
99.2%	99.2%	99.6%	99.7%	99.8% To Aug 31, 2022
Purpose: Assesses the value and success of the program.				
Calculation: Total number of tickets resolved/Total number of tickets at early resolution.				

Staffing Overview

Program: Parking	2022	2023	2023	2023	2023	Net
	Restated	Adjustments &	Service Level	Growth and	Total	Change
Services/Activities:	FTE	Reallocations	Change	Capital	FTE	2023 vs 2022
Commercial District Parking	2.3	-	-	-	2.3	-
Parking Operations and Enforcement	19.4	(0.3)	-	-	19.1	(0.3)
Total Parking	21.7	(0.3)	-	-	21.4	(0.3)

The 2023 total staff complement is 21.4 FTEs resulting in a decrease of 0.3 FTEs from 2022. In prior years, Parking program included a portion of Infrastructure Planning and Improvements, Manager, Transportation Strategy. The function is not included for 2023 and the position now fully supports Infrastructure Planning and Improvements.

2023 Operating Budget Overview by Service

	2022	2023	2023	2023	\$ Change	% Change	2023	2023	\$ Change	% Change
	Restated	Inflation &	Capital and	Base	from	from	Service	Requested	from	from
	Budget	Adjustments	Growth Impacts	Budget	2022	2022	Level Change	Budget	2022	2022
Parking										
Commercial District Parking	-497,100	216,500	82,000	-198,600	298,500	60.0%		-198,600	298,500	60.0%
Parking Operations and Enforcement	497,100	-223,300	-75,200	198,600	-298,500	-60.0%		198,600	-298,500	-60.0%
Total Tax Levy		-6,800	6,800							

The 2023 net budget for Parking is \$0. There is no change to the net budget from 2022. The Parking program is self-funded, as a result any budget changes to expenses or revenue will be offset with an adjusted transfer to the Parking reserve.

Commercial District Parking net budget for 2023 is -\$198,600 for an increase of \$298,500 from 2022. The change is primarily due to reductions in service fees and permit revenue as a result of a planned closure for facility rehabilitation to the Parking garage.

Parking Operations and Enforcement net budget for 2023 is \$198,600 for a decrease of \$298,500 from 2022. The change is primarily due to the addition of four temporary Mobile Compliance Officers to provide enforcement support for 2023. Although the positions are included in Parking Operations, they are funded through an internal transfer to Municipal Enforcement. Additional changes include the adjusted transfer from the Parking reserve to ensure Parking is self-funded, increases to vehicle rental and revenue COVID reversals. For 2022, COVID reductions were made to monthly rentals and service fees. With the reduced impact of COVID, the revenue amounts are increased to reflect current trends.

2023 Operating Budget Overview by Component

	2022 Restated Budget	2023 Inflation & Adjustments	2023 Capital and Growth Impacts	2023 Base Budget	\$ Change from 2022	% Change from 2022	2023 Service Level Change	2023 Requested Budget	\$ Change from 2022	% Change from 2022
Parking										
EXPENSES										
Personnel Services & Benefits	3,013,400	12,500		3,025,900	12,500	0.4%		3,025,900	12,500	0.4%
Materials & Supplies	219,500	-19,700	-2,600	197,200	-22,300	-10.2%		197,200	-22,300	-10.2%
Capital out of Operations	17,400			17,400				17,400		
Purchased Services	577,300	85,900	-33,000	630,200	52,900	9.2%		630,200	52,900	9.2%
Payments & Grants	546,800	7,300		554,100	7,300	1.3%		554,100	7,300	1.3%
Internal Expenses & Transfers	1,230,900	50,500	3,800	1,285,200	54,300	4.4%		1,285,200	54,300	4.4%
Total EXPENSES	5,605,300	136,500	-31,800	5,710,000	104,700	1.9%		5,710,000	104,700	1.9%
REVENUES										
External Revenues	-4,404,800	-60,400	112,600	-4,352,600	52,200	1.2%		-4,352,600	52,200	1.2%
Internal Recovery & Fund Transfers	-1,200,500	-82,900	-74,000	-1,357,400	-156,900	-13.1%		-1,357,400	-156,900	-13.1%
Total REVENUES	-5,605,300	-143,300	38,600	-5,710,000	-104,700	-1.9%		-5,710,000	-104,700	-1.9%
Total Tax Levy		-6,800	6,800							

The total expenses for Parking are \$5,710,000 and total revenues are \$5,710,000 resulting in a net budget of \$0 in 2023. The budget components and main drivers for change are discussed below.

Personnel Services & Benefits total budget is \$3,025,900 in 2023 comprised primarily of full-time and part-time wages and benefits. The budget increased by \$12,500 from 2022 primarily due to inflationary increases to salary and benefits, changes resulting from continued requirement for four temporary Mobile Compliance Officers and the removal of the Infrastructure Planning and Improvements Manager, Transportation Strategy which is now included in Infrastructure Planning and Improvements.

Materials & Supplies total budget is \$197,200 in 2023 comprised primarily of office equipment supplies, postage and fuel. The budget decreased by \$22,300 from 2022 primarily due to reductions for hydro and inventoried supplies.

Capital out of Operations total budget is \$17,400 in 2023 comprised primarily of specialized equipment. The budget remained the same from 2022.

Purchased Services total budget is \$630,200 in 2023 comprised primarily of contracted services, vehicle rental, security services and internet. The budget increased by \$52,900 from 2022 primarily due to one time adjustment for additional touch point cleaning, contract services and vehicle rental.

Payments & Grants total budget is \$554,100 in 2023 comprised primarily of property taxes and MTO service fees. The budget increased by \$7,300 from 2022 primarily due to adjustments to property taxes.

Parking

Internal Expenses & Transfers total budget is \$1,285,200 in 2023 comprised primarily of transfer to Parking reserves, Parking equipment reserves to fund future replacement of equipment and charges to internal departments providing services required to maintain Parking operations. The budget increased by \$54,300 from 2022 primarily due to increases to winter control for snow removal, internal labour and fleet charges.

External Revenue total budget is \$4,352,600 in 2023 comprised primarily of parking lot revenue, parking permits and parking fines. The budget decreased by \$52,200 from 2022 primarily due to reductions to monthly leases and lot revenue resulting from the temporary Parkade shut down for internal rehabilitation. Additional decreases were due to a decline in parking meter revenue.

Internal Recoveries & Fund Transfers total budget is \$1,357,400 in 2023 comprised primarily of transfers from Parking reserves and internal labour recovery. The budget increased by \$156,900 from 2022 primarily due to an increased transfer from reserves to fund revenue shortfalls.

2024 - 2025 Operating Budget Forecast

	2023 Requested Budget	2024 Requested Forecast	2023 - 2024 Change (\$)	2023 - 2024 Change (%)	2025 Requested Forecast	2024 - 2025 Change (\$)	2024 - 2025 Change (%)
Parking							
Gross Expenditures by Service							
Commercial District Parking	1,559,000	1,535,100	-23,900	-1.5%	1,642,400	107,300	7.0%
Parking Operations and Enforcement	4,151,000	4,349,700	198,700	4.8%	4,412,500	62,800	1.4%
Total Gross Expenditures by Service	5,710,000	5,884,800	174,800	3.1%	6,054,900	170,100	2.9%
Tax Levy by Service							
Commercial District Parking	-198,600	-148,300	50,300	25.3%	-331,800	-183,500	-123.7%
Parking Operations and Enforcement	198,600	148,300	-50,300	-25.3%	331,800	183,500	123.7%
Total Tax Levy by Service							
Gross Expenditures by Type							
Personnel Services & Benefits	3,025,900	2,677,200	-348,700	-11.5%	2,742,300	65,100	2.4%
Materials & Supplies	197,200	198,100	900	0.5%	214,300	16,200	8.2%
Capital out of Operations	17,400	17,800	400	2.3%	18,200	400	2.2%
Purchased Services	630,200	565,700	-64,500	-10.2%	666,700	101,000	17.9%
Payments & Grants	554,100	1,123,300	569,200	102.7%	1,106,900	-16,400	-1.5%
Internal Expenses & Transfers	1,285,200	1,302,700	17,500	1.4%	1,306,500	3,800	0.3%
Total Expenditures	5,710,000	5,884,800	174,800	3.1%	6,054,900	170,100	2.9%
Revenues by Type							
External Revenue	-4,352,600	-4,360,200	-7,600	-0.2%	-4,734,700	-374,500	-8.6%
Internal Recoveries & Fund Transfers	-1,357,400	-1,524,600	-167,200	-12.3%	-1,320,200	204,400	13.4%
Total Revenues	-5,710,000	-5,884,800	-174,800	-3.1%	-6,054,900	-170,100	-2.9%
Total Tax Levy							

2024 - 2025 Budget Forecast Highlights

The 2024 net budget is projected to remain unchanged for a total of \$0. Parking will continue the rehabilitation of the downtown Parkade, resulting in a reduction to revenue. Debt charges to fund the Parkade project will commence in 2024. The expense is included with Payments & Grants. As Parking is a self-funded activity, the overall impact of the changes results in an increased transfer from the Parking reserve.

Parking

The 2025 net budget is projected to remain unchanged for a total of \$0. The completion of the Parkade project is planned by 2025 and normal operations will resume, restoring both revenue and expense budgets for the service. As a result of the budget changes, the transfer from reserve is reduced.

2023 Capital Budget

The capital budget provides funds to maintain and replace parking assets including lots, on street and parking lot equipment, vehicles and police radios. The Parkade rehabilitation provides for proactive structural repairs as recommended by consultants in discussion with town staff.

	Classification	Capital Budget 2023	Operating Impacts 2023
Municipal Enforcement			
53512202 Parkade Rehabilitation	Infrastructure Renewal	4,093,000	
53512301 New Parkade Traffic and Revenue Control Equipment	Infrastructure Renewal	101,700	
53512302 Downtown Parking Supply Strategy (DPSS)	Program Initiatives	250,900	
53512303 AIMS Parking System Enhancements	Program Initiatives	183,300	
53512304 Parking - Minor Repairs	Infrastructure Renewal	25,200	
53512305 Lot Maintenance and Repair	Infrastructure Renewal	30,800	
53512306 Annual Parking Utilization	Program Initiatives	30,200	
53522301 Replacement of Police Radios	Infrastructure Renewal	75,500	
53522302 Replacement of on Street Parking Equipment	Infrastructure Renewal	35,200	
53522303 Replace Handhelds and Software	Infrastructure Renewal	18,100	
53522304 Vehicle Replacement (Enforcement)	Infrastructure Renewal	88,600	
Total		4,932,500	

Corporate Revenue and Expenses

Program Based Budget

2023 – 2025

Vision

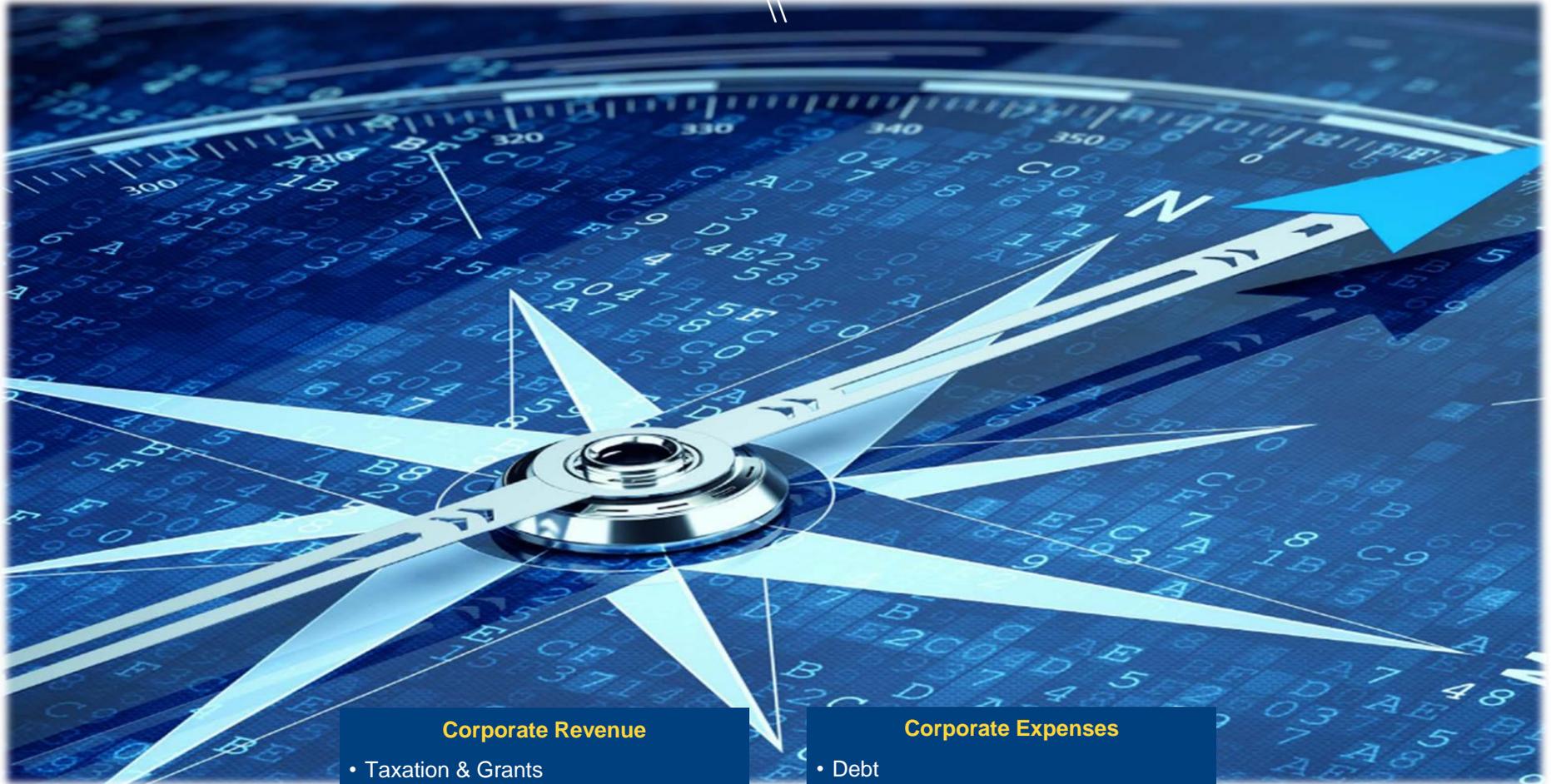
- The Corporate Revenue and Expenses program pertains to the town operations as a whole and includes all revenues and expenditures not identified within specific programs.

Mission

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

Program Services

Corporate Revenue and Expenses consists of the following service areas:



- Corporate Revenue**
- Taxation & Grants
 - Payments-in-lieu of Tax
 - Fines and Penalties
 - Interest Earned
 - Miscellaneous Revenues

- Corporate Expenses**
- Debt
 - Capital Funding
 - Corporate Expenses
 - WSIB Self Insurance
 - Town Grants

Corporate Revenue and Expenses

2023-2025 Operating Budget Overview by Component

	2022	2023	2023	2023	2023	2023	\$ Change	% Change	2024	2023-2024	2025	2024-2025
	Restated	Inflation and	Capital and	Base	Service Level	Requested	from	from	Forecast	Change	Forecast	Change
	Budget	Adjustments	Growth Impacts	Budget	Change	Budget	2022	2022		(%)		(%)
Corporate Expenses												
Personnel Services & Benefits	190,800	913,800		1,104,600		1,104,600	913,800	478.9%	1,151,000	4.2%	1,198,600	4.1%
Materials & Supplies	5,000			5,000		5,000		0.0%	5,200	4.0%	5,400	3.8%
Purchased Services	2,532,700	33,100		2,565,800		2,565,800	33,100	1.3%	2,605,000	1.5%	2,645,200	1.5%
Payments & Grants	7,252,900	1,269,100		8,522,000		8,522,000	1,269,100	17.5%	11,831,800	38.8%	11,703,300	-1.1%
Internal Expenses & Transfers	70,687,900	501,700		71,189,600	500,000	71,689,600	1,001,700	1.4%	74,247,000	3.6%	76,581,100	3.1%
Total Corporate Expenses	80,669,300	2,717,700		83,387,000	500,000	83,887,000	3,217,700	4.0%	89,840,000	7.1%	92,133,600	2.6%
Corporate Revenue												
Supplementary Taxes	1,250,000			1,250,000		1,250,000		0.0%	1,250,000	0.0%	1,250,000	0.0%
Payments-in-lieu of Tax	4,474,700			4,474,700		4,474,700		0.0%	4,474,700	0.0%	4,474,700	0.0%
POA Halton Court Fines	1,190,000	-824,000		366,000		366,000	-824,000	-69.2%	366,000	0.0%	366,000	0.0%
ASE Program Revenue	0	929,400		929,400		929,400	929,400	0.0%	929,400	0.0%	929,400	0.0%
Penalties & Interest on Tax	3,300,000			3,300,000		3,300,000		0.0%	3,300,000	0.0%	3,300,000	0.0%
Interest Income	16,498,200	274,000		16,772,200		16,772,200	274,000	1.7%	16,746,400	-0.2%	16,746,400	0.0%
Hydro Dividend	6,100,000			6,100,000		6,100,000		0.0%	6,100,000	0.0%	6,100,000	0.0%
Fund Transfers	7,439,200	4,690,000		12,129,200		12,129,200	4,690,000	63.0%	14,854,800	22.5%	13,882,500	-6.5%
Internal Recoveries and Other	13,347,800	-5,435,300		7,912,500		7,912,500	-5,435,300	-40.7%	8,207,200	3.7%	8,514,900	3.7%
Total Corporate Revenue	53,599,900	-365,900		53,234,000		53,234,000	-365,900	-0.7%	56,228,500	5.6%	55,563,900	-1.2%
Total Tax Levy	27,069,400	3,083,600		30,153,000	500,000	30,653,000	3,583,600	13.2%	33,611,500	9.7%	36,569,700	8.8%
TAXATION	222,136,800	17,382,500		239,519,300		239,519,300	17,382,500	7.8%	255,380,400	6.6%	266,113,200	4.2%

Corporate Expenses consist primarily of personnel related corporate costs in Personnel Services & Benefits; postage and other supplies in Materials & Supplies; insurance and audit fees in Purchased Services; debt charges and property tax assessment write-offs in Payments & Grants; and the capital levy and transfer to the capital reserve in Internal Expenses & Transfers. Corporate Expenses have increased by \$3,217,700 or 4.0% from 2022 to 2023. This is primarily due to the addition of debt charges for the community centre and library at the Sixteen Mile Sports Complex (offset by transfers from DC reserve funds in Corporate Revenue), the 1% capital levy increase, and the Budget Committee recommended and Council approved \$500,000 increase in the transfer to the Capital Reserve for active transportation and traffic calming initiatives.

Corporate Revenue consists primarily of Supplementary Taxes for new assessment coming online or improvements to a property; Payments-in-lieu of Tax for funds collected in lieu of typical property taxes for government-related entities; POA Halton Court Fines for the town's share of penalties/fines collected from the Halton Provincial Offences Act (POA) court; ASE Program Revenue for the expected revenue for the Automated Speed Enforcement program; Penalties & Interest on Tax for outstanding tax balances; Interest Income including income expected to be earned by reserves and reserve funds; Hydro Dividend for the dividend from Oakville Hydro; Fund Transfers including Tax Stabilization funding and transfers from DC reserve funds to pay for DC debt payments; and Internal Recoveries and Other for internal accounting of various corporate support recoveries from programs within the organization. Corporate Revenue, excluding Taxation, has decreased by \$365,900 or 0.7% from 2022 to 2023 primarily due to the reversal of the \$5.7 million in Government support funding which was budgeted in 2022 as an interim measure to offset the budgeted COVID-19 impacts. This is partially offset by a transfer of \$3.2 million in Tax Stabilization funding budgeted as an interim measure in 2023 to offset the Transit net revenue impact due to ridership experiencing a slower recovery from the COVID-19 pandemic as well as transfers from development charge reserve funds for debt charges for the community centre and library at the Sixteen Mile Sports Complex.

Corporate Revenue and Expenses

Appendix I

Schedule of Full-time Equivalent Complement

Summary of Total 2023 FTE by Program (rounded to 0.1 FTE)

Program	Full-time Restated	Part-time Restated	Reallocations and Adjustments	Service Level Change	Capital Impact and Growth	2023 Proposed FTE
Political Governance	9.0	0.3	-	1.0	1.0	11.3
Administrative Executive Leadership	11.0	-	-	-	-	11.0
Strategy, Policy and Communications	26.0	3.9	-	1.4	1.0	32.3
Economic Development	4.0	-	-	-	-	4.0
Human Resources	16.0	0.1	-	-	1.0	17.1
Regulatory Services	6.0	0.3	-	-	-	6.3
Municipal Enforcement	11.5	0.3	-	-	-	11.8
Corporate Asset Management	13.0	-	-	-	-	13.0
Financial Services	50.0	1.6	-	1.0	1.0	53.6
Legal Services	8.6	1.3	0.4	-	-	10.3
Information Technology Solutions	54.0	4.1	-	-	-	58.1
Facilities and Construction Management	21.0	1.0	-	-	-	22.0
Emergency Services	250.0	0.4	(0.0)	-	-	250.4
Recreation and Culture	149.0	220.0	0.9	-	0.8	370.7
Parks & Open Space	81.1	82.8	0.2	-	5.6	169.7
Cemeteries	3.7	1.7	-	-	-	5.4
Harbours	10.0	9.0	-	-	0.5	19.5
Infrastructure Maintenance	100.3	40.0	(0.0)	-	3.0	143.3
Infrastructure Planning & Improvements	27.8	3.4	1.3	-	-	32.4
Parking	20.2	1.6	(0.3)	-	-	21.5
Oakville Transit	212.0	25.5	(2.2)	-	5.8	241.1
Strategic Business Services	10.0	-	-	-	-	10.0
Building Services	43.0	1.5	0.0	1.0	-	45.5
Planning Services	29.0	0.0	-	3.0	0.6	32.6
Development Services	23.0	1.5	(1.0)	-	-	23.5
Other	4.0	-	1.0	-	-	5.0
Total - Town	1,193.0	400.4	0.2	7.4	20.3	1,621.2
Oakville Public Library	54.0	54.3	(0.3)	-	2.0	110.0
Forestry Temporary Arborists	2.0	-	-	-	-	2.0
Building Temporary Positions	4.0	-	-	-	-	4.0
Consolidated Total	1,253.0	454.7	(0.1)	7.4	22.3	1,737.2

Schedule of Continuous Full-time Positions (rounded to 0.1 FTE)

Program	2021 Restated	2022 Restated	Reallocations and Adjustments	Service Level Change	Capital Impact and Growth	2023 Proposed FTE
Political Governance	9.0	9.0	-	1.0	1.0	11.0
Administrative Executive Leadership	13.0	11.0	-	-	-	11.0
Strategy, Policy and Communications	25.0	26.0	-	1.0	1.0	28.0
Economic Development	5.0	4.0	-	-	-	4.0
Human Resources	16.0	16.0	-	-	1.0	17.0
Regulatory Services	6.0	6.0	-	-	-	6.0
Municipal Enforcement	11.5	11.5	-	-	-	11.5
Corporate Asset Management	13.0	13.0	-	-	-	13.0
Financial Services	50.0	50.0	-	1.0	1.0	52.0
Legal Services	8.6	8.6	-	-	-	8.6
Information Technology Solutions	53.0	54.0	-	-	-	54.0
Facilities and Construction Management	20.0	21.0	-	-	-	21.0
Emergency Services	250.0	250.0	-	-	-	250.0
Recreation and Culture	149.0	149.0	-	-	-	149.0
Parks & Open Space	81.1	81.1	-	-	1.0	82.1
Cemeteries	3.7	3.7	-	-	-	3.7
Harbours	10.0	10.0	-	-	-	10.0
Infrastructure Maintenance	99.3	100.3	1.0	-	3.0	104.3
Infrastructure Planning & Improvements	26.8	27.8	1.3	-	-	29.0
Parking	20.2	20.2	(0.3)	-	-	19.9
Oakville Transit	214.0	212.0	(27.0)	-	-	185.0
Strategic Business Services	10.0	10.0	-	-	-	10.0
Building Services	42.0	43.0	-	1.0	-	44.0
Planning Services	30.0	29.0	-	3.0	-	32.0
Development Services	24.0	23.0	(1.0)	-	-	22.0
Other	1.0	4.0	1.0	-	-	5.0
Total - Town	1,191.0	1,193.0	(25.0)	7.0	8.0	1,183.0
Oakville Public Library	53.0	54.0	-	-	2.0	56.0
Forestry Temporary Arborists	2.0	2.0	-	-	-	2.0
Building Temporary Positions	4.0	4.0	-	-	-	4.0
Consolidated Total	1,250.0	1,253.0	(25.0)	7.0	10.0	1,245.0

Schedule of Seasonal and Part-time Staff Stated as Full-time Equivalents (rounded to 0.1 FTE)

Program	2021 Restated	2022 Restated	Reallocations and Adjustments	Service Level Change	Capital Impact and Growth	2023 Proposed FTE
Political Governance	0.3	0.3	-	-	-	0.3
Administrative Executive Leadership	-	-	-	-	-	-
Strategy, Policy and Communications	3.9	3.9	-	0.4	-	4.3
Economic Development	-	-	-	-	-	-
Human Resources	0.1	0.1	-	-	-	0.1
Regulatory Services	0.3	0.3	-	-	-	0.3
Municipal Enforcement	1.0	0.3	-	-	-	0.3
Corporate Asset Management	-	-	-	-	-	-
Financial Services	1.6	1.6	-	-	-	1.6
Legal Services	1.1	1.3	0.4	-	-	1.7
Information Technology Solutions	4.1	4.1	-	-	-	4.1
Facilities and Construction Management	1.0	1.0	-	-	-	1.0
Emergency Services	-	0.4	(0.0)	-	-	0.4
Recreation and Culture	218.7	220.0	0.9	-	0.8	221.7
Parks & Open Space	79.7	82.8	0.2	-	4.6	87.6
Cemeteries	1.7	1.7	-	-	-	1.7
Harbours	9.0	9.0	-	-	0.5	9.5
Infrastructure Maintenance	40.0	40.0	(1.0)	-	-	39.0
Infrastructure Planning & Improvements	3.4	3.4	-	-	-	3.4
Parking	0.9	1.6	-	-	-	1.6
Oakville Transit	24.2	25.5	24.8	-	5.8	56.1
Strategic Business Services	-	-	-	-	-	-
Building Services	1.5	1.5	0.0	-	-	1.5
Planning Services	-	0.0	-	-	0.6	0.6
Development Services	1.5	1.5	-	-	-	1.5
Other	-	-	-	-	-	-
Total - Town	394.0	400.4	25.2	0.4	12.3	438.2
Oakville Public Library	56.6	54.3	(0.3)	-	-	54.0
Consolidated Total	450.6	454.7	24.9	0.4	12.3	492.2

Appendix II

Schedule of Reserves, Reserve Funds and Debt

2023 Projected Reserves, Reserve Funds Balance (\$ Millions)

Reserve/Reserve Fund	Projected 2022 Ending Balance	2023 Activity					Interest	Projected 2023 Ending Balance
		Transfers to/(from) Reserve from Operating	Capital Commitments ¹	Development Charges/ Revenues	Debt Financing	Total		
Obligatory Reserve Funds:								
Development Charges	184.5	(1.2)	(153.9)	71.7	-	101.1	4.3	105.4
Parkland	71.1	-	-	5.0	-	76.1	1.8	78.0
Community Benefits Charge ²	7.5	-	(1.1)	2.6	-	9.0	0.2	9.2
CCBF ³ /Ontario Gas Tax	33.8	(1.9)	(40.9)	9.3	-	0.2	0.4	0.6
sub-total	296.9	(3.1)	(196.0)	88.6	-	186.4	6.8	193.2
Discretionary Reserve Funds:								
Town Building Replacement	16.8	4.9	(6.2)	-	-	15.5	0.4	15.93
Parking	0.7	(0.4)	(0.5)	-	-	(0.2)	-	(0.23)
Harbours	(6.7)	0.1	(0.4)	-	-	(6.9)	-	(6.88)
Employment Liability	25.1	0.4	-	-	-	25.5	0.6	26.13
Other	0.3	0.0	-	-	-	0.3	0.0	0.26
sub-total	36.2	5.0	(7.1)	-	-	34.2	1.0	35.2
Total Reserve Funds	333.1	1.9	(203.0)	88.6	-	220.6	7.8	228.4
Town Reserves:								
Operational Reserves ⁴	39.9	5.4	(2.7)	0.0	-	42.5	-	42.5
Equipment Reserves	20.9	9.5	(13.1)	-	-	17.2	0.5	17.7
Capital Reserves	145.3	15.3	(37.8)	(0.0)	-	122.7	3.4	126.121
Stabilization Reserves	80.1	(2.4)	-	-	-	77.7	-	77.72
Total Reserves	286.2	27.7	(53.7)	(0.0)	-	260.2	3.9	264.1
Total Reserves, Reserve Funds	619.3	29.6	(256.7)	88.6	-	480.8	11.7	492.5

* Note: Schedule may not add due to rounding

1) The Capital Commitments for Development Charges, Parkland, CBC and CCBF/Gas Tax include all commitments from prior year approved budgets.

2) Community Benefits Charge (CBC) includes Bonus Zoning, CBC collections and balance from the prior Parking DC's.

3) Canada Community-Building Fund (CCBF), formerly known as Federal Gas Tax.

4) The balance for Operational reserves includes preliminary estimated 2022 surplus based on Q3 projections.

Schedule of Reserves, Reserve Funds and Debt

2023 Projected Outstanding Debt Principal (\$ '000s)

	2022 Outstanding Debt	Prior Year Debt Approved Not Issued Yet	2023 Proposed Debt	2023 Debt Principal Payment	2023 Projected Outstanding Debt
Tax Levy Supported Debt:					
Roads	4,210	-	-	503	3,707
LED Streetlight Conversion	6,382	-	-	1,082	5,301
Transit	188	-	18,000	188	18,000
Parks and Pier Rehab	88	-	-	88	-
sub-total	\$ 10,868	\$ -	\$ 18,000	\$ 1,861	\$ 27,008
Self Supported Debt:					
Harbours	1,962	-	2,637	290	4,309
Development (16 Mile)	10,000	26,000	-	870	35,130
Parking	-		4,093		4,093
Pine Glen Soccer Club	4,666	-	-	530	4,135
sub-total	\$ 16,628	\$ 26,000	\$ 6,730	\$ 1,691	\$ 47,667
Hospital Debt:					
Oakville Trafalgar Memorial Hospital ¹	75,976	-	-	2,272	73,704
sub-total	\$ 75,976	\$ -	\$ -	\$ 2,272	\$ 73,704
TOTAL	\$ 103,473	\$ 26,000	\$ 24,730	\$ 5,823	\$ 148,379

1) Debt Principal Payment for Oakville Trafalgar Memorial Hospital reflects the contribution to the sinking fund.