



Town of Oakville Council

AGENDA

Date: Tuesday, September 20, 2022
Time: 6:30 p.m.
Location: Council Chamber

Town Hall is open to the public and live streaming video is available on [oakville.ca/live.html](https://www.oakville.ca/live.html) or at the town's YouTube channel at <https://www.youtube.com/user/TownofOakvilleTV>. Information regarding written submissions and requests to delegate can be found at <https://www.oakville.ca/townhall/delegations-presentations.html>.

	Pages
1. O Canada	
2. Regrets	
3. Declarations of Pecuniary Interest	
4. Discussion Item(s)	
4.1. Mayor's Annual Oakville Status Report - 2022	3 - 131
Recommendation: That the Mayor's Annual Oakville Status Report be received.	
5. New Business	
(Notice of Motion, Emergency, Congratulatory or Condolence)	
6. Regional Reports and Question Period Regarding Town Boards and Advisory Committees	
7. Requests for Reports	

8. Consideration and Reading of By-Laws

That the following by-law be passed:

8.1. By-law 2022-113 132 - 132

A by-law to confirm the proceedings of a meeting of Council.

9. Adjournment

REPORT

Council

Meeting Date: September 20, 2022

FROM: Office of the Mayor

DATE: September 6, 2022

SUBJECT: Mayor's Annual Oakville Status Report

LOCATION: Town-wide

WARD: Town-wide

Page 1

RECOMMENDATION:

That the Mayor's Annual Oakville Status Report be received.

KEY FACTS:

The following are key points for consideration with respect to this report:

- Oakville Council is committed to implementing its vision of Oakville being Canada's most livable and fiscally healthy community in collaboration with residents, businesses, community groups and town staff
- The plan has five strategic areas of focus for its four-year term of office:
- Livability: To be the most livable town in Canada
- Accountable Government: Inspire public confidence through open, accountable and efficient delivery of government services
- Engaged Community: Foster a community environment that engages residents of all ages, abilities and backgrounds
- Mobility: Improve the town's multi-modal transportation network to support effective movement of people and goods
- Environment: Protect greenspace and promote environmentally sustainable practices
- Oakville has the lowest tax increase in Halton and maintains strong reserves, while continuing to deliver world-class services. Oakville and Halton Region also maintain a AAA Credit Rating

- Site Selection Magazine, an international business publication, has listed the Town of Oakville among the top 20 regions of Canada's Best Locations to invest for the fourth year in a row
- Council continues to invest in our facilities and infrastructure, including new recreation centres and amenities, fire stations, trail and bike paths, and our roads
- Oakville continues to be recognized as a great place to live and work
- Oakville ranked as one of Canada's Safest Large Communities in 2021

BACKGROUND:

As part of Oakville Council's commitment to transparency, accountability and engagement, the Mayor commenced the practice of delivering an Annual Oakville Status Report in 2007. Since that time, in the autumn of each year, the Mayor – as head of Council – highlights the achievements of the Town and the progress made towards achieving its strategic work plan.

This is the Mayor's 16th annual report to Council.

On April 29, 2019, Council unanimously approved the 2019-2022 Strategic Plan, which outlines Council's vision, mission and values for the Corporation of the Town of Oakville over a four-year period. This plan guides the decision-making and budgets of every town department and informs the direction provided to staff by Council.

On May 25, 2021, Council approved its 2019–2022 Council Strategic Plan Refresh; maintaining the five strategic areas of focus and incorporating additional initiatives in six priority areas: Halton Region Official Plan and Livable Oakville Reviews; creation of a Pandemic Recovery Plan; addressing traffic, speeding and safety; reducing timeframes for applications, permits and licenses; enhancing communications; and implementing capital projects.

The 2021 Annual Report for the fiscal year January 1 – December 31, 2021 was released on August 17, 2022.

The Mayor's Annual Oakville Status Report is delivered to complement the 2019-2022 Strategic Plan.

COMMENT/OPTIONS:

Selected highlights of accomplishments from the current council term are outlined below. See the appendices for more information.

1. **Livability** – be the most livable town in Canada by:
 - Being recognized as a great place to live and work:
 - *Site Selection Magazine*, an international business publication, has listed the Town of Oakville among the top 20 regions of Canada's Best Locations to invest for the fourth year in a row
 - Received an Excellence in Economic Development award from the Economic Developers Council of Ontario for our impact mitigation strategy in the downtown that supported local businesses and the community during the Lakeshore Road Reconstruction and Streetscape Project
 - Culture Days ranked Oakville second among midsize cities and placed fourth nationwide in its efforts to engage and bring the community closer
 - Ranking as one of Canada's Safest Large Communities in 2021. In addition, Halton region has maintained its position of having the lowest Crime Severity Index of all Canadian municipalities with a population of 100,000 or more.
 - Saving historic Glen Abbey Golf Course from development
 - Exceeding Halton's target for new unit housing affordability and mixed housing
 - Revitalizing our downtown through the Lakeshore Road reconstruction and streetscape project
 - Restoring and renovating the historic Oakville Museum Coach House for public use
2. **Accountable Government** – inspiring public confidence through open, accountable and efficient delivery of government services by:
 - Delivering the lowest tax increase in Halton and maintaining strong reserves, while continuing to deliver world-class services
 - Maintaining Oakville and Halton Region's AAA Credit Rating
 - Continuing to develop new, non-tax revenues through Council and Oakville Enterprises Corporation for residents' new facility and infrastructure expectations without putting pressure on property taxes
 - Offering more online services so our residents and businesses can easily and quickly get the services they need when they need them
 - Receiving an unqualified audit opinion on the Consolidated Financial Statements by the town's independent external auditors, KPMG
 - Assessing our performance; the 2022 Citizen Satisfaction Survey showed that 93% of residents are satisfied with town services and 85% of residents said they receive good value for their tax dollars

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3. **Engaged Community** – we are fostering a community environment that engages residents of all ages, abilities and backgrounds through:
- Building new facilities:
 - The North Park community centre, library and park project broke ground on June 27, 2022
 - A new skateboard facility at Cornwall Park is underway with preliminary designs completed
 - A new state-of-the-art fire station for North Oakville was opened in July 2020
 - The Oakville Trafalgar Community Centre opened in September 2020
 - New library offerings and expansion, including a temporary site in North Oakville and a new outdoor space at the Glen Abbey Branch
 - Prioritizing inclusion, diversity, equity and accessibility in everything we do through the development of Diversity and Inclusion Action Plan
 - Free public wi-fi continues to expand at town facilities, mostly recently in our transit buses
4. **Environment** - we are protecting greenspace and promoting environmentally sustainable practices by:
- Greening our infrastructure
 - Our new facilities have earned silver-level Leadership in Energy and Environmental Design (LEED) certification. This helps ensure we remain on track to meet or exceed 2030 climate change targets in the reduction of energy use and carbon emissions in town facilities
 - Expanding the number of electric vehicles in the town's fleet along with introducing electric service equipment
 - Rehabilitating our shoreline at Oakville Harbour with Tannery and Waterworks Park reopening in 2019 and South Shell Park in 2020
 - Controlling invasive species and increasing the town's tree canopy to ensure the target of 40 per cent canopy coverage goal is met
 - Approving a strategy that will ensure Oakville continues to meet its current Parkland target of 2.2 hectares per 1,000 people
5. **Mobility** - we are improving the town's multi-modal transportation network to support effective movement of people and goods through:
- Free transit for kids under 12
 - Continuing to expand the trail and bike path systems
 - Annual Road Resurfacing Program that rehabilitates and improves the driving surfaces of Oakville's roadways
 - New smart technologies in downtown Oakville, including parking sensors, parking availability signage and mapping

and capturing foot traffic data to understand seasonal trends and support transportation changes

Work will begin in early 2023 to develop the strategic plan for the 2023–2026 term of Council. Results of the 2022 Citizen Survey will inform development of this plan.

CONSIDERATIONS:

(A) PUBLIC

The town is committed to public transparency and accountability. Progress towards Council's Strategic Plan is reported to Council every year. In addition, departmental business plans and the town's Annual Report provide progress updates to the public. Members of the public are invited to Livestream the Mayor's Annual Oakville Status Update and can also view it via YouTube.

(B) FINANCIAL

All initiatives highlighted in the Oakville Annual Status Report are approved through the town's budget process. Staff presented Oakville's proposed 2021 operating capital budgets, as well as the forecasted operating increase for 2022 and 2023, to the Budget Committee, achieving Council's direction to keep the overall property tax increase in line with inflation.

(C) IMPACT ON OTHER DEPARTMENTS & USERS

None.

(D) CORPORATE STRATEGIC GOALS

This report addresses the corporate strategic goal(s) to:

- have environmentally sustainable programs/services
- continuously improve our programs and services
- be accountable in everything we do
- be honest in everything we do
- be fiscally sustainable
- be the most livable town in Canada

(E) CLIMATE CHANGE/ACTION

The Mayor's Annual Oakville Status Report seeks to address all pillars of sustainability including environmental, social, economic and cultural aspects of the community. The Mayor and Council are committed to initiatives that maintain and protect our community's sustainability.

APPENDICES:

- Appendix A - [2019—2022 Council Strategic Plan final update](#) – June 20, 2022
- Appendix B - [2019–2022 Strategic Plan Accomplishments](#) – June 7, 2022
- Appendix C - [Annual Report 2021](#) – August 17, 2022
- Appendix D - [Halton Region – State of Housing Report 2021](#) – July 13, 2022

Prepared by: Andrew Smith

Submitted by: Mayor Rob Burton



OAKVILLE

2019-2022 Strategic Plan

Final report



Livability

Goal: To be the most livable town in Canada.

Key objectives:

- Planning framework to maintain community character
- Protect cultural heritage assets
- Maintain a resilient local economy

✓ Completed or substantially complete ❖ Initiated or in progress • Deferred or not started

2019/2020 Initiatives

- ✓ Completed planning studies:
 - North Oakville Secondary Plan
 - Hospital District
 - Scenic corridors
- ✓ Approved five-year Economic Development Strategy
- ✓ Implemented Mitigation Plan for downtown Lakeshore Road reconstruction project
- ✓ Implemented pilot Leafing App for tracing of Leafing Service program

2021 Major initiatives

Growth management:

- ✓ Defended town's cultural heritage landscape designations, including Glen Abbey Golf Course
- ✓ Advocacy to expand the Greenbelt ongoing
- ✓ Represent the town's urban structure through the Region's Municipal Comprehensive Review
- ✓ Midtown implementation strategy underway
- ✓ Completed official plan amendment (OPA) for Hospital District, Palermo growth area, Bronte GO major transit station area, North Oakville West Secondary Plan and Lakeshore Road West EA
- ✓ OPA for Midtown, Uptown growth area and North Oakville East Secondary Plan to be initiated in 2022

Study/Consult/Develop:

- ✓ Direction for Business Licensing by-law review, including a new pay day loan category, presented to Council
- ✓ Completed North Park detailed design for recreational facilities and sports fields
- ✓ Reviewed sign face area of Sign by-law

Implement:

- ✓ Implemented proactive enforcement of unlicensed short-term rentals; ongoing
- ✓ Implemented proactive enforcement of unlicensed short-term rentals; ongoing
- ✓ Launched Leafing App, allowing the community to follow loose leaf pick-up service street to street
- ✓ Completed 2021 Auto Mayors Action Plan; initiatives being implemented
- ✓ Consulted user groups on design of new skateboard facility at Cornwall Park
- ✓ Implemented new online registration and booking system for Parks, Recreation and Culture programs and services
- ✓ Installed rainbow crosswalks on Lakeshore Road in the three business improvement areas
- ✓ Completed acquisition of the former Trafalgar Reservoir for a new public park
- ✓ Added pickleball courts through expansion or conversion
- ✓ Increased litter pickup/maintenance in parks and on trails
- ✓ Completed successful business stream pilot for non-residential building permits



✓ Completed or substantially complete ❖ Initiated or in progress • Deferred or not started

2022 Major initiatives

Growth management:

- ❖ Issued RFP for Zoning review, exploring options since no bids were received
- ✓ Initiated a Residential Policy Review, including exploration of housing affordability tools. Shifted focus to an overall Housing Review that will tie into the Residential Policy Review

Study/Consult/Develop:

- ✓ Completed industry consultation for Business Licensing by-law review; will be presented to Council in 2023
- Parks by-law review and enforcement consolidation to commence in 2023
- ❖ Issued RFP for a waterfront restaurant on the existing TOWARF site

Implement:

- ✓ Outdoor space at Glen Abbey Branch Library will be completed in spring 2022
- ❖ Consultant being retained for design work to relocate the basketball court from Valleybrook to Iroquois Ridge
- ❖ Completed preliminary design of new skateboard facility at Cornwall Park; construction in 2022-2023
- ❖ Initiated design of community amenities on North Park site
- ❖ Negotiations for ownership of Bronte Outer Harbour ongoing
- ✓ Redeveloped historic Oakville Museum Coach House that originally served as a horse stable and residence for the estate's gardener into a multi-use space for cultural programs, exhibits and events for the public to enjoy
- ❖ Mapping Vacant Employment Land for investment attraction in progress
- ✓ Completed Investment Attraction Marketing Campaign
- ✓ Truth and Reconciliation orange crosswalk will be installed in June 2022



Engaged Community

Goal: Foster a community environment that engages residents of all ages, abilities and backgrounds.

Key objectives:

- Engage community in local government
- Provide recreational and cultural events and spaces to promote shared community experiences
- Provide effective licensing and enforcement to maintain safety, protection and enjoyment

✓ Completed or substantially complete ❖ Initiated or in progress • Deferred or not started

2019/2020 Initiatives

- ✓ Opened library services at Palermo and Sixteen Mile
- ✓ Opened Oakville Trafalgar Community Centre
- ✓ Implemented Municipal Enforcement Strategy
- ✓ Held 2019 Canada Day celebrations
- ✓ Held Oakville Children's Festival
- ✓ Adopted virtual meetings
- ✓ Opened Station 3 and Station 8 fire stations

2021 Major initiatives

Growth management:

- ✓ Advanced the Official Plan Review

Study/Consult/Develop:

- ✓ Developed North Park master plan; detailed design initiated
- ✓ Completed Urban Mobility strategy
- ✓ Conducted community engagement on diversity and inclusion

2022 Major initiatives

Growth management:

- ❖ Continued work on Official Plan Review; will be presented to Council in summer 2023

Study/Consult/Develop:

- ❖ Noise by-law review underway; will be presented to Council in early 2023
- ❖ Initiated Property Standards By-law review; will be presented to Council in early 2023
- ❖ Initiated Lot Maintenance By-law review, will be presented to Council in early 2023

Implement:

- ✓ Conducted employee survey on diversity and inclusion
- ✓ Completed 2021 Diversity and Inclusion action plan key deliverables
- ❖ First multi-year inclusion, diversity, equity and accessibility plan will be established in early 2023
- ✓ Implemented free public Wi-Fi, digital information kiosks, and real-time parking information in downtown Oakville
- ❖ Continued work on oakville.ca rebuild including contract award for build of the new website and an improved search function
- ❖ RFP underway to enhance the online customer experience of ServiceOakville for implementation in fall 2022, including more self-serve options, an improved intake process for report a problem and the ability to receive updates, view cases and view the current status



Accountable Government

Goal: Inspire public confidence through open, accountable and efficient delivery of government services.

Key objectives:

- Lead in providing open and accountable government
- Ensure long-term fiscal sustainability while respecting impact of decisions on taxpayers
- Support culture of continuous improvement and innovation

✓ Completed or substantially complete

❖ Initiated or in progress

• Deferred or not started

2019/2020 Initiatives

- ✓ Completed 2019 Citizen Survey: 96% satisfaction rating for town services
- ✓ Achieved ISO 37120 Sustainable City platinum status
- ✓ Implemented tax increase in line with inflation
- ✓ Implemented municipal accommodation tax to support tourism
- ✓ Established Municipal Development Corporation
- ✓ Developed Strategic Asset management plan policy and principles
- ✓ Implemented online technologies:
 - Digital signatures for development agreements
 - Digital submissions, payments and plan review tools

2021 Major initiatives

Growth management:

- ✓ Completed 10-year capital forecast, including Oakville Public Library capital projects

Study/Consult/Develop:

- ✓ Completed Urban Forest strategic management plan; will be presented to Council in 2022
- ✓ Consulted Council on Municipal Enforcement master plan
- ✓ Finalized disposal of Brantwood Public School lands, renovations initiated
- ✓ Developed Digital Oakville 2021 Plan
- ❖ Briefing note provided to the province to establish a courthouse in Oakville; will continue to follow up in 2023

Implement:

- ✓ Implemented 1.5% tax increase; lowest increase in Halton Region for 2022
- ✓ Implemented online applications and permits for building and business licensing
- ✓ Implemented new Council agenda management system
- ✓ Consolidated and posted 33 frequently requested by-laws in an accessible format



✓ Completed or substantially complete ❖ Initiated or in progress • Deferred or not started

2022 Major initiatives

Growth management:

- ❖ Asset Management plan and service levels for core infrastructure development underway, will be completed in 2022

Study/Consult/Develop:

- ✓ Completed 2022 Citizen Survey: 93% satisfaction rating for town services
- ✓ Facilities review well underway
- ❖ Fire master plan review being initiated in 2022
- ❖ RFP for Municipal Enforcement master plan being evaluated; master plan will be presented to Council in 2023
- Delayed Emergency Management Plan review to 2023, will involve significant update and climate impacts
- ✓ Completed Private tree by-law review; will be presented to Council with Urban Forest strategic management plan in 2022
- ✓ Completed Parks & Open Space strategy; will be presented to Council in 2022
- ✓ Completed Harbours master plan; will be presented to Council in 2022
- ❖ Community Benefits Charge strategy underway; will be presented to Council in 2022
- ❖ Development Charges By-law update underway; will be presented to Council in 2022
- ❖ Oakville Municipal Development Corporation to market and seek opportunities for redevelopment of a portion of former Oakville Trafalgar Memorial Hospital site identified as the seniors block, Civic Square and former Oakville Trafalgar High School

Implement:

- ✓ Work to administer 2022 Municipal Election underway
- ❖ Completed RFP for new tax software provider to provide online self-serve capability on taxes and tax information; launch in 2023
- ❖ Digital Oakville Next Phase Plan (2023–2026) is underway, will be presented to Council in 2022
- ✓ Implemented online applications and permits for signs, noise exemptions, planning applications, and development engineering permits
- ✓ Implemented development approval process improvements as part of Plan-It program; work to continue in 2023
- RFP being developed for asset management software planning solution



Environment

Goal: Protect greenspace and promote environmentally sustainable practices.

Key objectives:

- Ensure effective stewardship of town's natural environment
- Create a climate change resilient community
- Transition to a low carbon future

✓ Completed or substantially complete ❖ Initiated or in progress • Deferred or not started

2019/2020 Initiatives

Climate Action:

- ✓ Declared climate emergency
- ✓ Launched climate change adaptation strategy
- ✓ Completed Community Energy Plan
- ✓ Established Oakville Energy Task force
- ✓ Implemented energy conservation initiatives in building retrofits and system optimization
- ✓ Completed Storm water master plan
- ✓ Completed Fleet Utilization study

2021 Major initiatives

Study/Consult/Develop:

- ✓ Developed inventory of climate action activities/gaps to improve accountability
- ✓ Participated in District Energy Pre-Feasibility study with the Consulate of Denmark in Toronto
- ❖ Initiated activities related to electrification of buses
- ✓ Initiated work on a climate action lens for departments, including processes and performance measures
- ✓ Completed a climate change risk assessment on the town's infrastructure

Implement:

- ✓ Established Future Energy Oakville Office
- ✓ Formalized partnerships with community environmental organizations; ongoing
- ✓ Completed LED lighting conversion at five town facilities
- ✓ Completed office lighting pilot at Town Hall CAO office to test functionality and benefits of a lighting system that learns from its environment
- ✓ Completed strategy for Green Fleet infrastructure shift to low carbon alternatives through fleet ever-greening program; implementation underway
- ✓ Completed town-wide expansion of electric vehicle charging stations with 46 stations



✓ Completed or substantially complete ❖ Initiated or in progress • Deferred or not started

2022 Major initiatives

Study/Consult/Develop:

- ✓ Completed design phase of high capacity inlets as part of the Stormwater Master Plan implementation
- ✓ Developed Climate Action: Progress and Directions Report
- ✓ Developed Renewable Energy Generation strategy for corporate facilities
- ✓ Completed Growing Livability Study (town tree canopy analysis) as part of Urban Forest Strategic Master Plan, will be presented to Council in 2022
- ✓ Developed roadmap for Rainwater Management Strategy; Phase I (identification of needs) will be completed in 2022
- ❖ Research for climate financing options to introduce a climate action levy is underway
- ❖ Development of climate action lens tools is in progress, continuing into 2023
- ❖ Home energy retrofit program study with Oakville Hydro is in progress
- ❖ Participating in District Energy Full Feasibility Study with the Consulate of Denmark in Toronto. Funding application to the Federation of Canadian Municipalities for next phase of work to move District Energy ahead is in progress
- ✓ Initiated discussions with Conservation Halton and Halton Region on implementation of the Glenorchy Management Plan and any interim steps to limit inappropriate access to the preserve. Discussions will continue in 2023

Implement:

- ❖ First battery electric buses (specialized) entering service end of 2022
- ✓ Participated in Community Energy Strategy rollout. Town provided seed funding and is actively supporting the rollout
- ✓ First electric ice resurfer entered service
- Deferred implementation of Biodiversity plan



Mobility

Improve town's multi-modal transportation network to support effective movement of people and goods.

Key objectives:

- Plan, build and maintain road and parking infrastructure
- Promote safe travel on town roads
- Support opportunities for multi-modal transportation including walking, cycling and transit

✓ Completed or substantially complete ❖ Initiated or in progress • Deferred or not started

2019/2020 Initiatives

- ✓ Completed Lakeshore Road reconstruction
- ✓ Continued traffic calming strategy
- ✓ Implemented Active Transportation master plan
- ✓ Initiated traffic signal optimization pilot

2021 Major initiatives

Growth Management:

- ✓ Commenced design of Khalsa Gate improvements; construction in 2023
- ✓ Phase 1 reconstruction of Sixth Line, north of Dundas Street underway; complete in fall 2022

Study/Consult/Develop:

- ✓ Completed West harbor and West River neighbourhood traffic studies
- ✓ Initiated a parking study for residential and commercial areas across the town

- ✓ Developed Neighbourhood Traffic Safety Program

Implement:

- ✓ Completed Parking Management System for downtown commercial parking spaces
- ✓ Traffic Safety Program Road resurfacing program construction from June to December 2022
- ✓ Added 17.8 km of active transportation infrastructure

2022 Major initiatives

Growth Management:

- ✓ New cost-sharing agreement reached for Burloak Drive grade separation (underpass) project
- Cost-sharing agreement not reached for Kerr St. grade separation (underpass) project. Project deferred by Metrolinx
- ✓ Completed design for Phase 2 reconstruction of Sixth Line, north of Dundas Street; construction in 2023
- ❖ Design of Midtown West Active Transportation Crossing and Cross Avenue will be initiated in 2022

Study/Consult/Develop:

- ❖ Development of a parking strategy for residential and commercial parking areas is underway; will be presented to Council in 2023
- Chartwell Road grade separation Environmental Assessment study will be initiated in 2023
- ❖ Transportation Master Plan (including Active Transportation component) will be initiated in 2022

Implement:

- Conventional scheduling software and driver management system to enable future "family of services" delivery model will be implemented in 2023
- ❖ Transit vehicle onboard Wi-Fi to improve customer experience and enhance driver and customer security will be implemented in 2022
- ✓ Neighborhood Traffic Safety Program is underway; will be undertaken annually
- ❖ Implemented community safety zones; secured 14 cameras in preparation of the automated speed enforcement program. Starting date is pending provincial regulation finalization to allow municipalities to execute the associated administrative monetary penalty program
- ❖ Pilot of Transit Ride Hailing app will be initiated in 2022
- ✓ Commenced design of Crosstown Trail from Khalsa gate to Ridge Landing



Capital Projects

- ✓ Completed or substantially complete ❖ Initiated or in progress • Deferred or not started

Six capital projects were added through the Strategic Plan Refresh, for consideration in the 10-Year Capital Plan during the 2022 budget process.

1. North Park – recreation facilities and sports fields

- ❖ North Park and amenities are planned, construction 2022–2023
- ❖ Community centre and library are planned, construction 2023–2024

2. Downtown Cultural Hub and Downtown Development Plan

- ❖ Review of scope is underway, exploring options

3. Sixteen Mile Trail Feasibility Study

- ❖ Sixteen Mile Creek Feasibility Study is an Active Transportation project and is identified as a 2024 project in the capital forecast

4. Relocation of TOWARF to Bronte

- ❖ TOWARF relocation to Bronte is pending the outcome of an RFP to seek interest in developing a waterfront restaurant at the current location. RFP will be issued in summer 2022

5. Implementation of a waterfront restaurant at the existing TOWARF site

- ❖ Implementation of a waterfront restaurant is pending the outcome of an RFP which will be issued in summer 2022

6. Events Strategy Update – to include multicultural events

- ❖ Work is underway, updated events strategy will be presented to Council in 2023



COVID-19 impact

✓ Completed or substantially complete ❖ Initiated or in progress • Deferred or not started

Major initiatives originally identified for this term of Council that have been deferred or cancelled

- ✓ 2021 Citizen Survey deferred to 2022
- Rehabilitation of Towne Square deferred to 2023

COVID-19 Pandemic

2019/2020 Major initiatives

Implement: COVID-19 Pandemic response:

- ✓ Staff redeployment
- ✓ Program and service adaptation
- ✓ Tax deferrals for residents and businesses
- ✓ Manage cost implications - revenue decrease
- ✓ Education and enforcement to support provincial and regional response
- ✓ Protect health and safety of staff
- ✓ Initiated Mayor's Economic Task Force to support business community during COVID-19 pandemic through programs, information, marketing and advocacy
- ✓ Some capital projects deferred

2021 Major initiatives

Implement: COVID-19 Pandemic response:

- ✓ Application based tax deferral program
- ✓ Advocacy for federal & provincial support
- ✓ Emergency preparedness
- ✓ Gradual reinstatement of transit service
- ✓ Completed all required provincial Safe-Restart funding reports to-date; reports to be filed on programs that continue (i.e. transit)
- ✓ Parks patrol program

Develop a COVID-19 Pandemic Recovery Plan for 2021/2022:

- ✓ Including strategic objectives for the recovery phase and approach including key areas for consideration:
 - Financial sustainability
 - Business supports
 - Program and service delivery adaptation
 - Enforcement
 - Workforce Planning

2022 Major initiatives

Implement:

- ✓ Pandemic Recovery Plan, incorporating lessons learned from the pandemic
- ✓ Conversion of all town washroom fixtures (faucets, urinals, toilets, showers) into touchless fixtures as part of the Investing in Canada Infrastructure Program (ICIP) COVID Funding
- ❖ HVAC audit of all equipment within town facilities to further improve air quality in accordance with ASHRAE 62.1 2019 as part of the ICIP COVID Funding is in progress

Town of Oakville

1225 Trafalgar Road,
Oakville, Ontario L6H 0H3
905-845-6601 | oakville.ca





REPORT

Council

Meeting Date: June 20, 2022

FROM: Strategy, Policy and Communications Department

DATE: June 7, 2022

SUBJECT: 2019–2022 Strategic Plan Accomplishments

LOCATION: Town-wide

WARD: Town-wide

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RECOMMENDATION:

That the 2019-2022 Strategic Plan Accomplishments report from the Strategy, Policy and Communications department, be received.

KEY FACTS:

The following are key points for consideration with respect to this report:

- On April 29, 2019, Council approved its 2019–2022 Council Strategic Plan with five strategic areas of focus for its four-year term of office:
 - Livability: To be the most livable town in Canada
 - Engaged Community: Foster a community environment that engages residents of all ages, abilities and backgrounds
 - Accountable Government: Inspire public confidence through open, accountable and efficient delivery of government services
 - Mobility: Improve town's multi-modal transportation network to support effective movement of people and goods
 - Environment: Protect greenspace and promote environmentally sustainable practices
- On May 25, 2021 Council approved its 2019–2022 Council Strategic Plan Refresh; maintaining the five strategic areas of focus and incorporating additional initiatives in six priority areas: Halton Region Official Plan and Livable Oakville Reviews; creation of a Pandemic Recovery Plan; addressing traffic, speeding and safety; reducing timeframes for applications, permits and licenses; enhancing communications; and implementing capital projects.
- This report provides a final update on the strategic plan accomplishments during this term of Council.

- Work will begin in early 2023 to develop the strategic plan for the 2023–2026 term of Council. Results of the 2022 Citizen Survey will inform development of the 2023–2026 Council Strategic Plan.

BACKGROUND:

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.

Council adopted the following vision, mission and values in 2007, which drive Council's priority setting.

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 care that they are expected to deliver to the community.

Values:

- Accountability: We deliver what we promised. We are accountable for our own actions and results. We are accountable for the efficient and effective use of public funds
- Dedication: We willingly take on responsibility. We are committed to serving our community. We take initiative and we take on our share of the work.
- Honesty: Each of us demonstrates personal integrity, truthfulness and honesty in how we do our job. We inspire public confidence and trust in our government.
- Innovation: We pursue innovation by being creative, showing initiative and taking risks. We encourage employees to exercise judgment in meeting customer needs.
- Respect: We value an open, respectful and inclusive workplace. We value the cultural and social diversity of our community. We make it possible for every resident to participate in our community, and in our government.

- **Teamwork:** We act as a team. We demonstrate high levels of trust and cooperation. We collaborate across departments to achieve our goals. We work in partnership with our community

Since 2007, Council has met annually to review and measure progress being made to achieve these key strategic priorities. They drive the town's annual business planning and budgeting process, which ensures departmental initiatives are aligned with Council's strategic priorities.

On April 29, 2019, Council approved its 2019–2022 Council Strategic Plan with five strategic areas of focus to guide decision-making for this term of office:

- **Livability:** To be the most livable town in Canada
- **Engaged Community:** Foster a community environment that engages residents of all ages, abilities and backgrounds
- **Accountable Government:** Inspire public confidence through open, accountable and efficient delivery of government services
- **Mobility:** Improve town's multi-modal transportation network to support effective movement of people and goods
- **Environment:** Protect greenspace and promote environmentally sustainable practices

On May 25, 2021, Council approved its 2019–2022 Council Strategic Plan Refresh following the Council meeting of April 26, 2021 and a review period in April and May where Members of Council, the Oakville Chamber of Commerce, and the Mayor's Community Leaders Roundtable were consulted as well as additional staff input was included. The strategic areas of focus were maintained in the Refresh by Council. The Refresh incorporated several additional initiatives for 2021 and 2022 and included six priority areas: the Halton Region Official Plan and Livable Oakville Reviews; creation of a Pandemic Recovery Plan; addressing traffic, speeding and safety; reducing timeframes for applications, permits and licenses; enhancing communications; and implementing capital projects.

COMMENT/OPTIONS:

Staff is pleased to provide this final update on the strategic plan accomplishments made during 2019–2022, attached. The document highlights the key strategic initiatives completed or significantly underway in each of Council's five areas of focus.

In addition to the strategic plan accomplishments, six priority areas were identified by Members of Council through the Strategic Plan Refresh. The priority areas below, are significant undertakings that continue to be important to the town.

1. Halton Region Official Plan and Livable Oakville Reviews: work is underway to review Halton’s Official Plan and the town’s Livable Oakville to plan the Region’s growth through 2051. Coordination between the reviews is, and will continue to be critical to ensuring that Oakville’s vision for the future is reflected in both plans. The key components of the vision include supporting the town’s approved urban structure that directs growth to a series of well-planned, transit supported centres and nodes; moving forward with climate action; preservation of prime agricultural land; protecting existing, stable neighbourhoods; and protecting the town’s natural areas. It also directly impacts future costs of operation and infrastructure. This is a significant priority.
2. Pandemic Recovery Plan: in August 2021, Council approved the Transitioning to COVID-19 Interim Recovery Action Plan which builds on Council’s strategic directions and strategies to support recovery and “build back better” initiatives. Staff is implementing the town’s recovery action plan which focuses on innovation, safety and financial stability by adopting modern approaches, expanding online services, supporting local businesses, and leveraging provincial and federal funding opportunities. The workplan will continue for 2022 under the following key areas of focus:
 1. Restoring our community vibrancy
 2. Supporting our local businesses
 3. Keeping our community safe
 4. Keeping our corporation resilient
 5. Preserving our strong financial health
3. Traffic, speeding and safety: are being addressed to promote safe and efficient travel on town roads through the implementation of the Neighbourhood Traffic Safety program including traffic calming, automated speed enforcement and implementation of active transportation infrastructure. Appendix A provides an update on several initiatives related to Council’s key area of focus on mobility.
4. Applications, permits and licenses: since the Refresh in May 2021, staff has added more permit applications online to make it easier and faster for developers, contractors, businesses and residents to do business with the town. The online process enables them to submit, make payments, manage and track the status of applications. Online building permit services were launched during the summer season last year to enable residents and building industry professionals to apply, track and pay for permits as well as request inspections and view the results. Online development engineering permits (e.g. for residential rebuilds or additions, pool installation, major landscaping, new or upgrades to driveways etc.) were added in April 2022, and sign permits (for temporary or permanent signs) and noise exemption

permits (for events, construction, filming etc.) were added in May 2022. Later this year, planning and development-related applications will transition to an entirely online process. The town has implemented a “build-measure-learn” approach, where staff the town will use feedback on the new process to guide future improvements to the online applications.

5. Enhancing communications: continues to be a priority to inform the community about town programs, services and decision-making environment. Through the 2022 Citizen Survey, we know Oakville residents go to the town’s website and social media for information. We are working on a significant website rebuild to enhance public engagement and information sharing with the community that will launch in early 2023. We will also leverage different ways to connect with the community including through newsletters, digital screens at town facilities and targeted messaging to ensure consistency of information across the town that speaks to the town’s process improvements; how the town makes decisions; as well as how the town’s reviews, studies, and plans fit together.
6. Capital projects: six capital projects were identified by Council through the Strategic Plan Refresh and were put forward for consideration in the 10-Year Capital Plan during the 2022 Budget Process. Appendix A includes an update on these projects.

The final update on Council’s 2019–2022 Strategic Plan and accomplishments will be shared on the town’s website, social media, e-newsletter, and digital screens at town facilities.

Work will begin in early 2023 to develop the strategic plan for the 2023—2026 term of Council. Results of the 2022 Citizen Survey will inform development of the 2023—2026 Council Strategic Plan.

CONSIDERATIONS:

(A) PUBLIC

Council’s 2019–2022 Strategic Plan was approved by Council on April 29, 2019, following broad public input through the 2019 Citizen Survey.

On May 25, 2021, Council approved its 2019–2022 Council Strategic Plan Refresh following a review period with Council, the Oakville Chamber of Commerce, and the Mayor’s Community Leaders Roundtable.

(B) FINANCIAL

There is a risk to increasing our commitment on capital projects and initiatives given increasing inflation and the current economic climate.

Council's strategic plan provides direction to assist in financial decision-making. Long-range financial forecast and the annual budgeting process was fully aligned with Council's 2019–2022 strategic goals.

(C) IMPACT ON OTHER DEPARTMENTS & USERS

Council's strategic plan influences every department across the organization. Departmental work plans and budgets reflect strategic directions established by Council and results were reported through annual departmental business plans and budgeting process. All reports to Council aligned with Council's 2019–2022 strategic goals.

(D) CORPORATE STRATEGIC GOALS

The 2019–2022 Strategic Plan accomplishments addresses all of the corporate strategic goals:

- Livability: To be the most livable town in Canada.
- Engaged Community: foster a community environment that engages residents of all ages, abilities and backgrounds.
- Accountable Government: Inspire public confidence through open, accountable and efficient delivery of government services.
- Mobility: Improve town's multi-modal transportation network to support effective movement of people and goods.
- Environment: Protect greenspace and promote environmentally sustainable practices

(E) CLIMATE CHANGE/ACTION

Council's 2019—2022 strategic plan addressed a number of initiatives to help the town and community adapt to and mitigate the effects of climate change. The strategic plan promotes sustainability through its mission statement that "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 environmentally and fiscally sustainable."

APPENDICES:

Appendix A - 2019—2022 Council Strategic Plan final update

Prepared by:
Rebecca Brookes
Corporate Strategy Program Advisor

Recommended by:
Swaraj Mann
Manager, Corporate Strategy

Submitted by:
Julie Clarke
Director, Strategy, Policy and Communications

Annual Report 2021



For the fiscal year January 1 – December 31, 2021
Oakville, Ontario, Canada



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Message from the Mayor



I'm proud of how our Oakville community has stepped up to confront the challenges of the pandemic and how community members have looked after one another. And I'm proud of how hard town staff and Council have worked to help residents and businesses through these difficult times.

Residents count on us to keep up with the needs of our community. So, over

the past year, we extended pandemic support programs and launched a recovery action plan.

Our 2022 Citizen survey found 8 in 10 residents were satisfied with the town response to the pandemic. That's in contrast to a national survey that found just 57 per cent are satisfied with how their local government managed the pandemic.

Recognizing that COVID-19 continues to take a financial toll, we allowed residents to defer property tax payments and delivered the lowest tax increase in all of Halton. We secured millions of dollars of pandemic-related government funding to support active transportation projects and upgrade ventilation in town facilities.

Today we are seeing the results.

Oakville's economic engine is revving up. New businesses continue to move here: in total 1,000 new jobs in 2021 were reported by our award-winning Economic Development team. In 2021, Oakville was once again named one of Canada's top locations for investment. Foot traffic downtown is growing, restaurants are filling up, and our community centres have reopened their doors.

But that's just one part of the story. Although responding to the impacts of COVID-19 was the

town's immediate priority, we also kept our eye on other important initiatives.

We won a six-year battle over the proposed redevelopment of the historic Glen Abbey golf course. In July 2021, we learned that ClubLink had withdrawn their appeal to the Ontario Land Tribunal. Thanks to the efforts of many engaged citizens, this Oakville icon will be preserved as part of our cultural heritage landscape.

We made significant progress on new infrastructure projects. We began designing the future community centre in North Park. We approved a skateboard facility at Cornwall Park and started the process of purchasing a former reservoir site on Trafalgar Road to create more public greenspace. And we brought community members together to discuss plans to transform Midtown Oakville into a vibrant urban destination.

We're also taking important action on climate change by finding ways to reduce our carbon footprint and make Oakville more resilient to extreme weather.

Despite the curveballs of the past two years, I believe Oakville's future is bright. As this report makes clear, we have a strong economy, enviable amenities, efficient services and impressive amounts of greenspace.

But we're not resting on our laurels. As your Mayor and fellow Oakville resident, I'm committed to making sure we keep moving forward and keep Oakville Canada's most livable and fiscally healthy community. Avancez!

Mayor Rob Burton, BA, MS
Head of Council and CEO

2018–2022 Town Council

Council's current term began on December 1, 2018, and will end November 14, 2022

Ward 1



Beth Robertson
Town Councillor



Sean O'Meara
Regional and
Town Councillor

Ward 2



Ray Chisholm
Town Councillor



Cathy Duddeck
Regional and
Town Councillor

Ward 3



**Janet
Haslett-Theall**
Town Councillor



Dave Gittings
Regional and
Town Councillor

Ward 4



Peter Longo
Town Councillor



Allan Elgar
Regional and
Town Councillor

Ward 5



Marc Grant
Town Councillor



Jeff Knoll
Regional and
Town Councillor

Ward 6



Natalia Lishchyna
Town Councillor

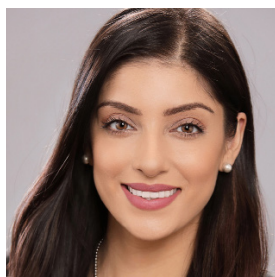


Tom Adams
Regional and
Town Councillor

Ward 7



Jasvinder Sandhu
Town Councillor



Pavan Parmar
Regional and
Town Councillor

For an interactive ward
map of Oakville visit
oakville.ca/maps.html

Organizational Chart

as of July 2022



The CAO provides strategic and administrative leadership that furthers Council's strategic plan, policies and directives.

The Community Development Commission creates a safe, vibrant and inclusive community through the areas of planning, building, municipal enforcement, and economic development.

The Corporate Services Commission is responsible for the effective and efficient use of town resources and is responsible for legal, clerk's, human resources, finance, and information technology solutions.

The Community Services Commission delivers services and programs to improve the daily life of town residents in the areas of recreation and culture, libraries, parks and open space, fire services, and facilities management.

The Community Infrastructure Commission provides safe and sustainable transportation, storm water and natural infrastructure for the Town of Oakville and is responsible for the areas of transportation and engineering, roads and works, transit, and corporate asset management.



hippie pops



hippiepops.ca

SHOP HOURS

Mon: -
Tue: -
Wed: -
Thurs: -
Fri: -
Sat: -
Sun: -

hippiepops

Handmade using fresh fruit
100% Vegan • 100% Natural

MENU

- Straight-Up Strawberry
- Pink Lemonade
- Citrus Soda
- Pina Colada
- Tropical
- Hottest New Flavors
- Flavors 11-12-13-14-15-16-17-18-19-20-21-22-23-24-25-26-27-28-29-30-31-32-33-34-35-36-37-38-39-40-41-42-43-44-45-46-47-48-49-50-51-52-53-54-55-56-57-58-59-60-61-62-63-64-65-66-67-68-69-70-71-72-73-74-75-76-77-78-79-80-81-82-83-84-85-86-87-88-89-90-91-92-93-94-95-96-97-98-99-100

hippiepops

Don't Worry
Be Hippie!

hippiepops

6 Pack



hippiepops.ca

OPEN

OPEN

Message from the CAO



Two years into this pandemic, the Town of Oakville has proved our ability to pivot, respond to urgent needs and adapt to shifting realities.

Our fundamental priorities haven't changed. We're still as committed as ever to livability, an engaged community, accountable government, the environment, and mobility — as the achievements in this report demonstrate.

However, COVID-19 has created a lot of turbulence. To navigate those challenges, we refreshed our strategic plan, laying out new priorities to help Oakville deal with the repercussions of the pandemic, and developed an Interim Recovery Action Plan.

To support that recovery, we've introduced or expanded a number of initiatives, whether it's extending the patio program, making it easier to apply for permits by offering more services online or helping brick-and-mortar businesses adopt digital technologies.

Through our Digital Oakville 2021 plan, we continued to apply technologies in other areas as well to make our town even more engaged and connected — from leveraging smart devices that optimize energy use to installing digital parking sensors to help downtown visitors find available parking.

We're also working to reduce greenhouse gas emissions. We take the town's ambitious climate goals seriously, recognizing the growing threat

climate change poses to Oakville's infrastructure and local economy, as well as the health of residents.

In 2021, that meant investing in active transportation projects like protected bike lanes and pedestrian crossovers. We're also supporting the implementation of Oakville's Community Energy Plan by retrofitting lighting systems at town facilities and undertaking other initiatives to slash our carbon footprint.

More broadly, we're applying a climate action lens to all town projects. And to help Oakville deal with the impacts of extreme weather caused by climate change, we produced a climate projections report and conducted a risk and vulnerability assessment.

Inclusion is also a big priority. In 2021, our Town Hall and the Oakville Trafalgar Community Centre became two of only 100 facilities in Canada to achieve gold certification for accessibility from the Rick Hansen Foundation. Meanwhile, it was inspiring to see so many initiatives celebrating Oakville's diversity — whether it's the rainbow crosswalks downtown or Indigenous films presented at the library.

I want to thank our dedicated staff for making all this possible. And I want to thank the residents of Oakville for their impressive and ongoing fortitude during these unprecedented times.

A handwritten signature in black ink, reading 'J. Clohecy'.

Jane Clohecy, MCIP, RPP
Chief Administrative Officer



2019–2022 Strategic Plan

**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.



Values

Accountability – We deliver what we promise. We are accountable of our own actions and results. We are accountable for the efficient and effective use of public funds.

Dedication – We willingly take on responsibility. We are committed to serving our community. We take initiative and we take on our share of the work.

Honesty – Each of us demonstrates personal integrity, truthfulness and honesty in how we do our job. We inspire public confidence and trust in our government.

Innovation – We pursue innovation by being creative, showing initiative and taking risks. We encourage employees to exercise judgment in meeting customer needs.

Respect – We value open, respectful and inclusive governance. We value the cultural and social diversity of our community. We make it possible for every resident to participate in our community, and in our government.

Teamwork – We act as a team. We demonstrate high levels of trust and cooperation. We collaborate across departments to achieve our goals. We work in partnership with our community.



Strategic Plan

For our mission, vision and values to have significant impact, they must be accompanied by a deliberate plan of action. The town's Strategic Plan for 2019–2022 details clear objectives and key measures of success within Council's five areas of focus:

Livability – Be the most livable town in Canada

Engaged Community – Foster a community environment that engages residents of all ages, abilities and backgrounds

Accountable Government – Inspire public confidence through open, accountable and efficient delivery of government services

Mobility – Improve the town's multi-modal transportation network to support effective movement of people and goods

Environment – Protect greenspace and promote environmentally sustainable practices

Recalibrating in the COVID era

Today, the five original areas of focus in the town's Strategic Plan continue to be relevant and guide our daily work, however additional priority areas were identified to respond to the impacts of the COVID-19 pandemic. In May 2021, Council unanimously approved a refresh to its 2021-2022 objectives. under the following priority areas:

- ensuring Oakville's vision for the future is reflected in the Halton Region Official Plan
- promoting safe and efficient travel on town roads
- continuing to streamline processes related to applications, permits and licences
- enhancing communications with the community about the town's programs
- implementing capital projects of interest to the community

The refresh also identified the need for a pandemic recovery plan, which Council approved in August 2021. Oakville's COVID-19 Interim Recovery Action Plan focuses on innovation, safety and financial stability by expanding online services, supporting local businesses and leveraging provincial and federal funding opportunities.

The 18-month plan focuses on restoring the vibrancy of our community, supporting local businesses, keeping Oakville safe, keeping the town corporation resilient and preserving our strong financial health. Recommended actions range from expanding digital services and extending the patio program to continuing to partner with the Oakville Chamber of Commerce to distribute rapid antigen tests.

The plan also emphasizes enhancing the health and safety environment of town facilities. This includes installing touchless fixtures in town washrooms and identifying opportunities to improve ventilation systems, using funds secured in July from the COVID-19 Resilience Stream of the Investing in Canada Infrastructure Program.



This is Oakville

Our residents



225,000

people live here



40%

of residents grew up speaking
a language that isn't English



1 in 3

residents is a member of a
visible minority



2nd in GTA

for percentage of residents
with a bachelor's degree or
higher level of education

Our town

Note: Data as of June 2022.



244 km

of active recreation trails



1,673 ha

(4,134 acres of parklands)



260+ km

of on-road bike lanes and
off-road cycling paths



6

community centres



3

business improvement areas



32,700

businesses

Areas of Focus

Livability

Goal: Be the most livable town in Canada

Creating the most livable community in Canada means growing responsibly. It means attracting investments to build a resilient economy, while preserving Oakville's unique character and heritage. And it means providing residents with the amenities and services they need to thrive.

Attracting investment, creating jobs

Great communities attract great businesses and inspire existing ones to grow, creating more jobs and a stronger economy. For the third year in a row, *Site Selection Magazine* — an international business publication covering corporate real estate and economic development — included the Town of Oakville in its top 20 list of Canada's best locations for investment.

In 2021, Oakville welcomed several new operations to town, including Siemens Canada's first MindSphere Application Center: the first facility of its kind in North America to focus specifically on smart energy grids, intelligent buildings and industry digitalization solutions. Meanwhile, the *Globe & Mail's* Report on Business included six Oakville companies in its list of Canada's top growing companies in 2021.

Helping more small businesses adopt online technologies

For many small businesses in Oakville, navigating the challenges during the COVID-19 pandemic meant creating or enhancing their online presence. The Digital Main Street program has played an important role in that, helping

small brick-and-mortar businesses adopt online technologies and digitally transform their sales, marketing and back-office operations. Since 2019, our local Digital Service Squad has assisted more than 400 businesses through one-on-one consultations and webinars.

In September 2021, the Town of Oakville — together with the Downtown Oakville, Kerr Village and Bronte Village business improvement associations and the Oakville Chamber of Commerce — received a \$75,000 grant from Digital Main Street to expand the program and provide support to more local businesses.

Scoring a hole-in-one for preservation at Glen Abbey

Glen Abbey Golf Course has been an important part of Oakville's history for more than half a century. Today, it is one of the most famous courses in Canada and an iconic Oakville landmark.

So when ClubLink announced plans to redevelop the site, many community members and Town Council voiced their opposition and called on the province to intervene. Demolition of Glen Abbey

would irreversibly remove its cultural heritage value. Heritage policy and legislation in Ontario was developed to prevent this from happening, particularly in cases such as Glen Abbey where the heritage value is so significant. Those years of vigorous advocacy have paid off. In July, ClubLink withdrew its appeals to the Ontario Land Tribunal, abandoning its plans to demolish the Glen Abbey Golf Course.

Building a future that respects the past at the former Brantwood Public School

Redevelopment plans for the former Brantwood Public School aim to preserve the character of the surrounding neighbourhood — including the Trafalgar Road Heritage Conservation District. In December 2021, the town finalized the sale of the property at 221 Allan St, which will become home to seven new detached residential lots. Meanwhile the front portion of the former school building will be converted into several condominium apartments.

Importantly, the developer has committed to conserving the historic west and south elevations of the school building, which were constructed in 1920. In addition, all new dwellings will be consistent with existing homes to the north and east of the site on Douglas Avenue.

Advancing key projects to accommodate population growth

Halton's population is expected to nearly double in the next 30 years — and accommodating that growth requires careful planning. In 2021, town staff continued to work closely with community stakeholders and external agencies to consolidate and harmonize the town's official plans under the Livable Oakville Plan. Meanwhile, the town has made significant progress in the past year toward aligning that plan with the province of Ontario's updated Growth Plan for the Golden Horseshoe.

Several key projects progressed through Halton Region's review and approval process. This includes the Hospital District Study and Palermo Village Growth Area Review, as well as the groundwork for high-density, transit-supportive,

mixed-use development in these areas. The North West Oakville Secondary Plan Review was also on track and will ultimately incorporate the remaining lands under this plan into the Livable Oakville Plan. Finally, we've seen progress on the Bronte GO Major Transit Station Area Study, which will guide how the Bronte GO Station and surrounding area accommodate future population and employment growth.

Creating a vibrant Midtown

Plans are underway to transform Midtown Oakville into a vibrant, people-oriented, mixed-use community that can accommodate more than 13,000 residents and 7,000 jobs in the coming decades. The area — covering about 103 hectares surrounding the Oakville GO Station — will become an urban destination where people can live, work and play in dynamic neighbourhoods that are connected to the rest of Oakville by pedestrian, cycling, transit and street networks.

In June 2021, the project team hosted a public information meeting to answer questions and gather feedback from community members.

Earning accolades for our impact mitigation strategy during downtown revitalization

Our Downtown Mitigation Strategy received an Excellence in Economic Development award from the Economic Developers Council of Ontario. The project was selected as a best-in-class example for its innovative approach to supporting local businesses and the community during the Lakeshore Road Reconstruction and Streetscape Project, which was completed in 2020.





Engaged Community

Goal: Foster a community environment that engages residents of all ages, abilities and backgrounds

Belonging to a community goes beyond your postal code. At the Town of Oakville, we celebrate our vibrant mix of cultures, backgrounds and perspectives and strive to ensure everyone feels respected and welcome.

Working together to create a community inclusion plan

Having an inclusive community fosters a sense of belonging for everyone — Black, Indigenous and people of colour, members of the LGBTQ2+ community, individuals living with disabilities and other underserved groups. That's why we created a Diversity and Inclusion Action Plan in 2021, formalizing our commitment to initiatives that embrace diversity, equity and inclusion.

One of those initiatives was conducting a community-wide survey. In September, we invited residents, organizations and businesses to share their input on town programs and services related to diversity, equity and inclusion. Their responses will help enhance our practices, identify opportunities for improvement and inform a multi-year inclusion plan the town will develop in 2022.

Showing support for LGBTQ2+ community members

During Pride Month in June 2021, pedestrians and drivers in Kerr Village, Downtown Oakville and Bronte Village may have noticed the town's first-ever rainbow crosswalks. The move came following requests from students and community members to introduce the colourful crossings to the town's streetscapes as a gesture of support for LGBTQ2+ community members.

#OurOakville Podcast: Celebrating the town's diversity

In June 2021, the town launched the #OurOakville Podcast. During the five-part series, the town's community development specialists invited a variety of guests to discuss the importance of belonging in Oakville, with episodes covering Pride Month, Seniors Month and Indigenous History Month.

Honouring Truth and Reconciliation

The Town of Oakville is situated on Treaty 14 and Treaty 22 lands and territory of the Mississaugas of the Credit First Nation and the traditional territory of the Huron-Wendat and Haudenosaunee. Oakville is currently home to many different First Nations, Inuit and Métis peoples. We acknowledge and thank the Mississaugas of the Credit First Nation for being stewards of this territory.

Last spring, the Town of Oakville partnered with Grandmother's Voice, an organization that celebrates the diversity of Indigenous education across the country. Together, we presented Planting Our Seeds: a free eight-week virtual program led by local urban Indigenous leaders Jody Harbour and Sherry Saevil that offered insights into the perspectives and experiences of Indigenous peoples.

The town also invited residents to reflect on the residential school experience and engage in a variety of educational activities in support of the National Day for Truth and Reconciliation. Special events included Moccasin Trail walks led by Indigenous guides along Sixteen Mile Creek and Indigenous films and discussions at the Oakville Public Library run in collaboration with Indigenous community leaders.

Creating opportunities for youth, on and off the court

In 2021, the Town of Oakville was among 500 Canadian organizations to receive a grant from Jumpstart's Sport Relief Fund. Thanks to the \$6,000 grant, more than 60 youth got the chance to participate in the Oakville Community Basketball Program free of charge. The eight-week program also facilitated employment opportunities, helping youth gain leadership experience and develop mentorship skills.

Empowering young women at Camp Molly

In September, 30 young women from across Halton explored a career in fire services at Camp Molly. The four-day camp run by the Oakville Fire Department in partnership with other Halton local

fire departments gave participants the opportunity to try their hand at a variety of firefighting tasks, such as search and rescue, hazardous material response and more. Since Camp Molly launched in 2019, five program participants have gone on to pursue firefighter programs at college. Camp Molly was newly named as Blaze Fire Academy in 2022.

Providing more amenities for sports and recreation

Creating accessible spaces to gather, learn and play helps knit our community together. In 2021, Council advanced several key community infrastructure projects to do exactly that. In May, a new skateboard facility at Cornwall Road Sports Park got the green light. Meanwhile, the town pursued the option to purchase a former reservoir site at 2273 Trafalgar Rd from Halton Region to create a new public park that connects to existing trails.

Council also approved funding for a detailed design of the North Park area, which will add a new community centre, library branch, sports fields and other outdoor amenities at the existing Sixteen Mile Sports Complex. Locating these facilities at the same site allows us to maximize energy efficiency and use of space, streamline building operations and support complementary programming.

Pandemic-proofing community events

As the pandemic continued to impact the community and beyond, the town cancelled the 2021 Santa Claus Parade and looked at a safer way to celebrate the season. A virtual Fireside Chat with Santa and Mayor Rob Burton proved to be a big hit. The event included a colouring contest and a chance for kids to ask Santa questions. Meanwhile, the Oakville Professional Firefighters organized a hugely successful drive-through Toy Drive at Coronation Park. Both events earned awards from Festivals and Events Ontario.



Accountable Government

Goal: Inspire public confidence through open, accountable and efficient delivery of government services to enhance our social environment

Whether it's about filling a pothole or running summer splash pads, Oakville residents trust us to provide reliable, top-notch public services. We take that responsibility seriously, continuously looking for ways to improve our services, boost transparency and keep costs down.

Delivering the lowest tax increase in Halton

Oakville's municipal taxes cover everything from road repairs and community centres to fire trucks and greenspace preservation. And each year, Council takes great care to spend those dollars responsibly, ensuring the town can continue delivering world-class services without placing undue financial strain on residents or impacting our ability to keep our financial reserves strong and our debt levels low.

Driven by those priorities, the town budget for 2022 was approved with a 1.5 per cent property tax increase — the lowest tax increase in Halton. The \$327.7 million operating budget and \$276.3 million capital budget ensure the town's long-term fiscal sustainability while investing in pandemic recovery, new community facilities, improved traffic and pedestrian safety and other strategic priorities. Having a long-term view through the 10-year capital forecast helps

maintain a sound financial approach to meet the needs of our community while maintaining Oakville's financial health.

Offering property tax deferrals during the pandemic

It's important to recognize that some property owners continue to experience financial hardships due to the COVID-19 pandemic. That's why Town Council approved a property tax deferral program in 2021. The application-based program allowed eligible residential and business property owners to defer their property tax payments to the end of the year.

Helping community groups bounce back

To support Oakville's COVID-19 Interim Recovery Action Plan, Council also approved an interim 2021 Community Investment Plan. As a result, unspent 2020 funds from the town's tax rate stabilization reserve were used to help

neighbourhood groups, business improvement areas and sport organizations through their restart and recovery. That funding included \$18,500 for the Sport Development Grant program, \$52,000 for the Special Event Fee Waiver program to support community events and activity during the recovery, and \$6,000 for the Community Spirit Awards.

Leading Oakville's digital transformation

Guided by the Digital Oakville Plan, the town is committed to exploring new technologies and innovative ways to connect the community and improve access to public services. This includes everything from using smart technologies to optimize energy use in our buildings to improving road works through artificial intelligence-powered software that can detect road surface defects.

With so many digital solutions available, choosing the right ones for the town requires thorough and thoughtful investigation. That's why we adopted a "build-measure-learn" approach in 2021, where we test a solution on a specific service need to determine how well it works. We then look at the results and make necessary adjustments before gradually expanding it to other areas. It's an approach that nurtures a culture of continuous improvement, driven by the best data possible.

Offering more services online

Creating a digitally enabled community means providing innovative tech solutions that support residents, businesses and the local economy. So in 2021, we made more services easier to access available to anyone with an internet connection.

In July, we launched a new online service that allows residents and building industry professionals to apply for, track and pay for building permits, as well as request inspections and view the results.

In August, the Recreation and Culture department launched a new registration and booking software. In addition to registering online for registered and drop-in programs, residents can now also purchase various membership offerings and rent select facilities including last-minute ice

and picnic areas. Enhanced search functionality and expanded account details make scheduling events and activities easier than ever.

And in December, the town launched a new online service for business licences. Businesses that want to apply for a new licence or renew their existing one can fill out an application, submit documentation and complete payment — conveniently all online through oakville.ca. Online services will be expanded further in 2022 to create easier, faster and more transparent processes.

Achieving the gold standard for accessibility

Our ongoing commitment to inclusivity is one of the many reasons Oakville is Canada's most livable town. The Oakville Universal Design Standards developed by the town goes above the minimum provincial accessibility requirements and guides new construction with the latest accessibility features, and retrofits to existing facilities.

In 2021, the Rick Hansen Foundation Accessibility Certification program awarded Oakville Town Hall and Oakville Trafalgar Community Centre its highest rating for accessibility. These facilities are currently among only 100 buildings across Canada to date to receive Gold Certification. The Oakville Trafalgar Community Centre, which opened in 2020, is only one of two community centres in Ontario as of December 2021 to attain the Gold Certification due to its universal changerooms, accessible washrooms, therapeutic pool with ramp, accessible fitness equipment, and rehabilitation equipment.

Oakville Town Hall, built in 1965, has undergone several renovations to improve accessibility over the years, and in 2021, improvements were made such as tactile walking surface indicators at the tops of stairs, staircase non-slip strips, walkway improvements on the exterior path of travel and assisted listening devices at the ServiceOakville counters.



Environment

Goal: Protect greenspace and promote environmentally sustainable practices

The effects of climate change are intensifying — and so is our response to it. In 2021, we accelerated our efforts to create a resilient, low-carbon future, while responsibly stewarding Oakville's natural environments.

Building a climate-resilient community

Climate change represents a global threat with significant local impacts — from the impacts of flooding due to more intense storms to the effects of a warming climate causing a significant increase in heat alerts that threaten both human health and the environment.

For more than a decade the Town of Oakville has demonstrated environmental leadership to address this serious and growing problem.

In 2020–2021, we developed a Climate Change Projections Report to better understand how climate change will impact Town of Oakville operations toward the end of the century, under both high and low greenhouse gas emission scenarios. Our findings will inform future community emergency management programs to deal with more heat waves, intensifying storms and more.

We're also on track to meet provincial

requirements for integrating climate change into our municipal asset management planning process. This includes conducting a series of risk and vulnerability assessments to identify how climate change could impact town assets.

Becoming a showcase city for climate and energy action

In August 2019, the Town of Oakville was selected to join the first Showcase Cities cohort led by the Global Covenant of Mayors for Climate and Energy. In February 2021, we became one of only 25 municipalities across Canada to successfully complete the intensive pilot.

As participants in this initiative, we received free technical support, training, tools and resources to spur climate action at a local level. And thanks to our climate efforts, the town received a Mitigation Badge in 2021 — awarded to cities that complete an inventory of greenhouse gas usage in their community, set emission targets and have an approved mitigation plan.

The town also collaborated with and received funding from the Consulate of Denmark in Toronto to study the opportunities for district energy through feasibility studies.

Building a sustainable energy future

In February 2020, Council unanimously approved the Community Energy Strategy, helping bring the vision of a sustainable energy future closer to reality. Leading those efforts is Future Energy Oakville: a new, independent organization supported by the town, investors, local partners and engaged citizens. Together, they are leveraging global best practices and data-driven innovations to reimagine the ways in which our community moves people and goods, heats and cools homes, powers jobs, and more.

In 2021, the town contributed to that transformation in a variety of ways. Over the course of the year, we added 10 dual charging stations (with 20 spaces) across the community in collaboration with Natural Resources Canada, bringing the total to 13 stations (with 26 spaces) by the end of 2021.

We also confirmed our decision to move to electric vehicles for the town's 15 building inspection staff members and two new fire prevention officers with funds allocated to install new charging stations for the fleet.

Meanwhile, we've been conducting lighting retrofits and other energy conservation projects at municipal facilities. As a result, we're ahead of schedule to meet our greenhouse gas emissions reduction targets for Town of Oakville facilities.

Tackling plastic pollution in Bronte Outer Harbour

Each year, 10,000 tonnes of plastic waste enter the Great Lakes, killing countless birds and fish, leaching harmful chemicals into the water and environment, and diminishing the beauty of beaches and shorelines. In an effort to keep our waterways clean, the Town of Oakville partnered with the Silver Salmon Community in 2021 to install two Seabin waste collectors at the Bronte Outer Harbour.

Measuring half a metre in diameter, these floating garbage bins work like an automatic pool skimmer. They use a pump to suck in water from the surface and filter it through a catch bag inside the device. It then pumps the water back into the marina, leaving litter and debris trapped in the catch bag — without posing any danger to marine life. From May to October, the Seabins collected everything from shopping bags and cigarette butts to disposable cups, plastic bottles, microplastics and more.

Controlling moth infestations

Each year, the town conducts population surveys of *Lymantria dispar dispar* (LDD) moths to predict how much damage these non-native insects might cause to town woodlands. When populations are high, they can eat all the leaves on a tree in a short amount of time. And when leaves are lost in successive years, trees can die.

Our 2020 surveys forecasted that Oakville would face extreme levels of the pests in 2021. Without action, the infestation was poised to impact 102 hectares (252 acres) of town woodlands, resulting in a significant loss of trees. To minimize that damage, we conducted an aerial spray program in 15 woodlands, using a naturally occurring insecticide to protect trees and help control the invasive moth infestation.

Planting for our future

Last spring, the Town of Oakville partnered with community groups to launch a sustainable gardening initiative. The pilot project featured two unique garden spaces, located side by side in an underused former fruit orchard and field in Kingsford Gardens Park.

The Oakville Food Forest, managed by Halton Food, teaches residents how to care for their own edible shrubs and trees, providing a climate-resilient food source and decreasing dependence on imported fruits.

Meanwhile, the Oakville Pollinator Pathway, led by Oakvillegreen, is a vibrant meadow ecosystem with native wildflowers and grasses to provide food and habitat for pollinators like butterflies, moths, bees and birds.



Mobility

Goal: Improve the town's multi-modal transportation network to support effective movement of people and goods

From commuting on the QEW to cycling along the Waterfront Trail, people in Oakville are on the move. And it's our job to make getting around as safe, sustainable and easy as possible — today and as the community grows. Here's how we did that in 2021.

Offering free transit for kids under 12

After-school program on the other side of town? Picking up a few things at the mall? Heading to the hockey game? Wherever you're going, it's now easier and less expensive to go by bus as a family. In March, 2021, Oakville Transit began offering fare-free travel for children under 12. This pilot program aims to promote a healthier and more engaged community, while eliminating financial barriers for residents wishing to take the bus with their children.

Rolling out new protected bike lanes on Speers Road

In 2021, we opened the first phase of Oakville's first fully protected bike lanes, making it easier, safer and more enjoyable to bike along Speers Road. Currently, the bike lanes run one-way

on both sides of Speers Road between Third Line and Fourth Line, separated from traffic by concrete curbs and painted buffers. They also feature a unique shared transit stop that doesn't require buses to pull into the bike lane when picking up or offloading passengers.

The design aligns with the town's Active Transportation Master Plan and represents a big step forward in building an even more cyclist-friendly community.

Earning accolades for bicycle-friendly investments

Efforts like our new bike lanes helped Oakville move from Bronze designation to Silver designation in the 2021 Bicycle Friendly Community Awards. For more than a decade,

the Share the Road Cycling Coalition has been running the program, which recognizes communities for their investment in cycling master plans, infrastructure to address gaps in cycling networks, and educational and outreach programming for their residents. Oakville now joins Canmore, Collingwood, Cornwall, Markham and Thunder Bay with a Silver designation.

Investing more than \$2 million in active transportation infrastructure

More people enjoyed the town's trails and cycling lanes as recreation and culture facilities continued to be impacted by COVID-19 pandemic restrictions. We expect that trend to continue and Council is committed to investing in more outdoor infrastructure to meet the demand.

In July 2021, we received funding from the COVID-19 Resilience Stream of the Investing in Canada Infrastructure Program to expand Oakville's transportation network and upgrade facilities. In total, the town will receive \$2.3 million from the provincial and federal governments.

A portion of the funding will be used to build 20 pedestrian crossovers. These crossovers will increase the accessibility of the town's active transportation network by providing more controlled crossing locations at trail connections and intersections for pedestrians.

Electrifying Oakville's public transit

Over the next five years, the town plans to convert nearly half of Oakville Transit's fleet from diesel to electric. We made significant progress toward that goal in 2021, successfully securing more than \$48 million from the provincial and federal governments to begin the transition and expansion of Oakville's public transit fleet with fully battery-electric buses.

Leveraging smart technologies in downtown Oakville

Downtown received several technology upgrades in 2021 as part of our Digital Oakville Plan. This includes the installation of 1,200 parking sensors, and technology to capture foot traffic data along Lakeshore Road East. This data will be used to understand seasonal trends and

provide meaningful information to the town's transportation planners to make evidence-based decisions and improve access to services.

Enhancing transit to ease gridlock, improve connectivity and cut carbon emissions

Investing in transit services is crucial to support the future growth of our town. In December 2021, Town Council endorsed Oakville Transit's top seven priorities for the coming years. Tackling these priorities will reduce greenhouse gas emissions, ease traffic congestion and ensure there are convenient and affordable options for residents and visitors to travel to, from and within Oakville. These include:

- Switching the transit fleet from diesel to electric by 2035
- Supporting more transit along Trafalgar Road between midtown and Highway 407, with a dedicated bus lane for faster, more reliable and more frequent service
- Creating infrastructure for the Dundas Bus Rapid Transit project, a planned 48-kilometre transit route from Highway 6 in Hamilton to Metrolinx's new Kipling Transit Hub in Toronto
- Building the Palermo Transit Terminal to connect the lands surrounding the historic hamlet of Palermo to future North Oakville bus routes
- Upgrading the Oakville GO station to accommodate significant population and employment growth
- Expanding the hours and frequency of service to and from the Oakville GO station, allowing commuters to take advantage of upgrades Metrolinx is making to deliver two-way, all-day service every 15 minutes on the Lakeshore West Line
- Boosting the convenience and flexibility of Oakville Transit by integrating different types of vehicle resources — including small buses, vans and taxis — to create seamless service

Looking Ahead: 2022 Key Initiatives



Livability

Growth management:

- Issue Request for Proposal (RFP) for Zoning review
- Shift focus to an overall Housing Review that will tie into the Residential Policy Review

Study/Consult/Develop:

- Complete industry consultation for Business Licensing by-law review
- Issue RFP for a waterfront restaurant on the existing TOWARF site

Implement:

- Create outdoor space at the Oakville Public Library's Glen Abbey Branch
- Retain consultant for design work to relocate the basketball court from Valleybrook Park to Iroquois Ridge Community Centre

- Complete preliminary design of new skateboard facility at Cornwall Park
- Initiate design of community park on North Park development site in north Oakville
- Continue negotiations for ownership of Bronte Outer Harbour
- Restore and renovate historic Oakville Museum Coach House
- Map vacant employment land for investment attraction in progress
- Complete Investment Attraction Marketing Campaign
- Install orange crosswalk as part of the town's Truth and Reconciliation efforts



Engaged Community

Growth management:

- Continue work on Official Plan Review

Study/Consult/Develop:

- Noise by-law review
- Property Standards by-law review
- Lot Maintenance by-law review

Implement:

- Complete 2021 Diversity and Inclusion Action Plan key deliverables, including employee survey on diversity and inclusion
- Create first multi-year inclusion, diversity, equity and accessibility plan for implementation in early 2023
- Introduce free public Wi-Fi, digital information kiosks, and real-time parking information in downtown Oakville

- Continue work on oakville.ca rebuild including contract award for build of the new website and an improved search function
- Issue RFP to enhance the online customer experience of ServiceOakville





Accountable Government

Growth management:

- Complete Asset Management plan and service levels for core infrastructure

Study/Consult/Develop:

- Complete 2022 Citizen Survey
- Initiate Fire Master Plan review
- Issue RFP for Municipal Enforcement Master Plan
- Complete private tree by-law review; will be presented to Council with Urban Forest Strategic Management Plan
- Complete Parks and Open Space strategy
- Complete Harbours Master Plan
- Complete the strategy for Community Benefits Charge
- Complete the strategy for Development Charges by-law update

- Oakville Municipal Development Corporation to market and seek opportunities for redevelopment of a portion of former Oakville Trafalgar Memorial Hospital site identified as the seniors block, Civic Square and former Oakville Trafalgar High School

Implement:

- Administer 2022 Municipal Election
- Complete RFP for new tax software provider to provide online self-serve capability on taxes and tax information
- Initiate Digital Oakville Next Phase Plan (2023–2026)
- Implement online applications and permits for signs, noise exemptions, planning applications, and development engineering permits
- Issue RFP for asset management software planning solution



Environment

Study/Consult/Develop

- Complete design phase of high capacity inlets as part of the Stormwater Master Plan implementation
- Develop Climate Action: Progress and Directions Report
- Develop Renewable Energy Generation strategy for corporate facilities
- Complete Growing Livability Study (town tree canopy analysis) as part of Urban Forest Strategic Master Plan
- Develop roadmap for Rainwater Management Strategy
- Research climate financing options to introduce a climate action levy
- Develop climate action lens tools
- Complete home energy retrofit program study with Oakville Hydro

- Continue participation in District Energy Full Feasibility Study with the Consulate of Denmark in Toronto. Funding application to the Federation of Canadian Municipalities for next phase of work to move District Energy
- Initiate discussions with Conservation Halton and Halton Region on implementation of the Glenorchy Management Plan and any interim steps to limit inappropriate access to the preserve

Implement:

- Introduce first battery electric buses (specialized)
- Participate in Community Energy Strategy rollout. Town provided seed funding and is actively supporting the rollout
- Introduce first electric ice resurfacer in service



Mobility

Growth Management:

- Finalize new cost-sharing agreement for Burloak Drive grade separation (underpass) project
- Continue discussions for cost-sharing agreement for Kerr Street grade separation (underpass) project
- Complete design for Phase 2 reconstruction of Sixth Line, north of Dundas Street; construction in 2023

Study/Consult/Develop:

- Develop a parking strategy for residential and commercial areas
- Prepare RFP for Transportation Master Plan (including Active Transportation Component)

Implement:

- Introduce conventional scheduling software and driver management system to enable future “family of services” delivery model to be implemented in 2023
- Transit vehicle onboard Wi-Fi to improve customer experience and enhance driver and customer security
- Neighbourhood Traffic Safety Program conducted annually
- Implement community safety zones; secure 14 cameras in preparation of the automated speed enforcement program.
- Initiate on-demand transit pilot study
- Commence design of Crosstown Trail from Khalsa Gate to Ridge Landing





Awards

**We know what a great community Oakville is.
So do many organizations across Ontario
— and Canada — who recognized our
achievements in 2021.**

Oakville named one of Canada's top 20 best locations to invest

- For the third year in a row, *Site Selection Magazine* — an international business publication covering corporate real estate and economic development — listed the Town of Oakville in the top 20 of Canada's Best Locations to Invest.

Pandemic-friendly holiday events get provincial recognition

- The "Oakville Professional Firefighters Association Toy Drive" and "Oakville's Fireside Chat with Santa Claus and Mayor Rob Burton" both won an Achievement Award from Festivals and Events Ontario in recognition for their ability to pivot during the COVID-19 pandemic.

Oakville Harbour heritage strategy earns Award of Merit

- The Canadian Association of Heritage Professionals recognized the Oakville Harbour strategy as one of the country's finest examples of heritage conservation. In addition to physical attributes, the strategy considers cultural and historical value when identifying potential heritage sites.

Impact mitigation strategy for downtown construction: a best-in-class approach

- Our impact mitigation strategy in the downtown— developed to support local businesses and the community during the Lakeshore Road Reconstruction and Streetscape Project — received an Excellence in Economic Development award from the Economic Developers Council of Ontario.

Oakville levels up its status as a bicycle-friendly community

- Share the Road Cycling Coalition moved Oakville up from a Bronze designation to a Silver designation, recognizing the town's investments in cycling master plans

and infrastructure. Oakville is one of few municipalities in the country with a Silver designation.

Town facilities lead the way in accessibility

- The Rick Hansen Foundation Accessibility Certification program recognized our commitment to inclusivity by awarding Oakville Town Hall and Oakville Trafalgar Community Centre its highest rating for accessibility. The two facilities are currently among only 100 across Canada to receive Gold Certification.

Oakville's cultural events receive accolades

- Culture Days recognized the town for holding 103 events during Culture Days celebrations in 2021. Oakville ranked second among mid-sized cities, and placed fourth nationwide in its efforts to engage and bring the community closer.

Town wins award for water safety program

- For the second year in a row, Oakville won the David W. Pretty Cup from the Lifesaving Society Ontario. Oakville was recognized as the municipal affiliate with the largest lifesaving program in a community with a population between 100,000 and 250,000.





Financials

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Management's Responsibility for the Consolidated Financial Statements

The accompanying consolidated financial statements of The Corporation of the Town of Oakville (the "Town") are the responsibility of the Town's management and have been prepared in compliance with legislation, and in accordance with Canadian public sector accounting standards. A summary of the significant accounting policies are described in Note 1 to the consolidated financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The Town's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the consolidated financial statements. These systems are monitored and evaluated by management.

Town Council meets with management and the external auditors to review the consolidated financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the consolidated financial statements.

The consolidated financial statements have been audited by KPMG LLP, independent external auditors appointed by the Town. The accompanying Independent Auditors' Report outlines their responsibilities, the scope of their examination and their opinion on the Town's consolidated financial statements.



Nancy Sully
Commissioner, Corporate Services
and Treasurer



Jonathan van der Heiden
Deputy Treasurer and
Director of Finance

May 25, 2022



KPMG LLP
Commerce Place
21 King Street West, Suite 700
Hamilton ON L8P 4W7
Canada
Tel 905-523-8200
Fax 905-523-2222

INDEPENDENT AUDITORS' REPORT

To the Members of Council, Inhabitants and Ratepayers of The Corporation of the Town of Oakville

Opinion

We have audited the accompanying financial statements of The Corporation of the Town of Oakville (the "Entity"), which comprise:

- the consolidated statement of financial position as at December 31, 2021,
- the consolidated statement of operations for the year ended,
- the consolidated statement of change in net financial assets for the year then ended,
- the consolidated statement of cash flows for the year then ended,
- and notes, including a summary of significant accounting policies and other explanatory information.

(Hereinafter referred to as the "financial statements")

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2021, and its consolidated results of operations, its consolidated changes in net financial assets and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "***Auditors' Responsibilities for the Audit of the Financial Statements***" section of our auditors' report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.



- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusion is based on the audit evidence obtained up to the date of our auditors report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group Entity to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

A handwritten signature in black ink that reads 'KPMG LLP'. The signature is written in a cursive, stylized font. Below the signature is a horizontal line that starts under the 'K' and ends under the 'P'.

Chartered Professional Accountants, Licensed Public Accountants

Hamilton, Ontario
May 25, 2022

THE CORPORATION OF THE TOWN OF OAKVILLE

Consolidated Statement of Financial Position

December 31, 2021, with comparative information for 2020
(In thousands of dollars)

	2021	2020
Financial assets		
Cash	\$ 182,605	\$ 56,797
Accounts receivable (note 2):		
Taxes receivable	23,759	33,462
Other	35,521	44,369
Investments (note 3)	486,825	427,352
Investment in Municipal Development Corporation (note 4)	828	(253)
Investment in Oakville Enterprises Corporation (note 5)	248,846	241,410
	<u>978,384</u>	<u>803,137</u>
Liabilities		
Accounts payable and accrued liabilities	31,019	35,048
Other current liabilities	35,336	30,679
Deferred revenue – obligatory reserve funds (note 6)	270,411	173,488
Deferred revenue (note 7)	43,884	39,499
Long-term liabilities (note 8)	100,540	107,782
Contaminated sites (note 9)	196	347
Post-employment benefit liability (note 10(a))	33,035	32,637
WSIB liability (note 10(b))	4,728	4,262
	<u>519,149</u>	<u>423,742</u>
Net financial assets	459,235	379,395
Non-financial assets		
Tangible capital assets (note 11)	1,842,267	1,829,705
Prepaid expenses and inventory	4,632	4,306
	<u>1,846,899</u>	<u>1,834,011</u>
Contingent liabilities and guarantees (note 15)		
Accumulated surplus (note 12)	<u>\$ 2,306,134</u>	<u>\$ 2,213,406</u>

The accompanying notes are an integral part of these consolidated financial statements.

THE CORPORATION OF THE TOWN OF OAKVILLE

Consolidated Statement of Operations

Year ended December 31, 2021, with comparative information for 2020
(In thousands of dollars)

	Budget (note 18)	Actual 2021	Actual 2020
Revenue:			
Taxation revenue	\$ 222,189	\$ 223,212	\$ 215,507
User fees and charges (note 13)	49,738	46,051	39,908
Government transfers:			
Government of Canada (note 16)	296	1,166	890
Province of Ontario (note 16)	537	9,686	8,272
Canada Community-Building Fund (CCBF) (note 16)	8,625	8,708	5,097
Other Municipalities	4,281	6,582	12,554
Investment income	11,903	7,649	9,152
Revaluation gain on Hydro Lease (note 5)	—	128	8,409
Interest on promissory notes from Oakville Enterprises Corporation (note 5 (b))	4,622	4,622	4,622
Penalties and interest	3,000	4,019	1,074
Developer contributions and charges earned	18,293	48,161	93,474
Other	11,323	1,896	937
Equity in loss of Municipal Development Corporation (note 4)	—	(119)	(329)
Equity in income of Oakville Enterprises Corporation (note 5)	6,100	13,946	11,504
Total revenue (note 17)	340,907	375,707	411,071
Expenses:			
General government	34,007	31,418	36,779
Protection services	50,292	54,235	50,590
Transportation services	59,172	89,828	92,354
Environmental services	1,427	10,851	10,077
Health services	3,981	4,068	4,041
Recreation and cultural services	61,877	70,098	66,577
Planning and development	19,840	22,481	19,512
Total expenses (note 17)	230,596	282,979	279,930
Annual surplus	110,311	92,728	131,141
Accumulated surplus, beginning of year	2,213,406	2,213,406	2,082,265
Accumulated surplus, end of year (note 12)	\$ 2,323,717	\$ 2,306,134	\$ 2,213,406

The accompanying notes are an integral part of these consolidated financial statements.

THE CORPORATION OF THE TOWN OF OAKVILLE

Consolidated Statement of Change in Net Financial Assets

Year ended December 31, 2021, with comparative information for 2020

(In thousands of dollars)

	Budget (note 18)	2021	2020
Annual surplus	\$ 110,311	\$ 92,728	\$ 131,141
Acquisition of tangible capital assets	–	(66,433)	(124,789)
Amortization of tangible capital assets	–	47,769	48,232
Gain on disposal of tangible capital assets	–	(11,871)	(3,891)
Proceeds of disposition on tangible capital assets	–	17,973	4,544
	110,311	80,166	55,237
Acquisition of prepaid expenses and inventory	–	(4,632)	(4,306)
Use of prepaid expenses and consumption of inventory	–	4,306	3,940
	–	(326)	(366)
Change in net financial assets	110,311	79,840	54,871
Net financial assets, beginning of year	379,395	379,395	324,524
Net financial assets, end of year	\$ 489,706	\$ 459,235	\$ 379,395

The accompanying notes are an integral part of these consolidated financial statements.

THE CORPORATION OF THE TOWN OF OAKVILLE

Consolidated Statement of Cash Flows

Year ended December 31, 2021, with comparative information for 2020
(In thousands of dollars)

	2021	2020
Cash provided by (used in):		
Operating Activities:		
Annual surplus	\$ 92,728	\$ 131,141
Items not involving cash:		
Amortization of tangible capital assets	47,769	48,232
Gain on disposal of tangible capital assets	(11,871)	(3,891)
Developer contributions of tangible capital assets	(32,814)	(60,825)
Change in contaminated sites liability	(151)	13
Change in post-employment benefit liability	398	268
Change in WSIB liability	466	354
Equity in loss of Municipal Development Corporation	119	329
Equity in income of Oakville Enterprises Corporation	(13,946)	(11,504)
Gain on revaluation of Oakville Enterprises Corporation		
direct financing lease	(128)	(8,409)
Change in non-cash assets and liabilities:		
Taxes receivable	9,703	(12,001)
Other accounts receivable	8,848	(14,244)
Accounts payable and accrued liabilities	(4,029)	(12,114)
Other current liabilities	4,657	3,916
Deferred revenue – obligatory reserve funds	96,923	36,485
Deferred revenue	4,385	(1,669)
Prepaid expenses and inventory	(326)	(366)
Net change in cash from operating activities	202,731	95,715
Capital Activities:		
Cash used to acquire tangible capital assets	(33,619)	(63,964)
Proceeds of disposition on tangible capital assets	17,973	4,544
Net change in cash from capital activities	(15,646)	(59,420)
Investing Activities:		
Net change in investments	(59,473)	(40,474)
Increase in shareholder loan to Municipal Development Corporation	(1,200)	–
Repayment of direct financing lease receivable from		
Oakville Enterprises Corporation	538	590
Dividend from Oakville Enterprises Corporation	6,100	6,100
Net change in cash from investing activities	(54,035)	(33,784)
Financing Activities:		
Debt issued	1,100	6,678
Debt principal repayment	(8,342)	(8,458)
Net change in cash from financing activities	(7,242)	(1,780)
Net change in cash	125,808	731
Cash, beginning of year	56,797	56,066
Cash, end of year	\$ 182,605	\$ 56,797

The accompanying notes are an integral part of these consolidated financial statements.

THE CORPORATION OF THE TOWN OF OAKVILLE

Notes to Consolidated Financial Statements

Year ended December 31, 2021
(In thousands of dollars)

The Corporation of the Town of Oakville (the “Town”) is a municipality that provides municipal services such as fire, public works, planning, parks and recreation, library and other general government operations.

1. Significant accounting policies:

The consolidated financial statements of the Town are prepared by management in accordance with Canadian public sector accounting standards as recommended by the Public Sector Accounting Board (“PSAB”) of the Chartered Professional Accountants of Canada. Significant accounting policies adopted by the Town are as follows:

(a) Basis of consolidation:

(i) Consolidated entities

The consolidated financial statements reflect the assets, liabilities, revenues and expenses of the reporting entity. The reporting entity is comprised of all organizations, committees and local boards accountable for the administration of their financial affairs and resources to the Town and which are owned or controlled by the Town except for the Town’s government business enterprises (Oakville Municipal Development Corporation and Oakville Enterprises Corporation).

These entities and organizations include:

- The Oakville Public Library Board
- Downtown Oakville Business Improvement Area
- Bronte Business Improvement Area
- Kerr Village Business Improvement Area

Interdepartmental and inter-organizational transactions and balances between these entities and organizations have been eliminated.

(ii) Oakville Municipal Development Corporation

The Town’s investment in Oakville Municipal Development Corporation (“MDC”) is accounted for on a modified equity basis, consistent with Canadian public sector accounting standards as recommended by PSAB for government business enterprises. Under the modified equity basis, MDC’s accounting policies are not adjusted to conform with those of the Town and inter-organizational transactions and balances are not eliminated. The Town recognizes its equity interest in the annual income or loss of MDC in its consolidated statement of operations with a corresponding increase or decrease in its investment asset account. Any dividends that the Town may receive from MDC will be reflected as reductions in the investment asset account.

THE CORPORATION OF THE TOWN OF OAKVILLE

Notes to Consolidated Financial Statements

Year ended December 31, 2021

(In thousands of dollars)

1. Significant accounting policies (continued):

(a) Basis of consolidation (continued):

(iii) Investment in Oakville Enterprises Corporation

The Town's investment in Oakville Enterprises Corporation ("OEC") is accounted for on a modified equity basis, consistent with Canadian public sector accounting standards as recommended by PSAB for government business enterprises. Under the modified equity basis, OEC accounting policies are not adjusted to conform with those of the Town and inter-organizational transactions and balances are not eliminated. The Town recognizes its equity interest in the annual income or loss of OEC in its consolidated statement of operations with a corresponding increase or decrease in its investment asset account. Any dividends that the Town may receive from OEC will be reflected as reductions in the investment asset account.

(iv) Accounting for Region and School Board transactions

The taxation, other revenues, expenses, assets and liabilities with respect to the operations of Halton Region and the school boards are not reflected in these consolidated financial statements.

(v) Trust funds

Trust funds and their related operations administered by the Town are not included in these consolidated financial statements.

(b) Basis of accounting:

The Town follows the accrual method of accounting for revenues and expenses. Revenues are recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and/or the creation of a legal obligation to pay.

(c) Government transfers:

Government transfers are recognized as revenue in the financial statements when the transfer is authorized, any eligibility criteria are met and a reasonable estimate of the amount can be made except when, and to the extent that, stipulations by the transferor give rise to an obligation that meet the definition of a liability. Government transfers that meet the definition of a liability are recognized as revenue as the liability is extinguished.

(d) Deferred revenue – obligatory reserve funds:

Deferred revenue – obligatory reserve funds represents development charge contributions, payments in lieu of parkland and gas tax, levied or received under the authority of federal and provincial legislation and Town by-laws. These amounts have been collected but the related services have yet to be performed. These amounts will be recognized as revenue in the fiscal year the services are performed.

THE CORPORATION OF THE TOWN OF OAKVILLE

Notes to Consolidated Financial Statements

Year ended December 31, 2021
(In thousands of dollars)

1. Significant accounting policies (continued):

(e) Deferred revenue:

Deferred revenue represents licenses, permits, grants and other fees which have been collected, but for which the related services or inspections have yet to be performed. These amounts will be recognized as revenue in the fiscal year the services are performed.

(f) Investment income:

Investment income is reported as revenue in the period earned. When required by the funding government or related Act, investment income earned on deferred revenue is added to deferred revenue and forms part of the deferred revenue balance.

(g) Taxation revenue:

Taxes receivable and tax revenue are recognized when they meet the definition of an asset, the tax is authorized, and the taxable event has occurred.

(h) User fees:

User fees are recognized as revenue when the service is performed.

(i) Investments:

Investments consist of bonds and debentures and are recorded at amortized cost. Discounts and premiums arising on the purchase of these investments are amortized over the term of the investments. When there has been a loss in value that is other than a temporary decline in value, the respective investment is written down to recognize the loss.

(j) Net investment in direct financing leases receivable:

Investment income related to the Town's net investment in direct financing leases is recognized in a manner that produces a constant rate of return on investment. The investment in the leases is composed of net minimum remaining lease payments net of unearned investment income.

(k) Post-employment benefits:

- (i) The Town provides certain employee benefits which will require funding in future periods. These benefits include long-term disability benefits under the Workplace Safety and Insurance Board ("WSIB") Act, and extended health and dental benefits for early retirees.

The costs of long-term disability, benefits under the Workplace Safety and Insurance Board Act and extended health and dental benefits are actuarially determined using management's best estimate of salary escalation, earned days accumulated for certain employees payable at retirement, health care cost trends, long term inflation rates and discount rates.

THE CORPORATION OF THE TOWN OF OAKVILLE

Notes to Consolidated Financial Statements

Year ended December 31, 2021

(In thousands of dollars)

1. Significant accounting policies (continued):

(k) Post-employment benefits (continued):

(i) (continued):

For self-insured retirement and other employee future benefits that vest or accumulate over the periods of service provided by employees, such as service payments and health and dental benefits for retirees, the cost is actuarially determined using the projected benefits method prorated on service. Under this method, the benefit costs are recognized over the expected average service life of the employee group. Any actuarial gains and losses related to the past service of employees are amortized over the expected average remaining service life of the employee group.

For those self-insured benefit obligations that arise from specific events that occur from time to time, such as obligations for workers' compensation and life insurance and health care benefits for those on disability leave, the cost is recognized immediately in the period the events occur. Any actuarial gains and losses that are related to these benefits are recognized immediately in the period they arise.

- (ii) The costs of multi-employer defined benefit pension plan benefits, such as the Ontario Municipal Employees Retirement System ("OMERS") pensions, are the employer's contributions due to the plan in the period. OMERS has been accounted for as a defined contribution plan since it is a multi-employer plan.

(l) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

(i) Tangible capital assets:

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets, excluding land, are amortized on a straight-line basis over their estimated useful lives as follows:

Asset	Useful Life – Years
Land improvements	3 – 100
Buildings	10 – 75
Equipment	3 – 19
Vehicles	3 – 18
Roads Network	10 – 100
Environmental Network	10 – 100
Communications and Technology Services	3 – 8

THE CORPORATION OF THE TOWN OF OAKVILLE

Notes to Consolidated Financial Statements

Year ended December 31, 2021
(In thousands of dollars)

1. Significant accounting policies (continued):

(l) Non-financial assets (continued):

(i) Tangible capital assets (continued):

Annual amortization is charged in the year of acquisition and in the year of disposal. Work-in-progress assets are not amortized until the asset is available for productive use.

(ii) Contributions of tangible capital assets:

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and recognized as revenue.

(iii) Natural resources:

Natural resources that have not been purchased are not recognized as assets in the consolidated financial statements.

(iv) Works of art and cultural and historic assets:

Works of art and cultural and historic assets are not recognized as assets in these consolidated financial statements.

(v) Interest capitalization:

The Town does not capitalize interest costs associated with the acquisition or construction of a tangible capital asset.

(vi) Leased tangible capital assets:

Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as leased tangible capital assets. All other leases are accounted for as operating leases and the related payments are charged to expenses as incurred.

(vii) Inventories of supplies:

Inventories of supplies held for consumption are recorded at the lower of cost and replacement cost.

(m) Sinking funds:

Sinking funds and their related operations are administered by Halton Region and, as such, are not included in these consolidated financial statements.

THE CORPORATION OF THE TOWN OF OAKVILLE

Notes to Consolidated Financial Statements

Year ended December 31, 2021
(In thousands of dollars)

1. Significant accounting policies (continued):

(n) Contaminated sites:

Contamination is a result of contamination being introduced into air, soil, water or sediment of a chemical, organic or radioactive material or live organism that exceeds an environmental standard. The liability is estimated based upon information that is available when the financial statements are prepared. It is based upon the costs directly attributable to the remediation activities required using a present value measurement technique. The liability is recorded net of any expected recoveries. A liability for remediation of contaminated sites is recognized when all the following criteria are met:

- (i) an environmental standard exists;
- (ii) contamination exceeds the environmental standard;
- (iii) the Town is directly responsible or accepts responsibility;
- (iv) it is expected that future economic benefits will be given up; and
- (v) a reasonable estimate of the amount can be made.

(o) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the period. Significant estimates include assumptions used in estimating provisions for accrued liabilities and the contaminated sites liability and in performing actuarial valuations of post-employment benefits liability and WSIB liability.

In addition, the Town's implementation of the Public Sector Accounting Handbook PS3150 has required management to make estimates of historical cost and useful lives of tangible capital assets.

Actual results could differ from these estimates.

2. Accounts receivable:

Taxes receivable are reported net of a valuation allowance of \$2,815 (2020 – \$2,815). There is also a valuation allowance for general accounts receivable of \$141 (2020 – \$90).

3. Investments:

Investments reported on the consolidated statement of financial position have market values of \$499,289 (2020 – \$456,864).

THE CORPORATION OF THE TOWN OF OAKVILLE

Notes to Consolidated Financial Statements

Year ended December 31, 2021
(In thousands of dollars)

4. Investment in Oakville Municipal Development Corporation:

Oakville Municipal Development Corporation ("MDC") is owned and controlled by the Town and as a government business enterprise is accounted for on the modified equity basis in these consolidated financial statements. MDC serves to develop properties within the boundaries of the Town.

The following tables provide condensed supplementary consolidated financial information for MDC for the year ended December 31:

Financial Position:

	2021	2020
Assets:		
Current	\$ 887	\$ 73
Total assets	\$ 887	\$ 73
Liabilities:		
Current	\$ 59	\$ 326
Shareholder loan	1,900	700
Total liabilities	1,959	1,026
Equity:		
Deficit	(1,072)	(953)
Total liabilities and equity	\$ 887	\$ 73

Operations:

	2021	2020
Revenue	\$ 391	\$ –
Expenses	(510)	(329)
Net loss	\$ (119)	(329)

Town of Oakville investment represented by:

Shareholder loan	\$ 1,900	\$ 700
Accumulated net income, net of dividends received	(1,072)	(953)
Total investments in MDC	\$ 828	\$ (253)

THE CORPORATION OF THE TOWN OF OAKVILLE

Notes to Consolidated Financial Statements

Year ended December 31, 2021
(In thousands of dollars)

4. Investment in Oakville Municipal Development Corporation (continued):

The Town has provided a shareholder loan to MDC. This shareholder loan bears interest at 1.8% (2020 – 0%), calculated annually, has no fixed terms of repayment and is due upon demand.

(a) Related party transaction and balances:

The following summarizes the Town's related party transactions and balances with MDC for the years ended December 31:

	2021	2020
Balances:		
Amounts due from MDC		
Accounts receivable	\$ –	\$ 305
Amounts due to MDC		
Accounts payable	\$ 442	\$ –

These balances are non-interest bearing and carry no fixed terms of repayment.

5. Investment in Oakville Enterprises Corporation:

Oakville Enterprises Corporation and its wholly owned subsidiaries (collectively "OEC") is owned and controlled by the Town and as a government business enterprise is accounted for on the modified equity basis in these consolidated financial statements. OEC serves as the electrical distribution utility for Oakville's residents and businesses. Other activities of OEC, and its subsidiaries, are to provide energy services, energy efficient home comfort equipment and services, billing services, street lighting maintenance services, retro-fit multi-residential buildings to individually metered units and utility related construction and power generation.

THE CORPORATION OF THE TOWN OF OAKVILLE

Notes to Consolidated Financial Statements

Year ended December 31, 2021
(In thousands of dollars)

5. Investment in Oakville Enterprises Corporation (continued):

The following tables provide condensed supplementary consolidated financial information for OEC and its subsidiaries for the year ended December 31:

Financial Position:

	2021	2020
Assets:		
Current	\$ 168,048	\$ 97,678
Capital	501,572	363,984
Regulatory balances	11,567	8,190
Total assets and regulatory balances	\$ 681,187	\$ 469,852
Liabilities:		
Current	\$ 126,109	\$ 78,769
Capital lease obligations	26,877	20,265
Promissory notes payable to Town of Oakville	77,029	77,029
Long-term debt	167,567	54,739
Other	117,165	81,200
Regulatory balances	11,853	11,109
Total liabilities and regulatory balances	\$ 526,600	323,111
Equity:		
Share capital	\$ 63,024	\$ 63,024
Retained earnings	93,263	86,819
Accumulated other comprehensive income	(1,700)	(3,102)
Total equity	154,587	146,741
Total liabilities, regulatory balances and equity	\$ 681,187	\$ 469,852

Operations:

	2021	2020
Revenue	\$ 453,738	\$ 398,691
Expenses (including income tax provision)	(443,827)	(387,112)
Net movement in regulatory balances (net of tax)	2,633	339
Net income and net movement in regulatory balances	12,544	11,918
Other comprehensive gain (loss)	1,402	(414)
Change in equity	13,946	11,504
Dividend paid to Town of Oakville	(6,100)	(6,100)
	7,846	5,404
Direct financing lease receivable repayment	(538)	(590)
Revaluation of direct financing lease	128	8,409
Change in investment in Oakville Enterprises Corporation	\$ 7,436	\$ 13,223

THE CORPORATION OF THE TOWN OF OAKVILLE

Notes to Consolidated Financial Statements

Year ended December 31, 2021
(In thousands of dollars)

5. Investment in Oakville Enterprises Corporation (continued):

Town of Oakville investment represented by:

	2021	2020
Direct financing leases receivable – note 5 (a)	\$ 17,230	\$ 17,640
Promissory notes receivable – note 5 (b)	77,029	77,029
Investment in shares of OEC	63,024	63,024
Accumulated net income, net of dividends received	91,563	83,717
Total investment in Oakville Enterprises Corporation	\$ 248,846	\$ 241,410

(a) Net investment in direct financing receivable:

The Town has provided direct financing leases to OEC for the municipal property known as 861 Redwood Square. The lease expires in December of 2039.

Minimum payments under these lease agreements are as follows:

2022	\$ 1,509
2023	1,577
2024	1,509
2025	1,509
2026	1,509
Thereafter	19,621
	27,234
Less amount representing interest, imputed at 5.54%	(10,004)
	\$ 17,230

(b) Promissory notes:

The Corporation issued promissory notes to the Town, effective February 1, 2020, with principal repayment due on February 1, 2030. The Town has the option on one year's prior written notice to the Corporation to revise the maturity date and any of the terms of the promissory notes. At December 31, 2021, the interest rate in effect on the promissory notes was 6% (2020 – 6%). Interest revenue earned from these notes totaled \$4,622 (2020 – \$4,622).

THE CORPORATION OF THE TOWN OF OAKVILLE

Notes to Consolidated Financial Statements

Year ended December 31, 2021
(In thousands of dollars)

5. Investment in Oakville Enterprises Corporation (continued):

(c) Related party transaction and balances:

The following summarizes the Town's related party transactions and balances with OEC for the years ended December 31:

	2021	2020
Transactions:		
Revenue:		
Interest on promissory notes	\$ 4,622	\$ 4,622
Interest on direct financing leases	971	910
Garage services	370	333
Property taxes	516	549
Tree trimming services	500	323
Other	10	43
Expenses:		
Energy purchases (at commercial rates)	7,406	7,425
Construction/locating	2,081	2,070
Streetlight conversion and maintenance	173	211
Rent	147	147
Balances:		
Amounts due from OEC:		
Promissory note receivable	77,029	77,029
Direct financing leases receivables	17,230	17,640
Interest on promissory note	4,622	4,622
Accounts receivable	595	61
Amounts due to OEC:		
Accounts payable and accrued liabilities	1,287	973
Capital lease	1,324	1,403

(d) Contingencies and guarantees of Oakville Enterprises Corporation:

Short term credit facilities disclosed in their financial statements

The Corporation has an uncommitted line of credit facility available for \$100,000. As at December 31, 2021, \$67,853 (2020 – \$nil) was drawn on this facility.

The Corporation has a letter of credit facility available of \$16,000, of which \$14,921 has been assigned to secure its primary source of electricity as required by the Independent Electricity System Operator ("IESO") Settlements Manual.

THE CORPORATION OF THE TOWN OF OAKVILLE

Notes to Consolidated Financial Statements

Year ended December 31, 2021
(In thousands of dollars)

6. Deferred revenue – obligatory reserve funds:

The deferred revenue – obligatory reserve funds, reported on the consolidated statement of financial position, are made up of the following:

					2021	2020
	Development Charges	Parkland	Gas Tax/ CCBF	Commuter Cycling	Total	Total
Balance, beginning of year	\$ 100,926	\$ 45,577	\$ 26,372	\$ 613	\$ 173,488	\$ 137,003
Developer and other contributions	69,484	31,978	–	–	101,462	59,546
Interest earned	2,602	1,045	537	11	4,195	3,524
Provincial and Federal funding	–	–	14,940	–	14,940	10,702
	72,086	33,023	15,477	11	120,597	73,772
Less:						
Contributions used in operating and capital funds	14,385	417	8,708	164	23,674	37,287
Balance, end of year	\$ 158,627	\$ 78,183	\$ 33,141	\$ 460	\$ 270,411	\$ 173,488

7. Deferred revenue:

The deferred revenue, reported on the consolidated statement of financial position, is made up of the following:

					2021	2020
	Deferred revenues capital	Pre- authorized payments	Deferred tax revenues operations		Total	Total
Balance, beginning of year	\$ 4,587	\$ 19,128	\$ 15,784	\$ 39,499	\$ 41,168	
Development fees	1,091	–	20,225	21,316	17,110	
User fees	–	–	15,095	15,095	10,304	
Other	–	19,863	–	19,863	19,128	
	1,091	19,863	35,320	56,274	46,542	
Less:						
Contributions used in operating and capital funds	1,411	19,128	31,350	51,889	48,211	
Balance, end of year	\$ 4,267	\$ 19,863	\$ 19,754	\$ 43,884	\$ 39,499	

THE CORPORATION OF THE TOWN OF OAKVILLE

Notes to Consolidated Financial Statements

Year ended December 31, 2021
(In thousands of dollars)

8. Long-term liabilities:

- (a) The balance of long-term liabilities reported on the consolidated statement of financial position is made up of the following:

	2021	2020
The Town has assumed responsibility for the payment of the principal and interest charges on certain long-term serial debentures issued by Halton Region on behalf of the Town. Maturity dates vary from 2022 to 2030 and interest rates range from 0.3% to 3%.	\$ 14,943	\$ 19,807
The Town has assumed responsibility for the payment of the principal and interest charges on certain long-term liabilities issued by Halton Region under the Ontario Strategic Infrastructure Financing Authority (OSIFA) for Pine Glen. This debt is being recovered from the Oakville Soccer Club. The debt matures in 2030 and the interest rate is 4.80%	5,171	5,654
The Town has assumed responsibility for the payment of annual sinking fund deposits on long-term debentures issued by Halton Region on behalf of the Town with a maturity date of April 6, 2045. Annual sinking fund deposit requirements are \$1,816. The interest rate on the debentures is 3.15% and is payable in semi-annual instalments of \$1,418. The Town's share of the interest earned to date on the sinking fund deposits held by the Region are \$1,333.	79,102	80,918
The Town has entered into a capital lease agreement for the provision of a Geothermal Energy System at one of the Town's community centers. The agreement is with OEC Geo-Exchange Inc., a subsidiary of Oakville Enterprises Corporation. The agreement calls for quarterly payments of \$26, has an implicit interest rate of 1.90%, and expires in 2029. The corresponding asset and accumulated amortization are included in Note 11.	1,324	1,403
	\$ 100,540	\$ 107,782

THE CORPORATION OF THE TOWN OF OAKVILLE

Notes to Consolidated Financial Statements

Year ended December 31, 2021
(In thousands of dollars)

8. Long-term liabilities (continued):

- (b) Principal repayments due over the next five years and thereafter are as follows:

2022	\$	4,435
2023		4,497
2024		4,283
2025		4,351
2026		4,423
Thereafter		78,551
	\$	100,540

The principal repayments include the annual sinking fund deposit requirement of \$1,816.

- (c) The long-term liabilities in (a) issued in the name of the Town have been approved by by-law. The annual principal and interest payments required to service these liabilities are within the annual debt repayment limit prescribed by the Ministry of Municipal Affairs and Housing.
- (d) Total interest on long-term liabilities which are reported on the consolidated statement of operations amounted to \$3,488 (2020 – \$3,671). The long-term liabilities bear interest at rates ranging from 0.30% to 4.80% (2020 – 0.65% to 4.80%).
- (e) The balance of long-term liabilities reported on the consolidated statement of financial position is funded from the following sources:

	2021	2020
Tax levy supported	\$ 93,121	\$ 96,960
Development supported	–	3,842
Oakville Soccer Club	5,171	5,654
Harbours supported	2,248	1,326
	\$ 100,540	\$ 107,782

9. Contaminated sites:

- (a) The Town has recognized a liability of \$196 (2020 – \$347) for remediation of various contaminated sites for which the Town has assumed responsibility from other organizations.
- (b) The future remediation costs and any post-remediation costs have an estimated undiscounted cost of \$200 (2020 – \$368) and have been present valued using a discount rate of 2.75% (2020 – 2.50%). Estimates for these costs are based upon quotes provided by experts, the Town's history with similar remediation efforts and/or management's best estimates.
- (c) The amount of estimated recoveries is \$nil (2020 – \$nil).

THE CORPORATION OF THE TOWN OF OAKVILLE

Notes to Consolidated Financial Statements

Year ended December 31, 2021
(In thousands of dollars)

10. Employment benefits and other liabilities:

(a) Post-employment benefit liability:

The Town pays extended health and dental benefits for early retirees to age 65 as well as for certain employees. The Town recognizes these post-employment costs in the period in which the employees rendered the services. The accrued benefit liability and the expense for the 12 months ended December 31, 2021 were determined by an actuarial valuation as at December 31, 2019 and extrapolated to December 31, 2021.

The main actuarial assumptions employed for the valuations are as follows:

(i) Interest (discount rate):

The obligation as at December 31, 2021, of the present value of future liabilities, and the expense for the 12 months ended December 31, 2021, were determined using a discount rate of 2.75% (2020 – 2.50%).

(ii) Medical costs:

Medical costs were assumed to increase at the rate of 6.5% (2020 – 6.5%) in the first year after the valuation date, reducing linearly to 4.0% after 8 years.

(iii) Dental costs:

Dental costs were assumed to increase at the rate of 4.0% per year.

Information about the Town's post-employment benefit liability is as follows:

	2021	2020
Accrued benefit obligation, beginning of year	\$ 24,130	\$ 21,890
Current service costs	1,228	1,089
Actuarial (gain) loss	(694)	1,168
Interest on accrued benefit obligation	609	822
Benefits paid during the period	(730)	(839)
Accrued benefit obligation, end of year	24,543	24,130
Unamortized actuarial gain	8,492	8,507
Accrued benefit liability, end of year	\$ 33,035	\$ 32,637

Included in current year costs is \$708 (2020 – \$804) for amortization of the actuarial gain. The unamortized actuarial gain is amortized over the expected average remaining service life of the employee group which ranges between 11.1 to 14.6 years.

THE CORPORATION OF THE TOWN OF OAKVILLE

Notes to Consolidated Financial Statements

Year ended December 31, 2021
(In thousands of dollars)

10. Employment benefits and other liabilities (continued):

(b) WSIB:

With respect to responsibilities under provisions of the Workplace Safety and Insurance Board ("WSIB") Act the Town has elected to be treated as a Schedule 2 employer and remits payments to the WSIB as required to fund disability payments. An actuarial estimate of future liabilities has been completed and forms the basis for the estimated liability reported in these financial statements. The most recent actuarial valuation was performed as at December 31, 2019, which includes an estimation of expected costs and payments for 2020 and 2021, as well as a calculation of the actuarial updates to December 31, 2020 and 2021.

The main actuarial assumptions employed for the valuation are as follows:

(i) Interest (discount rate):

The obligation as at December 31, 2021, of the present value of future liabilities, and the expense for the 12 months ended December 31, 2021, were determined using a discount rate of 3.50% (2020 – 3.50%).

(ii) Administration costs:

Administration costs were assumed to be 28% (2020 – 28%) of the compensation expense.

(iii) Compensation expense:

Compensation costs, which include loss of earnings benefits, health care costs and non-economic loss awards, were assumed to increase at rates ranging from (0.25)% to 1.75% (2020 – (0.25)% to 1.75%) depending on the benefit type.

Information about the Town's WSIB liability is as follows:

	2021	2020
Accrued WSIB obligation, beginning of year	\$ 6,208	\$ 5,933
Current service costs	745	723
Interest on accrued benefit obligation	219	209
Benefits paid during the period	(676)	(657)
Accrued WSIB obligation, end of year	6,496	6,208
Unamortized actuarial loss	(1,768)	(1,946)
Accrued WSIB liability, end of year	\$ 4,728	\$ 4,262

Included in current service costs is \$178 (2020 – \$80) for amortization of the actuarial loss. The unamortized actuarial loss on future payments required to WSIB is amortized over the expected period of the liability which is 12 years.

THE CORPORATION OF THE TOWN OF OAKVILLE

Notes to Consolidated Financial Statements

Year ended December 31, 2021
(In thousands of dollars)

10. Employment benefits and other liabilities (continued):

(c) Other pension plans:

The Town makes contributions to the Ontario Municipal Employees Retirement Fund (OMERS), which is a multi-employer plan, on behalf of members of its staff. The plan is a defined benefit plan which specifies the amount of the retirement benefit to be received by the employees based on the length of service and rates of pay. OMERS is reporting a funding deficit of \$3,100,000 in 2021 (2020 – \$3,200,000). If actuarial surpluses are not available to offset the existing deficit and subsidize future contributions, additional increases in the contributions may be required.

Contributions for employees with a normal retirement age of 65 were being made at a rate of 9.0% for earnings up to the yearly maximum pensionable earnings of \$61.6 and at a rate of 14.6% for earnings greater than the yearly maximum pensionable earnings.

The amount contributed to OMERS by the Town of Oakville for 2021 was \$11,288 (2020 – \$11,638). Employee contributions to OMERS for 2021 totaled \$11,288 (2020 – \$11,638).

THE CORPORATION OF THE TOWN OF OAKVILLE

Notes to Consolidated Financial Statements

Year ended December 31, 2021
(In thousands of dollars)

11. Tangible capital assets

2021

	Land	Land Improve- ments	Buildings	Equipment	Vehicles	Roads Network	Environ- mental Network	Comm & Tech Services	Work in Progress	Total
Asset Cost										
Balance, beginning of year	\$821,997	\$278,300	\$393,129	\$41,210	\$88,806	\$608,799	\$343,736	\$35,045	\$35,698	\$2,646,720
Add: Additions during the year	29,342	5,712	1,452	6,144	5,431	14,645	5,802	2,962	36,198	107,688
Less: Disposals during the year	(4,444)	(1,669)	(3,507)	(2,595)	(1,270)	(1,293)	(4)	(4,589)	(41,255)	(60,626)
Balance, end of year	846,895	282,343	391,074	44,759	92,967	622,151	349,534	33,418	30,641	2,693,782
Accumulated Amortization										
Balance, beginning of year	-	209,900	119,637	18,922	51,312	289,460	104,064	23,720	-	817,015
Add: Amortization	-	6,100	8,981	3,785	6,507	14,076	5,038	3,282	-	47,769
Less: Accumulated amortization on disposals	-	(1,465)	(2,279)	(2,575)	(1,223)	(1,188)	(1)	(4,538)	-	(13,269)
Balance, end of year	-	214,535	126,339	20,132	56,596	302,348	109,101	22,464	-	851,515
Net book value, end of year	\$846,895	\$ 67,808	\$264,735	\$24,627	\$36,371	\$319,803	\$240,433	\$10,954	\$30,641	\$1,842,267

THE CORPORATION OF THE TOWN OF OAKVILLE

Notes to Consolidated Financial Statements

Year ended December 31, 2021
(In thousands of dollars)

11. Tangible capital assets (continued)

	2020									
	Land	Land Improve- ments	Buildings	Equipment	Vehicles	Roads Network	Environ- mental Network	Comm & Tech Services	Work in Progress	Total
Asset Cost										
Balance, beginning of year	\$782,375	\$270,488	\$343,947	\$36,157	\$89,680	\$589,343	\$329,033	\$32,584	\$58,158	\$2,531,765
Add: Additions during the year	39,972	9,942	49,602	7,240	2,753	20,372	14,703	2,665	63,621	210,870
Less: Disposals during the year	(350)	(2,130)	(420)	(2,187)	(3,627)	(916)	-	(204)	(86,081)	(95,915)
Balance, end of year	821,997	278,300	393,129	41,210	88,806	608,799	343,736	35,045	35,698	2,646,720
Accumulated Amortization										
Balance, beginning of year	-	205,764	112,094	17,868	47,741	275,117	99,178	20,202	-	777,964
Add: Amortization	-	6,190	7,960	3,210	7,193	15,071	4,886	3,722	-	48,232
Less: Accumulated amortization on disposals	-	(2,054)	(417)	(2,156)	(3,622)	(728)	-	(204)	-	(9,181)
Balance, end of year	-	209,900	119,637	18,922	51,312	289,460	104,064	23,720	-	817,015
Net book value, end of year	\$821,997	\$ 68,400	\$273,492	\$22,288	\$37,494	\$319,339	\$239,672	\$11,325	\$35,698	\$1,829,705

THE CORPORATION OF THE TOWN OF OAKVILLE

Notes to Consolidated Financial Statements

Year ended December 31, 2021
(In thousands of dollars)

11. Tangible capital assets (continued):

(a) Work-in-process assets:

Work-in-process assets having a value of \$30,641 (2020 – \$35,698) have not been amortized. Amortization of these assets will commence when the asset is put into service.

(b) Contributed tangible capital assets:

Contributed tangible capital assets have been recognized at fair value at the date of contribution. The value of contributed assets received during the year is comprised of:

	2021	2020
Land	\$ 28,771	\$ 34,576
Land Improvements	89	257
Road Network	1,624	14,844
Environmental Network	2,330	11,148
Total contributed assets	\$ 32,814	\$ 60,825

Leased Assets:

The Town has capital leases included in tangible capital assets as follows:

	Cost	Accumulated Amortization	Net Book Value
Buildings	\$ 1,690	\$ 73	\$ 1,617

(c) Tangible capital assets disclosed at nominal values:

Where an estimate of fair value could not be made, the tangible capital asset was recognized at a nominal value. Land under roads, cemetery lands and buildings slated for demolition are the only assets where nominal values were assigned.

(d) Works of art and historical treasures:

The Town manages and controls various works of art and non-operational historical cultural assets including buildings, artifacts, paintings and sculptures located at Town sites and public display areas. These assets are not recorded as tangible capital assets and are not amortized.

(e) Write-down of tangible capital assets:

No tangible capital assets were written down during the year (2020 – \$nil).

THE CORPORATION OF THE TOWN OF OAKVILLE

Notes to Consolidated Financial Statements

Year ended December 31, 2021
(In thousands of dollars)

12. Accumulated surplus:

Accumulated surplus consists of individual fund surplus and reserves and reserve funds as follows:

	2021	2020
Surplus:		
Invested in tangible capital assets	\$ 1,842,267	\$ 1,829,705
Equity in Oakville Enterprises Corporation	248,846	241,410
Equity in Municipal Development Corporation	828	(253)
Unexpended capital	54,694	45,973
BIA reserves	445	256
Other	2,894	5,890
Unfunded:		
Contaminated sites	(196)	(347)
Post-employment benefits and WSIB	(37,763)	(36,899)
Long-term liabilities	(100,540)	(107,782)
	2,011,475	1,977,953
Reserves set aside for specific purposes by Council for:		
Tax rate stabilization	64,843	59,480
Capital financing	114,148	70,551
Acquisition of tangible capital assets	21,758	20,821
Working capital	50,451	46,260
Insurance	1,123	1,123
	252,323	198,235
Reserve funds set aside for specific purposes by Council:		
Post-employment benefits and WSIB	23,859	22,776
Street trees	22	50
Conservation purposes	170	165
Harbors	(5,778)	(6,239)
Library development	996	963
Building, ground maintenance and replacement	18,491	14,001
Parking	1,655	2,623
Bonus zoning	2,921	2,879
	42,336	37,218
	\$ 2,306,134	\$ 2,213,406

THE CORPORATION OF THE TOWN OF OAKVILLE

Notes to Consolidated Financial Statements

Year ended December 31, 2021
(In thousands of dollars)

13. User fees and charges:

User fees and charges include the following:

	2021	2020
Development fees and miscellaneous	\$ 8,847	\$ 8,757
Transit revenues	3,611	3,647
Parking, Provincial Offences Act and other fines	4,341	3,162
Town facilities rental and usage fees	9,501	7,023
Recreation and cultural program revenues	3,174	2,826
Cemeteries	1,058	1,190
Licenses and permits	15,519	13,303
	\$ 46,051	\$ 39,908

14. Trust funds:

Trust funds administered by the Town amounting to \$6,623 (2020 – \$6,357) have not been included in the consolidated statement of financial position nor have their operations been included in the consolidated statement of operations.

15. Contingent liabilities and guarantees:

(a) Litigation:

The Town has been named as defendant in certain legal actions in which damages have been sought. The exact outcome of these actions is not determinable, as at the date of reporting, however, provisions have been made for those legal actions where it is likely the Town may at some future date be held liable.

(b) Cemeteries Act:

The Cemeteries Act (Revised), R.S.O., 1990, requires the Town to assume ownership and responsibility for the continuing care of pioneer and abandoned cemeteries. However, the Cemeteries Act does not address the issue of funding for this obligation, other than to provide that any assets, funds and trust accounts, if they exist, become the property of the municipality at the time the ownership is assumed. This potential liability cannot be quantified at this time and no provision has been included in these financial statements.

THE CORPORATION OF THE TOWN OF OAKVILLE

Notes to Consolidated Financial Statements

Year ended December 31, 2021
(In thousands of dollars)

15. Contingent liabilities and guarantees (continued):

(c) Guarantees:

- (i) The Town, on occasion, has provided indemnities under lease agreements for the use of various operating facilities. Under the terms of these agreements the Town agrees to indemnify the counterparties for various items including, but not limited to, all liabilities, loss, suits, and damages arising during, on or after the term of the agreement. The maximum amount of any potential future payment cannot be reasonably estimated.
- (ii) The Town has purchased errors and omissions insurance to mitigate the costs of any potential future suits or actions. The term of the indemnification is not explicitly defined, but is limited to the period over which the indemnified party served as an officer, an employee, a volunteer or member of Council, Board, Commission or Committee of the Town. The maximum amount of any potential future payment cannot be reasonably estimated.
- (iii) In the normal course of business, the Town, on occasion, has entered into agreements that include indemnities in favour of third parties, such as purchase and sale agreements, confidentiality agreements, engagement letters with advisors and consultants, outsourcing agreements, leasing contracts, information technology agreements and service agreements. These indemnification agreements may require the Town to compensate counterparties for losses incurred by the counterparties as a result of breaches in representation and regulations or as a result of litigation claims or statutory sanctions that may be suffered by the counterparty as a consequence of the transaction. The terms of these indemnities are not explicitly defined and the maximum amount of any potential reimbursement cannot be reasonably estimated.

The nature of these indemnification agreements prevents the Town from making a reasonable estimate of the maximum exposure due to the difficulties in assessing the amount of liability which stems from the unpredictability of future events and the unlimited coverage offered to counterparties. Historically, the Town has not made any significant payments under such or similar indemnification agreements and therefore no amount has been accrued in the financial statements with respect to these agreements.

- (iv) The Town has a credit facility for \$99 for the purpose of issuing letters of credit mainly to support requirements of the Department of Fisheries and Oceans Canada, of which \$nil (2020 – \$nil) has been drawn.

THE CORPORATION OF THE TOWN OF OAKVILLE

Notes to Consolidated Financial Statements

Year ended December 31, 2021
(In thousands of dollars)

16. Government and external transfers:

The government transfers reported within the Consolidated Statement of Operations are:

	2021	2020
Revenue:		
Federal grants:		
CCBF	\$ 5,562	\$ 1,684
Investing in Canada Infrastructure Program:		
Public Transit Stream	476	160
Young Canada Works, Summer Jobs	336	217
Natural Resources Canada	123	–
Canadian Heritage Grant	117	93
Other	114	23
Clean Water and Wastewater Fund	–	397
	6,728	2,574
Ontario grants:		
Safe Restart Agreement – General	4,740	4,460
Safe Restart Agreement – Transit	3,981	2,997
Ontario gas tax	3,146	3,413
Investing in Canada Infrastructure Program: Public Transit Stream	324	133
Library – operating grant	182	182
Elderly Person's Centres	116	125
Audit & Accountability Fund	90	–
Museum – operating grant	75	58
Fire Safety Grant	52	–
Reconnect Festival and Event Program	51	–
Other	75	7
Clean Water and Wastewater Fund	–	201
Municipal Transit Enhanced Cleaning	–	109
	12,832	11,685
Total revenue	\$ 19,560	\$ 14,259

THE CORPORATION OF THE TOWN OF OAKVILLE

Notes to Consolidated Financial Statements

Year ended December 31, 2021
(In thousands of dollars)

16. Government and external transfers (continued):

The external transfers reported within the Consolidated Statement of Operations are:

	2021	2020
Expenses:		
Recreational & cultural grants:		
Oakville Galleries operating grant	\$ 371	\$ 363
Theatre groups subsidization	175	172
Oakville Arts Council	90	88
Recreational program subsidization	103	8
Historical Society	8	8
Sport development grants	56	3
Oakville Lawn Bowling	8	3
	811	645
Other:		
Oakville Tourism Partnership	241	171
Heritage grants	80	72
Community Assistance fee waiver	28	51
T.O.W.A.R.F.	33	33
Accessibility costs	4	3
	386	330
Total external transfers	\$ 1,197	\$ 975

THE CORPORATION OF THE TOWN OF OAKVILLE

Notes to Consolidated Financial Statements

Year ended December 31, 2021
(In thousands of dollars)

17. Segmented information:

The Town is a diversified lower tier municipal government that provides a wide range of services to its citizens, including fire, public transit, roads and works operations, engineering and construction, parks, recreation, culture, planning, development and building services. Although Town services are provided internally by these defined service areas, for financial reporting, the Town has chosen to remain consistent with the Ontario Financial Information Return (FIR) and the nine functional areas that it prescribes. This will allow comparability between the town's segmented information and several schedules on the FIR that require full segment disclosure of operating expenses and limited disclosure of operating revenues. During the year, the segmented information was re-aligned to be consistent with the aforementioned reporting. Accordingly, the segmented information for the year-ended December 31, 2020 has been reclassified to conform with current year presentation. The services that have been separately disclosed in the segmented information are defined by the compositional requirements of the FIR as follows:

(i) General Government:

The General Government segment is comprised of governance and corporate management of the municipality.

(ii) Protection Services:

The Protective Services segment is comprised of the following service areas: fire services including fire suppression, fire prevention programs and fire inspections, by-law enforcement and building permit and inspection.

(iii) Transportation Services:

Transportation Services segment is comprised of the following services: roads maintenance, winter control, parking, street lighting and transit.

(iv) Environmental Services:

The Environmental Services segment is comprised of storm water management services.

(v) Health Services:

The Health Services segment is comprised primarily of cemetery maintenance and management as well as the town's debt repayments for their contribution to the Oakville Trafalgar Memorial Hospital.

(vi) Recreation and Cultural Services:

The Recreation and Cultural Services segment is comprised of the following service areas: parks, recreation programs, recreation facilities, libraries, marinas, museums and other cultural services and activities.

(vii) Planning and Development:

The Planning and Development segment is comprised of planning and zoning, commercial, industrial, and residential developments, economic development, and the business improvement areas.

THE CORPORATION OF THE TOWN OF OAKVILLE

Notes to Consolidated Financial Statements

Year ended December 31, 2021
(In thousands of dollars)

17. Segment information (continued):

2021

	General Government	Protection Services	Transportation Services	Environmental Services	Health Services	Recreation & Cultural Services	Planning & Development	Total
Revenue:								
Taxation	\$ 37,476	\$ 43,027	\$ 75,344	\$ 1,454	\$ 167	\$ 55,796	\$ 9,948	\$223,212
Canada grants	124	-	481	-	-	487	74	1,166
Ontario grants	4,771	52	4,275	-	-	447	141	9,686
CCBF	29	-	5,213	1,818	-	1,648	-	8,708
Other Municipalities	(110)	343	5,734	7	-	533	75	6,582
Oakville Enterprises	4,622	-	-	-	-	-	-	4,622
User fees and service charges	1,835	13,554	7,739	-	1,058	13,503	8,362	46,051
Investment income	7,383	-	-	-	-	263	3	7,649
Revaluation gain on Hydro lease	128	-	-	-	-	-	-	128
Penalties and interest	4,019	-	-	-	-	-	-	4,019
Developer contributions and development charges earned	28,796	(50)	10,656	-	-	8,618	141	48,161
Equity in MDC	(119)	-	-	-	-	-	-	(119)
Equity in OEC	13,946	-	-	-	-	-	-	13,946
Other	40	17	1,295	157	112	238	37	1,896
	102,940	56,943	110,737	3,436	1,337	81,533	18,781	375,707
Expenses:								
Salaries, wages and benefits	29,041	44,950	36,374	601	409	35,056	11,299	157,730
Debt expense	26	-	283	-	2,835	344	-	3,488
Materials	585	590	10,646	43	101	6,657	93	18,715
Contracted services	8,389	6,623	18,818	5,388	660	13,505	10,593	63,976
Rents and financial expenses	407	-	63	-	26	281	90	867
External transfers	165	37	1,061	-	-	718	324	2,305
Amortization	4,095	2,039	23,230	4,816	40	13,471	78	47,769
(Gain)/loss on disposal of assets	(11,290)	(4)	(647)	3	(3)	66	4	(11,871)
	31,418	54,235	89,828	10,851	4,068	70,098	22,481	282,979
Annual surplus	\$ 71,522	\$ 2,708	\$ 20,909	\$ (7,415)	\$ (2,731)	\$ 11,435	\$ (3,700)	\$ 92,728

THE CORPORATION OF THE TOWN OF OAKVILLE

Notes to Consolidated Financial Statements

Year ended December 31, 2021
(In thousands of dollars)

17. Segment information (continued):

2020

	General Government	Protection Services	Transportation Services	Environmental Services	Health Services	Recreation & Cultural Services	Planning & Development	Total
Revenue:								
Taxation	\$ 41,293	\$ 40,464	\$ 70,050	\$ 1,585	\$ 165	\$ 51,282	\$ 10,668	\$215,507
Canada grants	-	-	553	8	-	311	18	890
Ontario grants	4,460	-	3,435	4	-	373	-	8,272
CCBF	-	-	3,379	1,596	-	122	-	5,097
Other Municipalities	293	1	11,601	65	-	387	207	12,554
Oakville Enterprises	4,622	-	-	-	-	-	-	4,622
User fees and service charges	3,137	12,053	6,498	-	1,190	9,746	7,284	39,908
Investment income	8,866	-	1	-	-	284	1	9,152
Revaluation gain on Hydro lease	8,409	-	-	-	-	-	-	8,409
Penalties and interest	1,074	-	-	-	-	-	-	1,074
Developer contributions and development charges earned	34,577	11,982	25,705	11,156	-	9,940	114	93,474
Equity in MDC	(329)	-	-	-	-	-	-	(329)
Equity in OEC	11,504	-	-	-	-	-	-	11,504
Other	38	63	174	211	143	308	-	937
	117,944	64,563	121,396	14,625	1,498	72,753	18,292	411,071
Expenses:								
Salaries, wages and benefits	26,810	41,688	34,213	593	384	31,226	10,818	146,978
Debt expense	29	-	290	-	2,820	532	-	3,671
Materials	913	539	8,786	36	72	5,952	45	15,099
Contracted services	7,922	6,381	23,367	4,783	697	15,413	8,185	66,748
Rents and financial expenses	392	-	56	-	23	235	98	803
External transfers	258	37	975	-	-	778	243	2,290
Amortization	4,105	1,964	24,552	4,665	45	12,791	110	48,232
(Gain)/loss on disposal of assets	(3,650)	(19)	115	-	-	(350)	13	(3,891)
	36,779	50,590	92,354	10,077	4,041	66,577	19,512	279,930
Annual surplus	\$ 81,165	\$ 13,973	\$ 29,042	\$ 4,548	\$ (2,543)	\$ 6,176	\$ (1,220)	\$131,141

THE CORPORATION OF THE TOWN OF OAKVILLE

Notes to Consolidated Financial Statements

Year ended December 31, 2021
(In thousands of dollars)

18. Budget data:

The audited budget data presented in these consolidated financial statements is based upon the 2021 operating and capital budgets approved by Council on December 15, 2020. Amortization and post-employment liabilities were not contemplated on development of the budget and, as such, have not been included. The chart below reconciles the approved budget to the budget figures reported in these consolidated financial statements.

	Budget Amount
Revenue:	
Operating budget	\$ 349,036
Capital budget	80,946
BIAs	2,032
Less:	
Internal revenues and recoveries	(28,909)
Transfers from other funds	(62,198)
Total revenue	340,907
Expenses:	
Operating budget	349,036
Capital budget	80,946
BIA's	2,032
Less:	
Internal expenses	(28,909)
Transfers to other funds	(82,794)
Capital expenses	(81,856)
Debt principal payments	(7,859)
Total expenses	230,596
Annual surplus	\$ 110,311

Five Year Review (unaudited)

	2021	2020	2019	2018	2017
Demographics					
Population at the end of the year	225,000	215,710	214,160	211,000	201,200
Source	GM	GM	GM	GM	GM
Number of Households	74,977	73,870	72,893	73,164	70,701
Source	MPAC	MPAC	MPAC	MPAC	MPAC
GM - Town of Oakville Growth Tracking Model, updated semi-annually, prepared by Watson and Associates Ltd					
Staff Complement (including Library)					
Budget Approved Continuous Full-time	1,257	1,246	1,215	1,211	1,198
Budget Approved Part-time (FTE)	454	435	427	418	401
Building Permits — Issued					
New residential units	821	1,224	913	752	1,843
Total residential construction value	\$1,077 M	\$846 M	\$422 M	\$450 M	\$871 M
Total construction value — all types of permits	\$1,344 M	\$1,146 M	\$755 M	\$697 M	\$1,234 M

Five Year Review (unaudited)

	2021	2020	2019	2018	2017
Taxable weighted assessment (000's)					
Residential, multi-residential and farm	58,391,103	57,264,157	52,917,669	48,586,278	44,342,608
Commercial — all classes	6,798,634	6,767,900	6,534,129	6,143,103	5,709,774
Industrial — all classes	1,075,405	1,087,229	1,036,047	1,012,658	977,971
Pipeline & Managed Forests	72,519	71,331	71,267	69,138	63,983
	66,337,661	65,190,617	60,559,112	55,811,177	55,811,177
Commercial and industrial as a percentage of taxable assessment	11.87%	12.05%	12.50%	12.82%	13.09%
Exempt Assessment	3,512,963	3,569,167	3,247,153	3,115,700	2,508,859
Taxes levied on behalf of (000's) (*not including supplementary taxes)					
Town of Oakville — includes Business Improvement Areas	217,364	209,021	199,543	191,650	182,228
Region of Halton	192,625	186,051	179,191	171,904	164,509
School Boards (Public & Separate)	151,775	152,239	149,491	145,424	140,224
	561,764	547,311	528,225	508,978	486,961
Taxes collected	573,517	537,611	535,953	518,831	492,157
Annual % budgeted tax change — residential only					
Town of Oakville	2.29%	3.02%	1.83%	2.51%	3.63%
Region of Halton	1.64%	2.00%	1.96%	1.90%	2.47%
School Boards (Public & Separate)	0.00%	0.00%	0.00%	0.21%	0.20%
Overall % Budgeted Tax Increase	1.63%	2.00%	1.47%	1.78%	2.42%

Five Year Review (unaudited)

	2021	2020	2019	2018	2017
PSAB Expenses (000's)					
Expenses by Function					
General Government	31,418	36,779	45,756	51,588	37,365
Protection Services	54,235	50,590	47,829	47,219	46,952
Transportation Services	89,828	92,354	93,510	99,647	100,420
Environmental Services	10,851	10,077	9,480	8,078	6,086
Health Services	4,068	4,041	3,916	4,124	4,127
Recreation and Cultural Services	70,098	66,577	80,857	81,253	74,289
Planning and Development	22,481	19,512	23,801	21,040	21,852
	282,979	279,930	305,149	312,949	291,091
Expenses by Object					
Salaries, wages & employee benefits	157,730	146,978	159,674	158,987	151,591
Interest on Long-Term Debt	3,488	3,671	3,877	4,065	4,194
Materials, Services & Financial Expenses	83,558	82,650	91,254	101,967	94,473
Transfers to Others	2,305	2,290	3,161	2,703	2,197
Amortization Expense	47,769	48,232	42,968	46,656	44,074
(Gain)/Loss on disposal of tangible capital assets	(11,871)	(3,891)	(4,215)	(1,429)	(5,438)
	282,979	279,930	305,149	312,949	291,091

Five Year Review (unaudited)

	2021	2020	2019	2018	2017
PSAB Revenue (000's)					
Revenues by Source					
Taxation (includes Supplementary & Payments in Lieu)	223,212	215,507	208,181	200,225	188,307
Fees and service charges	46,051	39,908	58,164	57,686	60,300
Province of Ontario - Grants/Subsidies	6,728	11,685	4,014	4,857	3,676
Other Grants i.e. Canada	12,832	2,574	5,326	8,660	6,572
Other Municipalities	6,582	12,554	9,211	7,731	5,733
Investment Income	7,649	9,152	9,529	11,143	11,023
Revaluation Gain on Hydro Lease	128	8,409	875	-	-
Oakville Hydro - Interest on Promissory Notes	4,622	4,622	4,622	4,624	4,624
Penalty & Interest on taxes	4,019	1,074	3,756	3,325	3,234
Developer contributions, development charges earned & miscellaneous	50,057	94,411	79,671	59,415	97,143
Equity in income of Oakville Municipal Development Corporation	(119)	(329)	(324)	-	-
Equity in income of Oakville Enterprises Corporation	13,946	11,504	9,412	15,443	11,288
	375,707	411,071	392,437	373,109	391,900
Annual Surplus/(Deficit)	92,728	131,141	87,288	60,160	100,809
Accumulated Surplus, end of the year	2,306,134	2,213,406	2,082,265	1,994,977	1,934,817
Net Financial Assets	379,395	379,395	324,524	315,385	306,755

Five Year Review (unaudited)

	2021	2020	2019	2018	2017
Tangible Capital Assets by Class (000's)					
Net Book Value					
Land	846,895	821,997	782,375	758,831	736,659
Land Improvements	67,808	68,400	64,724	61,725	58,756
Buildings	264,735	273,492	231,853	235,526	201,749
Equipment	24,627	22,288	18,289	17,002	17,499
Vehicles	36,371	37,494	41,939	39,506	35,631
Roads Networks	319,803	319,339	314,226	302,032	308,555
Environmental Network	240,433	239,672	229,855	215,401	215,577
Communication & Technical Services	10,954	11,325	12,382	12,922	12,991
Capital Works in Progress	30,641	35,698	58,158	32,701	36,926
	1,842,267	1,829,705	1,753,801	1,675,646	1,624,343
Additions and Disposals					
TCA Assets - beginning of year	2,646,720	2,531,765	2,457,279	2,368,240	2,246,147
Additions	107,688	210,870	181,430	186,320	179,061
Disposals	(60,626)	(95,915)	(106,944)	(97,281)	(56,968)
TCA Assets - end of year	2,693,782	2,646,720	2,531,765	2,457,279	2,368,240
Accumulated Amortization					
Accumulated Amortization - beginning of year	817,015	777,964	781,633	743,897	710,662
Current year expense	47,769	48,232	42,968	46,656	44,074
Accumulated amortization on disposals	(13,269)	(9,181)	(46,637)	(8,920)	(10,839)
Accumulated Amortization - end of year	851,515	817,015	777,964	781,633	743,897
Net Book Value	1,842,267	1,829,705	1,753,801	1,675,646	1,624,343

Five Year Review (unaudited)

	2021	2020	2019	2018	2017
Capital Costs and Financing (000's)					
Expenses by Function					
General Government	8,401	9,543	11,430	17,153	12,978
Protection Services	2,261	13,626	4,315	2,498	1,178
Transportation Services	27,568	40,372	45,817	35,202	43,422
Environmental Services	6,310	5,182	3,970	5,786	1,258
Health Services	57	1	106	57	151
Recreation and Cultural Services	14,242	29,125	46,733	59,468	35,039
Planning and Development	4,703	2,818	5,824	21,171	6,023
	63,542	100,667	118,195	141,335	100,049
Financing by Source					
Transfers from Own Funds	68,403	91,817	119,476	146,124	107,296
Long-term Debt/Internal Borrowing	1,100	6,678	-	6,100	6,693
Grants/Subsidies - Federal/Provincial	1,124	944	825	4,544	2,266
Other	2,702	8,884	973	1,317	599
	73,329	108,323	121,274	158,085	116,854

Note: The Town of Oakville has implemented Public Sector Accounting Board ("PSAB") section 3150 which requires governments to record and amortize their tangible capital assets in their financial statements. In prior years, tangible capital asset additions were expensed in the year of acquisition or construction. We still track all capital related expenses in the Capital Fund, however we do not report by fund accounting on the statements.

Discretionary Reserves and Reserve Funds and Obligatory Reserve Funds (000s)

Discretionary Reserves *	252,323	198,235	143,286	146,278	156,288
Discretionary Reserve Funds *	42,336	37,218	32,507	35,528	39,915
Obligatory Reserve Funds **					
Development Charges	158,627	100,926	80,473	66,311	63,225
Parkland	78,183	45,577	35,596	18,464	39,564
Gas Tax	33,141	26,372	20,270	14,932	14,085
Commuter Cycling	460	613	664	656	-
Total - Reserves & Reserve Funds	565,070	408,941	312,796	282,169	313,077

* Reference - Note 12 in the Financial Statements for more details

** Reported on the Consolidated Statement of Financial Position as "Deferred revenue - obligatory reserve funds" in compliance with PSAB requirements

Five Year Review (unaudited)

	2021	2020	2019	2018	2017
Long Term Debt (000s)					
Long-term Liabilities (Debt)					
Tax Levy Supported Debt	14,019	16,042	11,427	13,418	9,098
Tax Levy Supported Hospital Debt	79,102	80,918	82,735	84,551	86,367
Self Supported Debt					
Development Charges Supported Debt	-	3,842	7,552	11,135	14,595
Oakville Harbours Supported Debt	2,248	1,326	1,734	2,131	2,518
Oakville Soccer Club Supported Debt	5,171	5,654	6,114	6,553	6,971
	100,540	107,782	109,562	117,788	119,549
Annual Repayment Charges for Long-Term Liabilities - Principal & Interest					
Tax Levy Supported Debt Annual Repayment	6,992	7,031	6,973	6,777	6,728
Self Supported Debt Annual Repayment	4,838	5,098	5,130	5,149	6,227
Total Annual Debt Repayment	11,830	12,129	12,103	11,926	12,955
Tax Levy Supported Debt Annual Repayment – Per Capita	\$31.08	\$32.59	\$32.56	\$32.12	\$33.44
Total Debt – Per Capita	\$447	\$500	\$512	\$558	\$594
Debt Repayment Policy % Limits–					
As a % of Revenue Fund Revenues *					
Ministry of Municipal Affairs & Housing's Policy	25%	25%	25%	25%	25%
Town of Oakville's Policy % Limits					
Total Annual Debt Repayment	12%	12%	12%	12%	12%
Tax Levy Support Debt Repayment	6.25%	6.25%	6.25%	6.25%	6.25%
Actual %					
Total Annual Debt Repayment	4.29%	4.17%	4.27%	4.35%	5.09%
Tax Levy Supported Debt Repayment	2.54%	2.42%	2.46%	2.47%	2.65%

Town of Oakville
1225 Trafalgar Road Oakville, Ontario
905-845-6601 | oakville.ca





APPENDIX D

2021

State of Housing Report



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2021 State of Housing

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2021 State of Housing



Overview

Since 2006, Halton Region has prepared the State of Housing Report annually to provide a review of the Region's housing supply and demand.

The report is also used to monitor how well the Region is implementing its vision for managed and sustainable growth, as set out in Halton's Regional Official Plan and the Provincial Growth Plan.

Halton's vision includes advancing the supply of an adequate mix and variety of housing to meet differing physical, social and economic needs. For more details, refer to sections 86(6), 86(6.1), 86(7), 214, 218 and 256.1 of Halton's Regional Official Plan for further detail.

Using Halton's Housing Model, the Report assesses the Region's success in achieving its Regional Official Plan housing targets (section 86(6)), which call for:

- at least 50 per cent of new housing units produced annually in Halton to be in the form of townhouses or multi-storey buildings; and
- at least 30 per cent of new housing units produced annually in Halton to be affordable or assisted housing.

The *State of Housing Report* also provides summary and highlights on:

- Housing supply and demand in Halton for the various housing segments of the housing continuum.
- Income and housing cost thresholds for assisted and market affordable housing.
- Achievement of the Regional Official Plan targets related to housing density and affordability.
- New housing developments (starts, under construction, and completions).
- Highlights of housing sales (new and resale) in Halton by housing type and affordability.
- Highlights of rental housing market in Halton (average rents, vacancy rates, and number of units by type).
- Assisted housing activities and initiatives by Halton Region.

2021 State of Housing

Housing Continuum

Housing plays an important role in the lives of Halton's residents. Individuals and families move back and forth across the housing continuum depicted below, depending on changes that affect their personal circumstances.

The continuum is based on the following observations:

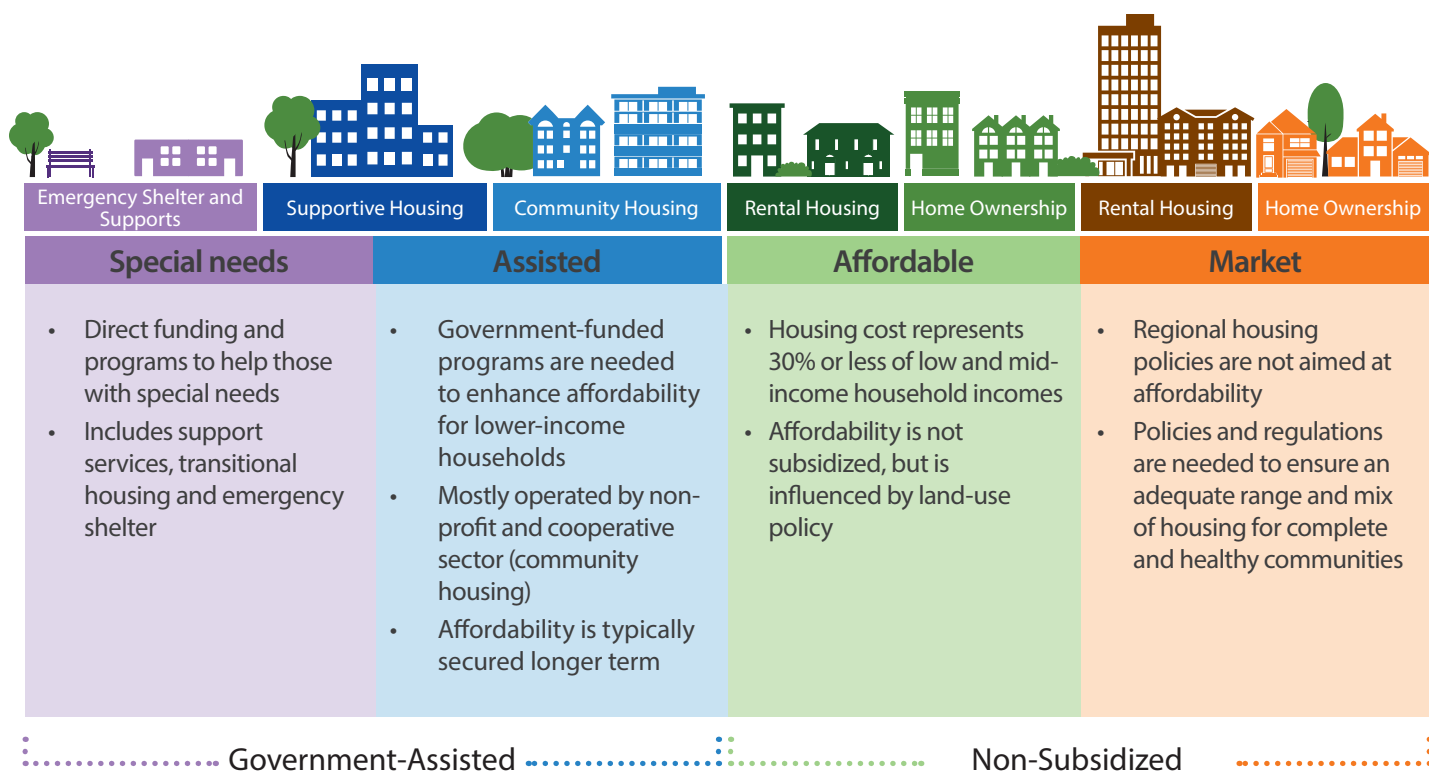
- a range of housing types is required to meet the needs of residents throughout the various stages of their lives and at any level of income;
- private and non-profit sectors play an essential role in providing housing across the continuum; and
- governments have various tools and programs available to provide a range and mix of appropriate housing and supports.

Assisted vs. Affordable Housing

Assisted housing is housing that is affordable for *low and moderate income households* for rent or purchase where part of the housing cost is subsidized through a government program.

Affordable housing is housing with a market price (for purchase) or rent that is affordable to households of low and moderate income, spending no more than 30 per cent of their gross household income on housing, without government assistance.

Affordable rental housing should meet the demand of renter households where they would be able to afford at least three out of ten rental units on the market. Affordable ownership housing should meet the demand of households at the high end and have sufficient income left, after housing expenses, to sustain a basic standard of living.



2021 State of Housing

Halton's Housing Model

Halton's Housing Model gathers various information including household income, household spending, housing costs, and average rents in the region from a variety of data sources. Data sources include Canada Mortgage and Housing Corporation (CMHC), Statistics Canada, and Municipal Property Assessment Corporation (MPAC).

Using the data available, analysis is conducted through the Housing Model that generates thresholds based on household income and housing cost. This calculation is undertaken for both the assisted and affordable (non-assisted) segments of the continuum.

Using the generated thresholds, the Housing Model also generates a snapshot of housing needs by Halton's residents and those looking to live in Halton at a moment in time. These model outcomes may be influenced by the pace of growth or the health of the economy, as well as updates and changes to the inputs or assumptions.

The maximum purchase price or monthly rent generated by the Housing Model represents what a household with that income could afford, based on Regional Official Plan definitions on housing costs for assisted and affordable housing (Section 214(a) of the Regional Official Plan). Affordable rent thresholds per unit-type for some Regional housing programs and initiatives for 2022 are based on CMHC's 2021 annual Rental Market Report and can be found on page 20 of this report.

Income and Housing Cost Thresholds

The tables below provide a summary of the upper limit household income and housing cost thresholds in Halton Region calculated through the Housing Model for 2021.

In 2021, the assisted income threshold increased to \$62,400 from \$61,700 (up by 1.1 per cent). Households with an income below the assisted income threshold typically require some form of government assistance to meet their housing needs, as the private sector in Halton typically does not provide many opportunities to buy or rent below the associated housing cost thresholds. Few housing opportunities exist in the open market to purchase below \$249,500 or rent below \$1,560.

The affordable (non-assisted) income threshold increased to \$121,400 in 2021 from \$107,800 in 2020 (up by 12.6%). Households with an income between the assisted and affordable income thresholds have options to purchase a house priced below the market affordable housing cost threshold of \$480,700 or rent with monthly costs below \$2,300.

The maximum affordable purchase price of \$480,700 is used as the index to measure the Regional Official Plan target that 30 per cent of new housing units produced annually are affordable or assisted.

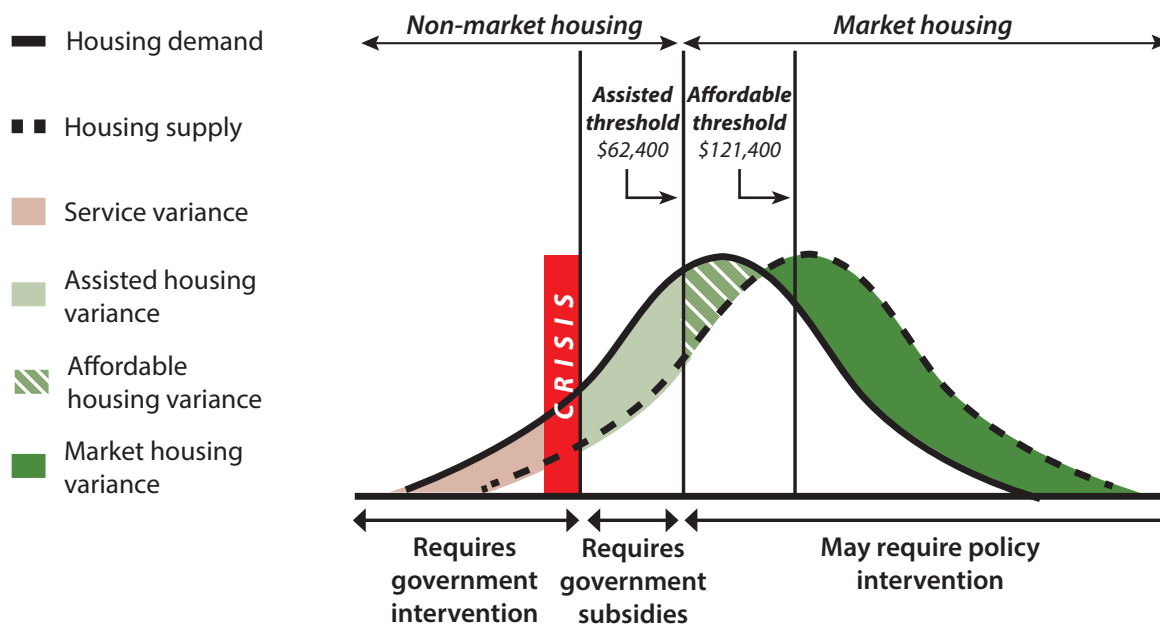
Assisted	All households (average - 2.8 people)	Small households (1 to 2 persons)	Large households (3+ persons)
Income threshold	\$62,400	\$58,100	\$67,100
Maximum purchase price	\$249,500	\$232,500	\$268,300
Maximum monthly rent	\$1,560	\$1,450	\$1,680

Affordable (non-assisted)	All households (average - 2.8 people)	Small households (1 to 2 persons)	Large households (3+ persons)
Income threshold	\$121,400	\$80,400	\$167,500
Maximum purchase price	\$480,700	\$320,600	\$660,200
Maximum monthly ownership cost	\$3,030	\$2,010	\$4,190
Maximum monthly rent *	\$2,300	\$1,730	\$2,940

* The mid-point between assisted and affordable monthly ownership costs, based on Halton's definition of Affordable Housing.

2021 State of Housing

Housing Supply and Demand Model



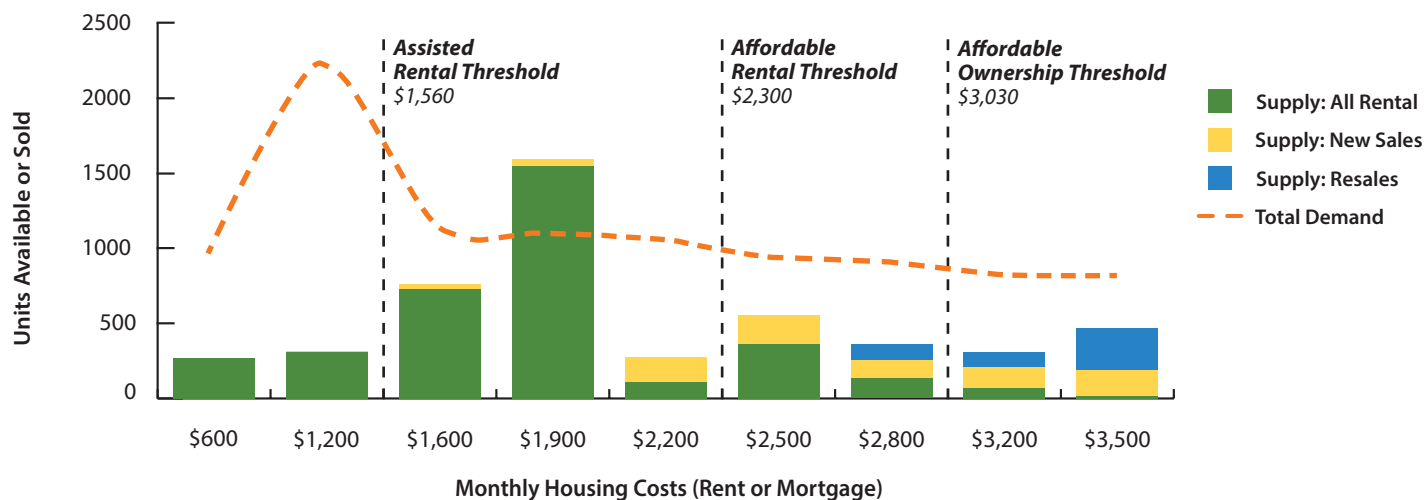
Based on analysis of household income profiles, housing cost thresholds, unit sales, re-sales and rental turnovers, the Housing Model generates a snapshot of supply-demand variances across the housing continuum.

The figure below provides a visualized analysis of the housing supply and demand. It shows the distribution of new sales, re-sales and rental turnovers by price point across the continuum (i.e., the actual housing supply) and compares it with the income distribution of Halton-based households (the modelled

housing demand). Differences between the two are used to quantify potential supply-demand variances by housing segment (typically indicating shortfalls in the assisted and affordable segments).

It should be noted that this diagram is a snapshot in time of the assisted and affordable housing gap, and is influenced by market trends, pace of economic growth and the health of the economy.

Housing Supply and Demand Distribution, 2021



Halton's Housing Model

Assisted and Affordable Shortfalls

The graph below provides a multi-year indication of the shortfall of assisted and market affordable housing as a percentage of the 2021 supply by year.

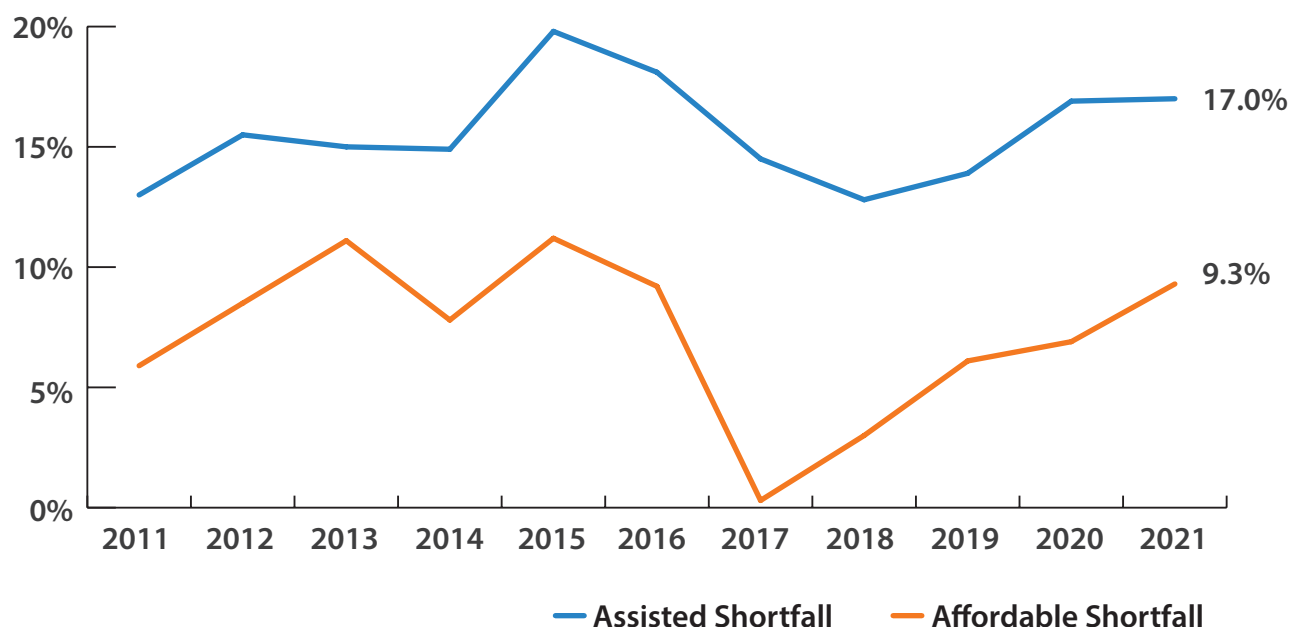
In 2021 there was an overall increase in housing completions (18.7 per cent from 2020) and increase in number of affordable new unit sales (increase by 8.9 per cent from 2020). Despite the increase in new affordable units, resale home prices outpaced household income and overall shortfall of affordable units has continued to trend upward from 6.9 per cent in 2020 to 9.3 per cent in 2021.

Although the assisted shortfall increased slightly by 0.1 per cent from 2020 to 17.0% in 2021, ongoing Regional initiatives to increase the number of housing opportunities are significant and have helped to prevent the shortfall from widening. Investments from senior levels of government are providing an opportunity to curb the trend line of assisted shortfall.

Key factors influencing these trend lines:

- 2016 Census data indicated that household incomes were higher than previously assumed, resulting in a reduction in the gaps;
- resale home prices outpaced household income;
- growth management policy resulted in a steady increase of higher density housing completions and sales, generally improving affordability (as explained in more detail in the next sections of this report);
- associated with this, the supply of moderately affordable condominium rental housing has increased; and
- almost no new purpose built rental housing has been built in recent years.

Assisted and Affordable Shortfalls (Supply vs. Demand), 2011-2021

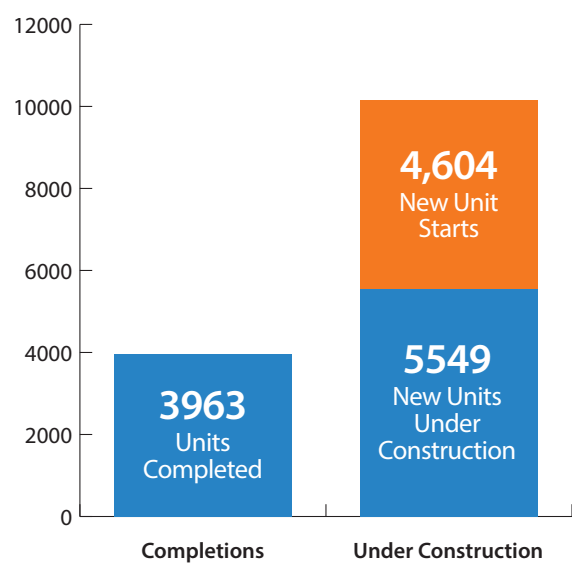


New Housing Development

New Housing Development

In 2021, there were a total of 3,963 new housing unit completions in Halton, an increase from 3,338 in 2020 (up by 18.7 per cent). There were 5,549 new housing units under construction, an increase from 4,941 in 2020 (up by 12.3 per cent) with an additional 4,604 new housing unit starts, an increase from 4,238 in 2020 (up by 8.6 per cent).

New Housing Development, 2021



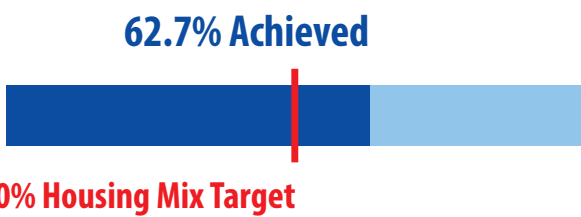
Source: CMHC Starts and Completions Survey 2021

Regional Housing Mix Target

The Housing Mix Target in the Regional Official Plan calls for at least 50 per cent of new housing units produced annually in Halton to be in the form of townhouses or multi-storey buildings (higher density housings). Provision of higher density housing provides the best opportunity to encourage more market affordable housing in Halton.

In 2021, townhouse and apartment units accounted for 62.7 per cent of housing completions in Halton. For the 11th consecutive year, the 50 per cent Housing Mix Target was achieved.

Regional Housing Mix Target, 2021



This section of the report provides an overview of the types of housing being supplied in the regional and local municipal housing markets. The State of Housing report reviews new housing completions, under construction, and starts on an annual basis.

2021 New Housing Highlights

	2020	2021	Change
Total new housing completions	3,338	3,963	18.7%
Total new housing under construction	4,941	5,549	12.3%
Total new housing starts	4,238	4,604	8.6%



New Housing Development

New Housing Completions by Type & Municipality, 2021

	Halton Region	%	Burlington	Halton Hills	Milton	Oakville
Apartment	1,521	38.4%	503	0	266	752
Townhouse	964	24.3%	104	14	463	393
Semi-detached	134	3.4%	50	28	54	2
Single	1,344	33.9%	90	121	446	687
Total units	3,963		747	163	1,229	1,824
Local municipal share			18.8%	4.1%	31.0%	46.0%

Source: CMHC Starts and Completions Survey 2021

Key trends:

- In 2021, there were 3,963 new housing completions, a 18.7 per cent increase compared to 3,338 in 2020.
- Of the new housing completions, 62.7 per cent were higher density units (townhouse and apartments). The remaining 37.3 per cent were single and semi-detached units.
- Oakville had the highest share of new housing completions in Halton at 46 per cent, followed by Milton at 31 per cent. Burlington and Halton Hills had shares of 18.8 per cent and 4.1 per cent, respectively.

New Housing Under Construction by Type & Municipality, 2021

	Halton Region	%	Burlington	Halton Hills	Milton	Oakville
Apartment	3,503	63.1%	907	185	210	2,201
Townhouse	654	11.8%	96	28	320	210
Semi-detached	138	2.5%	12	36	88	2
Single	1,254	22.6%	73	176	225	780
Total units	5,549		1,088	425	843	3,193
Local municipal share			19.6%	7.7%	15.2%	57.5%

Source: CMHC Starts and Completions Survey 2021

Key trends:

- In 2021, there were 5,549 housing under construction, a 12.3 per cent increase compared to 4,941 in 2020.
- Of the housing under construction, 74.9 per cent were higher density units (townhouse and apartments). The remaining 25.1 per cent were single and semi-detached units.
- Oakville had the highest share of housing under construction in Halton at 57.5 per cent, followed by Burlington at 19.6 per cent. Milton and Halton Hills had shares of 15.2 per cent and 7.7 per cent, respectively.

New Housing Starts by Type & Municipality, 2021

	Halton Region	%	Burlington	Halton Hills	Milton	Oakville
Apartment	2,237	48.6%	404	0	132	1,701
Townhouse	608	13.2%	70	16	339	183
Semi-detached	130	2.8%	0	48	80	2
Single	1,629	35.4%	73	171	522	863
Total units	4,604		547	235	1,073	2,749
Local municipal share			11.9%	5.1%	23.3%	59.7%

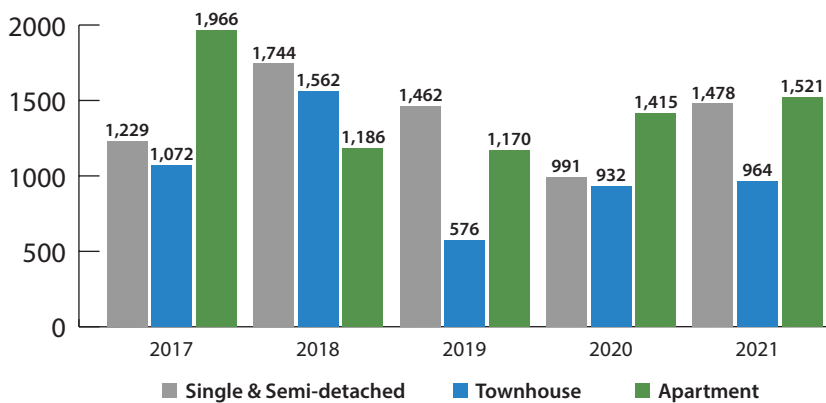
Source: CMHC Starts and Completions Survey 2021

Key trends:

- In 2021, there were 4,604 new housing starts in Halton, a 8.6 per cent increase compared to 4,238 in 2020.
- Of the new housing starts in 2021, 61.8 per cent were higher density units (townhouses and apartments). The remaining 38.2 per cent were single and semi-detached units.
- Similar to trends observed in housing under construction, Oakville had the highest share of new housing starts in Halton at 59.7 per cent, followed by Milton at 23.3 per cent. Burlington and Halton Hills had shares of 11.9 per cent and 5.1 per cent, respectively.

New Housing Development

Five-Year Trends: New Housing Completions

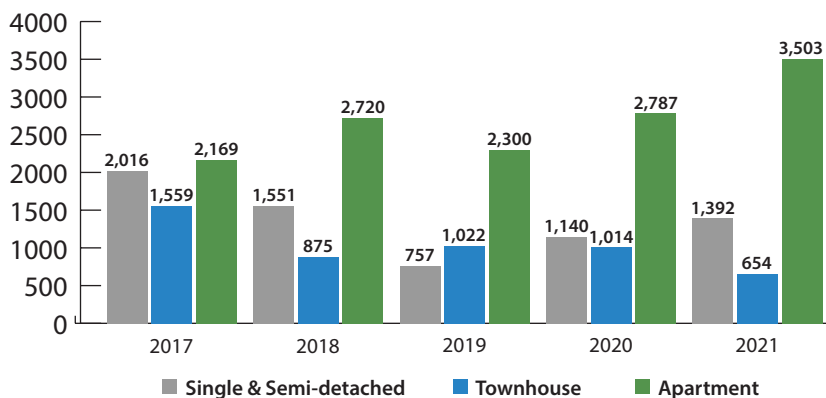


Source: CMHC Starts and Completions Survey 2017-2021

Key trends:

- Over the last five-year period, between 2017 and 2021, the annual average completion of single & semi-detached units were 1,381 units, townhouse unit completions were an average of 1,021 units per year, and apartment unit completions were 1,452 units per year.

Five-Year Trends: New Housing Under Construction

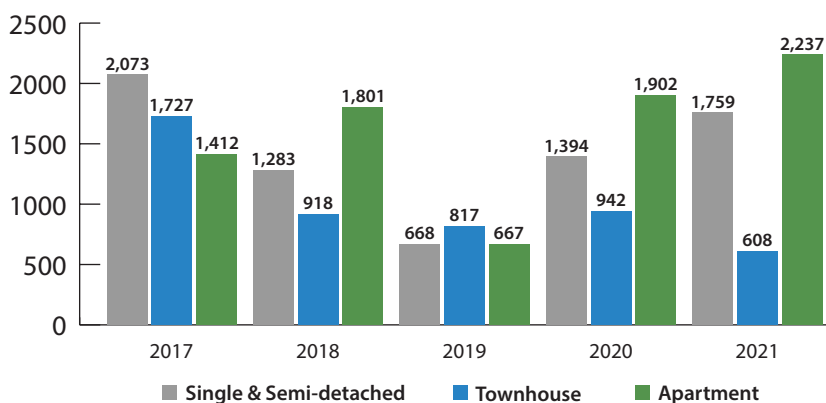


Source: CMHC Starts and Completions Survey 2017-2021

Key trends:

- Over the last five-year period, there were much more apartment units under construction at an average of 2,696 units per year compared to an average of 1,371 single & semi-detached units and an average of 1,025 townhouse units.

Five-Year Trends: New Housing Starts



Source: CMHC Starts and Completions Survey 2017-2021

Key trends:

- Over the last five-year period, new housing starts for single & semi-detached units have gradually declined until 2020 where new housing starts began to increase. New housing starts for townhouse units have gradually declined over the last five years, whereas new apartment unit starts have gradually increased to its all-time high of 2,237 unit starts in 2021.

New Housing Development

Housing Completions by Municipality

City of Burlington

Annual Housing Completions by Type, 2017 - 2021

	2017	2018	2019	2020	2021
Apartment	515	264	779	379	503
Townhouse	13	0	11	76	104
Single & Semi	66	159	130	55	140
Total Units	594	423	920	510	747

Source: CMHC Starts and Completions Survey 2017-2021

Key trends in Burlington:

- In 2021, 81.3 per cent (607 units) of housing completions in Burlington were higher density units (townhouse and apartments).
- Total housing completions in Burlington increased by 46.5 per cent to 747 units in 2021 from 510 units in 2020.
- Between 2017 and 2021, Burlington accounted for 16.6 per cent of Halton's total housing completions (3,194 total units).

Town of Halton Hills

Annual Housing Completions by Type, 2017 - 2021

	2017	2018	2019	2020	2021
Apartment	56	0	0	0	0
Townhouse	75	0	0	8	14
Single & Semi	77	160	164	23	149
Total Units	208	160	164	31	163

Source: CMHC Starts and Completions Survey 2017-2021

Key trends in Halton Hills:

- In 2021, total housing completions in Halton Hills increased to 163 units from 31 units in 2020, an increase of 425.9 per cent.
- Since 2018, there has been no apartment unit completions in Halton Hills.
- Between 2017 and 2021, Halton Hills accounted for 3.8 per cent of Halton's total housing completions (726 total units).

Town of Milton

Annual Housing Completions by Type, 2017 - 2021

	2017	2018	2019	2020	2021
Apartment	321	75	382	213	266
Townhouse	313	765	341	348	463
Single & Semi	536	601	709	338	500
Total Units	1,170	1,441	1,432	899	1,229

Source: CMHC Starts and Completions Survey 2017-2021

Key trends in Milton:

- In 2021, 59.3 per cent (729 units) of housing completions in Milton were higher density units (townhouse and apartments).
- Total housing completions in Milton increased to 1229 units in 2021 from 899 in 2020, an increase of 36.7 per cent.
- Between 2017 and 2021, Milton accounted for 32 per cent of Halton's total housing completions (6,171 total units).

Town of Oakville

Annual Housing Completions by Type, 2017 - 2021

	2017	2018	2019	2020	2021
Apartment	1,074	847	9	823	752
Townhouse	671	797	224	500	383
Single & Semi	550	824	459	575	689
Total Units	2,295	2,468	692	1,898	1,824

Source: CMHC Starts and Completions Survey 2017-2021

Key trends in Oakville:

- In 2021, 62.2 per cent (1,135 units) of housing completions in Oakville were higher density units (townhouse and apartments).
- In 2021, total housing completions in Oakville declined to 1,824 units, a decrease of 3.9 per cent.
- Between 2017 and 2021, Oakville accounted for 47.6 per cent of Halton's total housing completions (9,177 total units).

Housing Costs & Affordability

This section of the report provides an overview of the new and resale of housing units to assess how well the market is meeting the housing needs of Halton residents and those looking to live in the region.

2021 New Housing Highlights

	2020	2021	Change
New Sales	2,347	2,295	-2.2%
Resale	10,565	12,710	20.3%
All Sales	12,912	15,005	16.2%
Affordable New Sales¹	585	637	8.9%
New Assisted Program Units²	25	63	152%

¹ This data is based on the closing date, when ownership of the property is transferred to the buyer.

² New assisted program units are captured at the time of funding commitment.

Source: Calculated from MPAC sales data, 2020-2021



New Sales and Resales of Housing

In 2021, there were 15,005 new sales and resales of housing units in Halton. This represents a 16.2 per cent increase compared to 12,912 new sales and resales in 2020. The table below provides a summary of new sales and resales of housing units in 2021 by unit type.

New and Resales of Housing by Type, 2021

	New		Resale		Total
Apartment	885	38.6%	1,784	14.0%	2,669
Townhouse	622	27.1%	3,475	27.3%	4,097
Semi-detached	62	2.7%	808	6.4%	870
Single	726	31.6%	6,643	52.3%	7,369
All Sales	2,295	15.3%	12,710	84.7%	15,005
Average Sale Price	\$756,315		\$1,149,263		\$1,089,162

Source: Calculated from MPAC sales data, 2021

Regional Housing Affordability Target

Halton Region's **Housing Affordability Target** calls for at least 30 per cent of new housing units produced annually in Halton to be at or below the affordable threshold.

In 2021, 30.5 per cent (700 units) of new housing unit sales were under the Affordable Maximum Purchase Price of \$480,700 in 2021. The affordable new sales include 637 units from market sale and 63 units from the Region's assisted housing program.

Regional Housing Affordability Target Achievement, 2021

30.5% Achieved



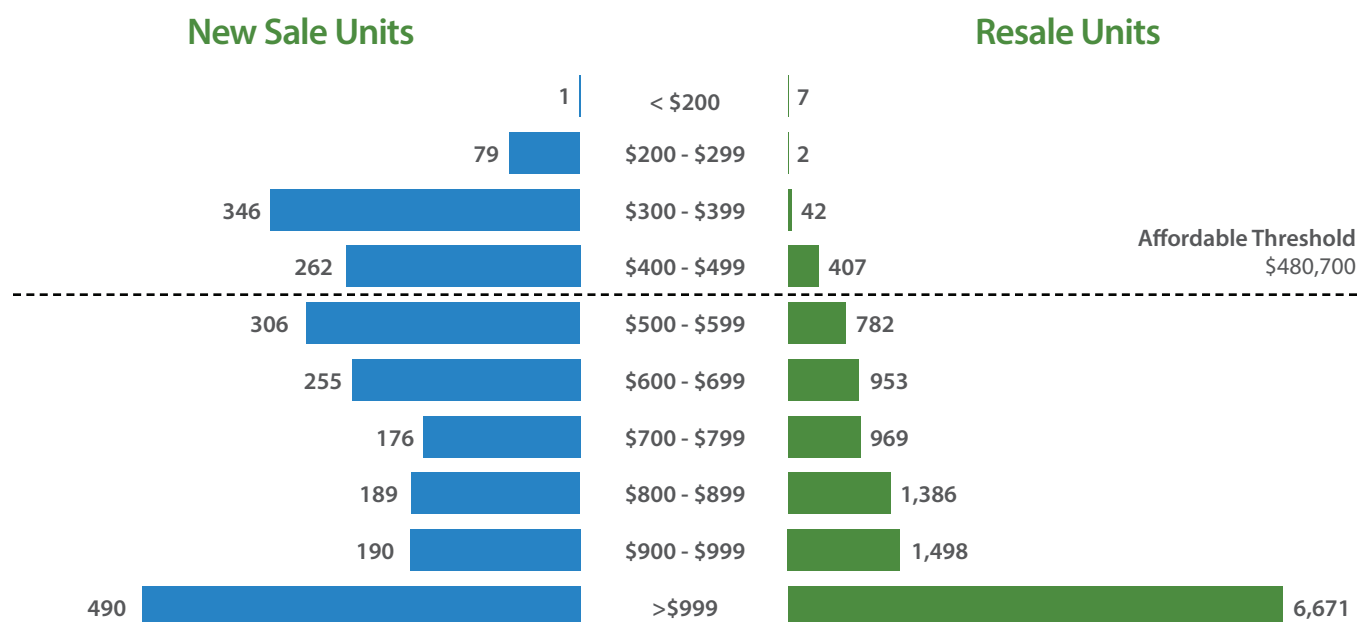
30% Housing Affordability Target

Housing Costs & Affordability

Number of New and Resale by Price Range

An adequate supply of new market affordable housing units is an important element in Halton's vision for sustainable growth as set out in the Regional Official Plan. In 2021 there were 2,295 new units sold (a decrease by 2.3 per cent from 2,295 in 2020) and 12,710 resales (an increase by 20.3 per cent from 10,565 in 2020). The graph below provides a distribution of the new and resale units by price range.

It should be noted that Halton Region and the Local Municipalities do not have the ability to influence market resale prices. Units that are captured as affordable new sales (based on the Halton Housing Model) may be resold beyond the affordable threshold in later years, as these transactions take place in the open market.



Source: Calculated from MPAC sales data, 2021

New Market Affordable Housing Sales in Halton by Type

	<= \$480,700 (Affordable Threshold)		> \$480,700	
	Units	%	Units	%
Apartment	563	88.4%	322	19.4%
Townhouse	73	11.5%	549	33.1%
Semi-detached	0	0.0%	62	3.7%
Single	1	0.2%	725	43.7%
All Units	637		1,658	
Average Price	\$369,808		\$904,811	

Source: Calculated from MPAC sales data, 2021

Key trends:

- All but one new market affordable housing sales were comprised of townhouses and apartments, demonstrating the link between higher density housing and affordability.
- Of the 2,295 new units sold in 2021, 637 were sold at or below the affordable threshold (\$480,700) accounting for 28.8 per cent of new sales.
- The average price of new units sold at or below the affordable threshold was \$369,808, up 9.6 per cent increase from \$337,481 in 2020.

Housing Costs & Affordability

New Market Affordable Housing Sales by Municipality

City of Burlington

	<= \$480,700 (Affordable Threshold)		> \$480,700	
	Units	%	Units	%
All Units	212	40.6%	310	59.4%
Average Price	\$361,961		\$897,313	

Source: Calculated from MPAC sales data, 2021

Key trends:

- In 2021, new sales in Burlington accounted for 22.7 per cent of total new sales in Halton.
- 40.6 per cent of new sales in Burlington were at or below the affordable threshold with an average price of \$361,961.

Town of Halton Hills

	<= \$480,700 (Affordable Threshold)		> \$480,700	
	Units	%	Units	%
All Units	0	0.0%	91	100%
Average Price	N/A		\$951,415	

Source: Calculated from MPAC sales data, 2021

Key trends:

- In 2021, new sales in Halton Hills accounted for 4.0 per cent of total new sales in Halton.
- No new sales in Halton Hills were at or below the affordable threshold.

Town of Milton

	<= \$480,700 (Affordable Threshold)		> \$480,700	
	Units	%	Units	%
All Units	240	20.9%	907	79.1%
Average Price	\$376,791		\$771,107	

Source: Calculated from MPAC sales data, 2021

Key trends:

- In 2021, new sales in Milton accounted for 50.0 per cent of total new sales in Halton.
- 20.9 per cent of new sales in Milton were at or below the affordable threshold with an average price of \$376,791.

Town of Oakville

	<= \$480,700 (Affordable Threshold)		> \$480,700	
	Units	%	Units	%
All Units	185	34.6%	350	65.4%
Average Price	\$369,741		\$1,245,817	

Source: Calculated from MPAC sales data, 2021

Key trends:

- In 2021, new sales in Oakville accounted for 23.3 per cent of total new sales in Halton.
- 34.6 per cent of new sales in Oakville were at or below the affordable threshold with an average price of \$369,741.

Rental Housing

This section of the report provides an overview of the average rent, vacancy rates, and total number of rental units in Halton and the local municipalities.

2021 Rental Housing Highlights

	2020	2021	Change
Average Rent (Private Townhouse and Apartment)	\$1,583	\$1,600	1.1%
Bachelor	\$1,164	\$1,204	3.4%
1 Bedroom	\$1,431	\$1,430	-0.1%
2 Bedroom	\$1,636	\$1,658	1.3%
3+ Bedroom	\$1,746	\$1,775	1.7%
Total # of Units (Private Townhouse and Apartment)	16,830	16,820	-0.1%
Bachelor	310	312	0.6%
1 Bedroom	4,969	5,064	1.9%
2 Bedroom	9,394	9,292	-1.1%
3+ Bedroom	2,157	2,152	-0.2%

Source: CMHC Rental Market Report, 2020-2021



Rental Unit Stock

Rental housing is an important form of affordable housing for many of Halton's residents.

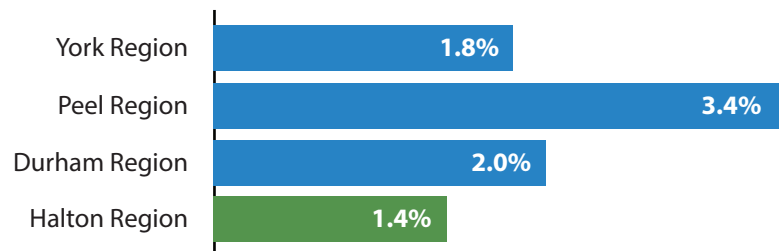
In 2021, there were a total of 16,820 private townhouse and apartment rental units in Halton. The number of rental units continue to remain stagnant with a slight decrease from 16,830 units in 2020.

Rental Market Vacancy Rate

Vacancy rates are an important measure to assess the health of the rental market. According to Canada Mortgage Housing Corporation (CMHC), a vacancy rate of at least three per cent (three for every one hundred units) is considered necessary for adequate competition and housing options.

Halton Region's overall vacancy rate for private townhouse and apartments was 1.4 per cent in 2021, down from 2.3 per cent in 2020. The low vacancy rate suggests people continue to experience challenges finding a suitable unit when searching for a rental housing in Halton.

Rental Market Vacancy Rates, 2021



Source: CMHC Rental Market Report 2021

Average Monthly Rent

Average monthly rent (AMR) is another means to measure the health of the rental market.

In 2021, the AMR of private townhouse and apartments increased to \$1,600 from \$1,583 in 2020, an increase by 1.1 per cent. When compared to other regional municipalities in the Greater Toronto Area, Halton's monthly rent continues to be the highest.

Average Monthly Rents (AMR), 2021



Source: CMHC Rental Market Report 2021

Rental Housing

Vacancy Rates by Unit Size (Private Townhouses & Apartments), 2017 - 2021

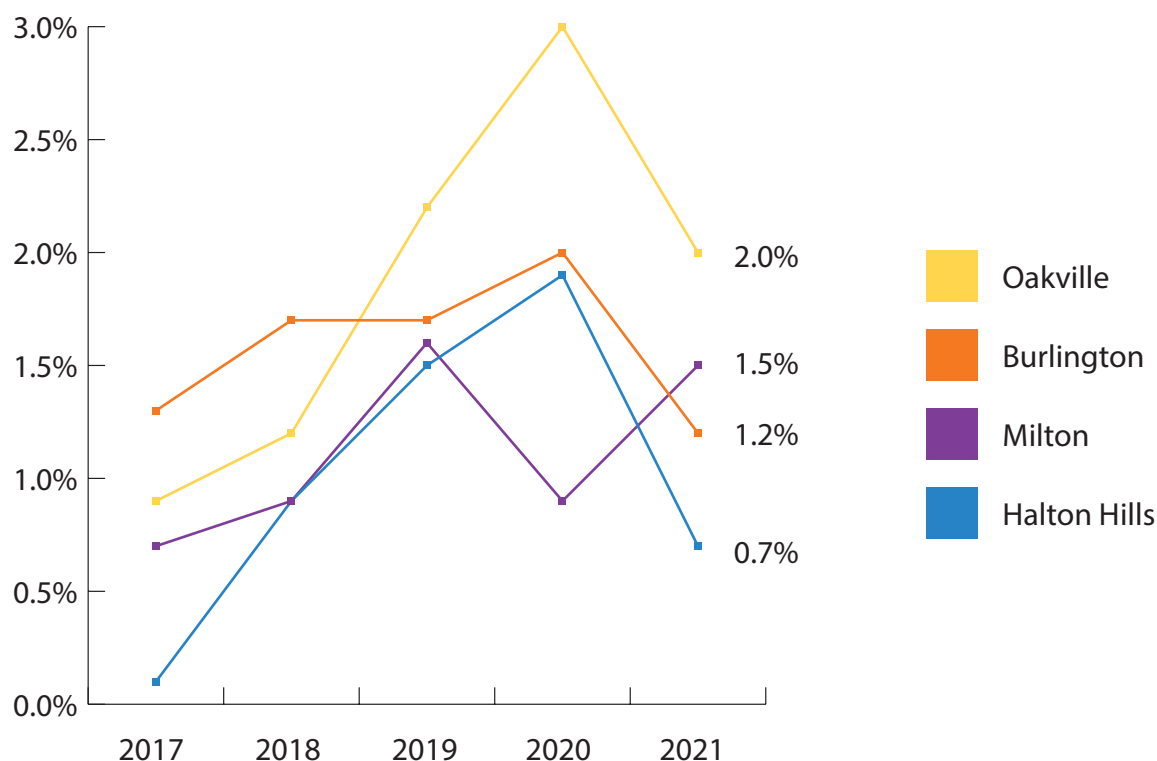
Unit Type	2017	2018	2019	2020	2021
Bachelor	1.5%	2.8%	1.9%	4.4%	3.5%
1 Bedroom	1.0%	1.1%	1.5%	2.0%	1.6%
2 Bedroom	1.3%	1.7%	2.2%	2.6%	1.4%
3+ Bedroom	0.7%	1.4%	1.1%	1.2%	1.2%
Overall Rate	1.1%	1.5%	1.8%	2.3%	1.4%

Source: CMHC Rental Market Report, 2017-2021

Key trends:

- The overall vacancy rate decreased to 1.4 per cent in 2021, from 2.3 per cent in 2020. Vacancy rates for all unit types decreased in 2021, except for three plus bedrooms which stayed the same from 2020.
- In 2021, three plus bedroom units had the lowest vacancy rate at 1.2 per cent, followed by two bedroom units at 1.4 per cent. Bachelor units and one bedroom units had vacancy rates of 3.5 per cent and 1.6 per cent, respectively.

Vacancy Rates by Municipality (Private Townhouses & Apartments), 2017 - 2021



Source: CMHC Rental Market Report, 2017-2021

Key trends:

- In 2021, the vacancy rate in Halton Hills was the lowest at 0.7 per cent, a decrease from 1.9 per cent in 2020.
- Burlington's vacancy rate decreased to 1.2 per cent in 2021 from 2.0 per cent in 2020.
- The vacancy rate in Milton was 1.5 per cent, an increase from 0.9 per cent in 2020.
- Oakville had the highest vacancy rate at 2.0 per cent in 2021, a decrease from 3.0 per cent in 2020.

Rental Housing

Average Rent & Units by Unit Size, 2017 - 2021

The average rent of private townhouses and apartments for all unit sizes have steadily increased over the past five years. In 2021, the average rent for all unit types in Halton increased to \$1,600 from \$1,583 in 2020, an increase of 1.1 per cent.

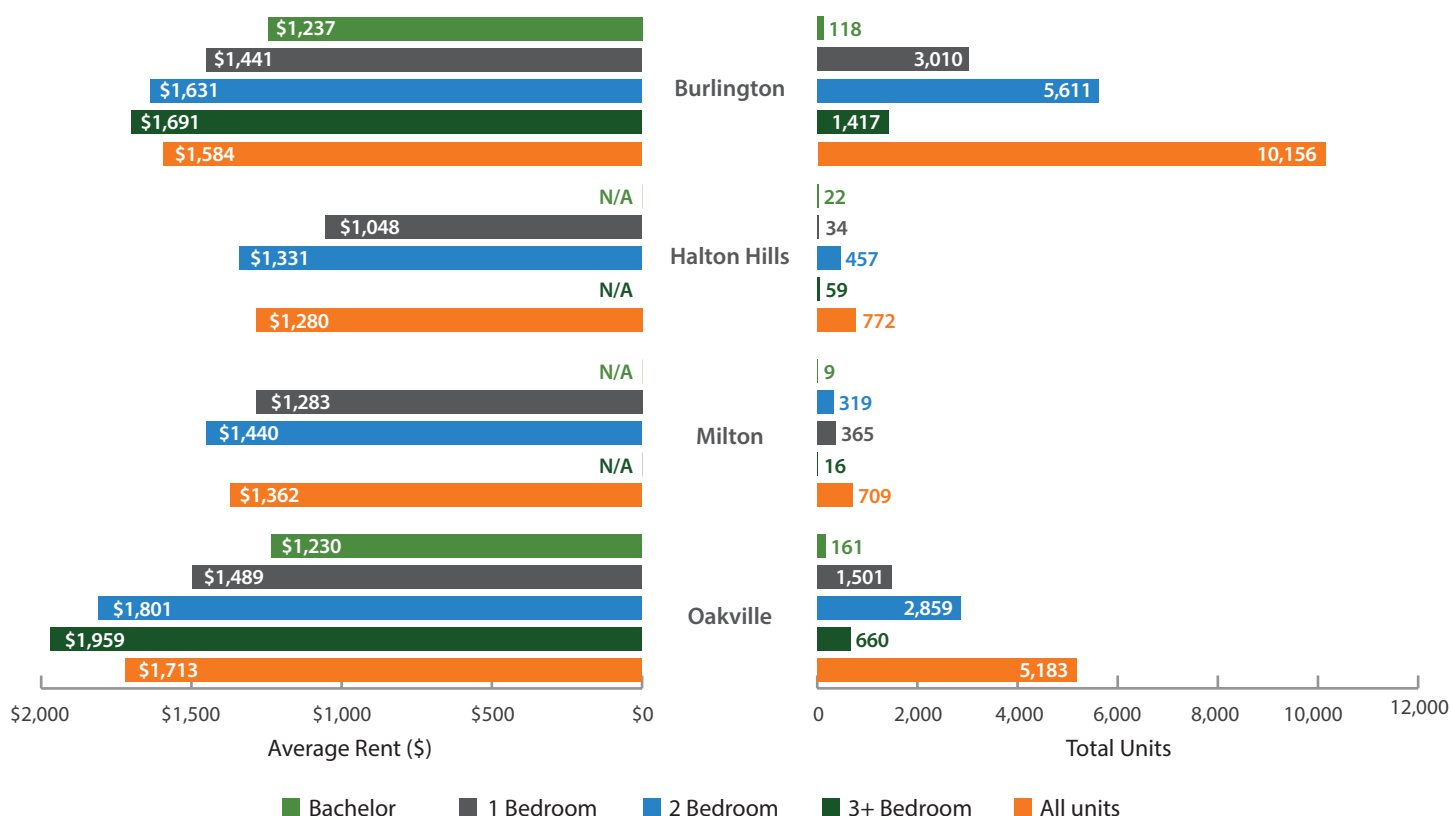
By unit size, the average rent for bachelor units had the highest increase at 3.4 per cent from 2020. The average rent for one bedroom units had remained relatively stagnant with a decrease of 0.1 per cent from 2020.

	2017		2018		2019		2020		2021	
	Average Rent	Total Units	Average Rent	Total Units	Average Rent	Total Units	Average Rent	Total Units	Average Rent	Total Units
Bachelor	\$916	301	\$1,179	298	\$1,074	311	\$1,164	310	\$1,204	312
1 Bedroom	\$1,222	4,891	\$1,268	4,884	\$1,333	4,945	\$1,431	4,969	\$1,430	5,064
2 Bedroom	\$1,374	8,891	\$1,416	8,861	\$1,517	9,300	\$1,636	9,394	\$1,658	9,292
3 Bedroom+	\$1,612	2,209	\$1,585	2,217	\$1,697	2,137	\$1,746	2,157	\$1,775	2,152
Total	\$1,356	16,292	\$1,392	16,260	\$1,479	16,693	\$1,583	16,830	\$1,600	16,820

Source: CMHC Rental Market Report, 2017-2021

Average Rent & Units by Unit Size (Private Townhouses & Apartments) by Municipality, 2021

The graph below provides a summary of average rent & units by unit size and municipality.



Source: CMHC Rental Market Report, 2021

Assisted Housing

Assisted Housing in Halton

Halton Region plays a direct role in the assisted and special needs housing area, recognizing that people move back and forth across the housing continuum, depending on their personal circumstances.

Assisted housing plays an important role in helping low and moderate income individuals and families obtain housing that is stable and secure. Assisted housing mostly relates to rental accommodation operated by non-profit and co-operative housing providers (community housing).

The assistance may come in the form of capital programs, operating subsidy to housing providers and rental subsidy to eligible households.

Community Housing Administered by Halton

Halton Region administers 3,902 community housing units. Most of these units are governed under social housing legislation (3,600 or 92 per cent). The 3,902 units are located in 58 housing communities, owned and operated by 25 non-profit co-operative and private sector housing providers, including Halton Community Housing Corporation (HCHC).

Halton Region provides rent-geared-to-income (RGI) assistance to 3,110 households living in these communities. RGI recipients are placed from the Halton Access to Community Housing (HATCH) waitlist.

Community Housing Financially Supported by Halton

With the modernization of the community housing sector in Ontario, and new provincial legislation recently introduced via the *Protecting Tenants and Strengthening Community Housing Act, 2020*, we will begin to see community housing providers meeting their mortgage obligations. Halton Region will continue to enter into bi-lateral agreements with these providers to sustain the stock of existing government assisted housing and create additional housing options for Halton residents.

Preserving and modernizing the existing stock of community housing is one of three long-range policy objectives of Halton's Comprehensive Housing Strategy. As community housing providers reach the end of their legislated obligations, Halton has an interest in ensuring that assisted housing stock remains available to current and future Halton residents in need. The Region will formalize new partnership arrangements with community housing providers. Progress has already been made. Halton has been successful in negotiating a renewed relationship with three Halton community housing providers who reached the end of their legislated obligations. A total of 89 assisted housing units have been retained to-date.

This section focuses on the non-market side of the housing continuum where government-funded programs and services are needed to enhance affordability for Halton's residents.

2021 Assisted Housing Highlights

	2021
Total new assisted housing opportunities since 2014	1,005
Total community rental housing units	3,902
Total rent-geared-to-income (RGI) assistance	3,110
Halton Housing Help housing crisis resolutions	2,131
Special needs housing administered (Wheelchair accessible units)	232



Assisted Housing

New Assisted Housing Opportunities Since 2014

Halton Region's Comprehensive Housing Strategy Update - 2014-2024 (CHS) sets a 10-year target to create 550 to 900 new housing opportunities (new units and rent supplements / housing allowances). More than \$100 million in Regional multi-year funding is projected to enable the creation of 550 housing opportunities, with the understanding that the upper target of 900 can only be achieved or exceeded with additional funding from federal and provincial governments.

A five-year review and update of the CHS was approved by Regional Council in 2019. The updated strategy responds to recent Provincial policy changes under the *Housing Services Act, 2011* and recognizes Halton Regions' many achievements during the first five year period of the CHS. It also establishes new actions that the Region will advance over the next five-year period to meet the housing needs of our growing Halton population.

The CHS five-year review also reconfirmed Halton Region's target of creating between 550 to 900 new government assisted housing opportunities over the 10-year life of the strategy.

As reflected in the graph below, Halton Region has created a total of 1,005 new housing opportunities as of year-end 2021, including:

- 257 new brick and mortar purpose built rental units;
- 700 additional rent supplements and portable housing allowances;
- 48 supportive housing units; and
- various emergency and transitional housing solutions.

Halton Region has been ambitious and opportunistic. This has culminated in the Region exceeding the 900 upper target of the CHS in 2020, four years ahead of schedule. Going forward,

the Region will continue to support the creation of additional assisted housing opportunities to ensure that Halton residents have access to housing options for all incomes and stages of life. The Region's commitment is unwavering.

Looking retroactively to when Halton Region first created its CHS in 2008, Halton Region has created 1,899 new housing opportunities to date and includes:

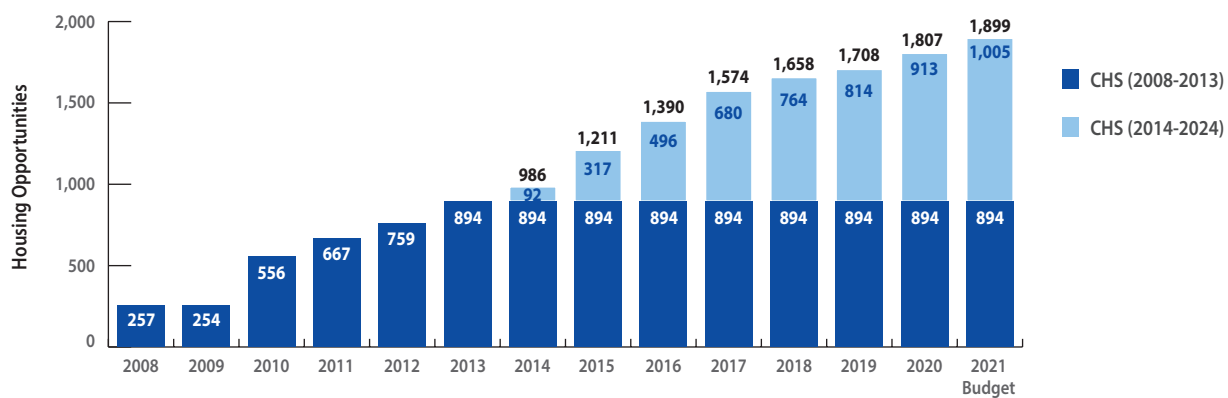
- 545 new brick and mortar purpose built rental units;
- over 1,300 rent supplements and portable housing allowances
- 48 supportive housing units; and
- various emergency and transitional housing solutions.

The Region will continue to build upon this record to serve our community.

Halton Region utilizes the following delivery methods for the creation of new housing opportunities under the CHS:

- A portfolio approach has been developed to meet the objective of providing purpose built rental and assisted units. This positions Halton to deliver over 600 purpose built rental and assisted units over the next 10 years and includes funding third party projects from our private and non-profit sector partners, development on Halton Region and HCHC owned properties. Partnering with the Federal and Provincial governments to fund these important projects will be key to success.
- The creation of new rent supplements through Halton Region's Halton Rental Assistance Program (HRAP). HRAP provides funding to Halton landlords to make units available with deep subsidies for vulnerable Halton residents.

New assisted housing opportunities in Halton (total cumulative)



Assisted Housing

Portable Housing Benefits

Portable Housing Benefits provide an income tested housing allowance directly to qualified Halton applicants on the HATCH waitlist and are a permanent and portable housing solution.

In 2021, 230 Halton families were supported with Portable Housing Benefits.

Rent Supplement

Halton Region operates various rent supplement programs in partnership with private-sector landlords. Under these programs, eligible households are sourced from the HATCH waitlist and receive rental assistance.

In 2021, Halton Region acquired an additional net new 15 rent supplement housing opportunities. The rent supplement total at the end of 2021 was 887, including 459 funded through the Halton Rental Assistance Program (HRAP). This program was created in 2012 and provides Halton Region with additional options to enhance the affordability of new housing initiatives.

Special Needs Housing

Special needs housing includes housing that is accessible for people living with physical disabilities and housing that is tied to the provision of personal supports (supportive housing).

In 2021, Halton Region administered 232 wheelchair accessible units (of which 214 can be accessed through the HATCH wait list).

Homelessness

The primary causes of homelessness and the need for emergency shelter relate to unaffordable rents, mental health and addiction issues, family breakdown and loss of employment. Halton Region operates and/or administers various support programs to proactively address these situations. Halton Region also continues to enumerate homelessness bi-annually in accordance with Provincial and Federal guidelines. In 2021, a minimum of 293 households were identified as experiencing homelessness on one night in Halton.

Homelessness Measures

Emergency Shelter		Halton Housing Help	
Households Served	516	Households Assisted	996
Dependents Served	104	Intensive Case Management	375
Households Housed	224	Housing First	
Households Diverted	712	Households Assisted	25
Housing Stability Fund		Housing with Related Supports	
Households Assisted	2,131	Beds	152

2021 Homelessness Initiatives and Achievements

Initiative	2021 Achievements
Emergency Shelter	516 households and 104 dependents were served in shelter settings with 224 households being assisted to secure new permanent housing. An additional 712 households were diverted from emergency shelter and received intensive case management to stabilize their housing in the community.
Housing Stability Fund	2,131 emergency housing situations were resolved through outreach and funding including rental deposits, rental arrears, utility cost arrears, eviction prevention, moving/ storage costs, and the provision of essential furniture/ beds.
Halton Housing Help	996 clients were assisted with finding affordable rental housing in the private marketplace and an additional 375 clients received intensive customized supports.
Housing First	25 chronically homeless households were assisted with the provision of permanent housing with intensive, wrap around individualized support services.
Housing with Related Supports	152 subsidized beds across Halton were made available by the Region, operated by housing providers who provide supports to chronically homeless residents experiencing homelessness.

Affordable Rent by Unit Type

Affordable rent thresholds per unit-type for Regional housing programs and initiatives for 2022 are based on CMHC's 2021 annual Rental Market Report. The appropriate CMHC market or sub-market boundary average market rent or median market rent figure for specific housing programs, initiatives and agreements will be determined by Halton's Chief Planning Official or the Director of Housing Services for the programs for which they are responsible. Affordable rent thresholds may be established at alternate levels as required by Federal/Provincial funding programs or as deemed appropriate by Halton's Chief Planning Official or the Director of Housing Services for the programs for which they are responsible.

Affordable rent thresholds per unit-type for 2023 will be based on CMHC's 2022 Rental Market Report or will be determined by Halton's Chief Planning Official or the Director of Housing Services for the programs for which they are responsible. Annual rent increases may be the lesser of the Provincial rent increase guideline or the corresponding figure for the specific agreement or program in the most recent State of Housing report.

City of Burlington

	100% AMR	100% MMR	90% AMR	90% MMR	80% AMR	80% MMR	70% AMR	70% MMR	60% AMR	60% MMR	50% AMR	50% MMR
Bachelor	1,237	1,243	1,113	1,118	989	994	865	870	742	745	556	559
1 Bedroom	1,441	1,455	1,296	1,309	1,152	1,164	1,008	1,018	864	873	648	654
2 Bedroom	1,631	1,655	1,467	1,489	1,304	1,324	1,141	1,158	978	993	733	744
3 Bedroom+	1,691	1,643	1,521	1,478	1,352	1,314	1,183	1,150	1,014	985	760	739

Town of Halton Hills

	100% AMR	100% MMR	90% AMR	90% MMR	80% AMR	80% MMR	70% AMR	70% MMR	60% AMR	60% MMR	50% AMR	50% MMR
Bachelor	844	*	759	*	675	*	590	*	506	*	422	*
1 Bedroom	1,048	1,042	943	937	838	833	733	729	628	625	524	521
2 Bedroom	1,331	1,255	1,197	1,129	1,064	1,004	931	878	798	753	665	627
3 Bedroom+	1,638	1,600	1,474	1,440	1,310	1,280	1,146	1,120	982	960	819	800

Town of Milton

	100% AMR	100% MMR	90% AMR	90% MMR	80% AMR	80% MMR	70% AMR	70% MMR	60% AMR	60% MMR	50% AMR	50% MMR
Bachelor	844	*	759	*	675	*	590	*	506	*	422	*
1 Bedroom	1,283	1,250	1,154	1,125	1,026	1,000	898	875	769	750	641	625
2 Bedroom	1,440	1,436	1,296	1,292	1,152	1,148	1,008	1,005	864	861	720	718
3 Bedroom+	1,638	1,600	1,474	1,440	1,310	1,280	1,146	1,120	982	960	819	800

Affordable Rent by Unit Type

Town of Halton Hills/Milton

	100% AMR	100% MMR	90% AMR	90% MMR	80% AMR	80% MMR	70% AMR	70% MMR	60% AMR	60% MMR	50% AMR	50% MMR
Bachelor	844	*	759	*	675	*	590	*	506	*	422	*
1 Bedroom	1,211	1,112	1,089	1,000	968	889	847	778	726	667	605	556
2 Bedroom	1,385	1,330	1,246	1,197	1,108	1,064	969	931	831	798	692	665
3 Bedroom+	1,638	1,600	1,474	1,440	1,310	1,280	1,146	1,120	928	960	819	800

Town of Oakville

	100% AMR	100% MMR	90% AMR	90% MMR	80% AMR	80% MMR	70% AMR	70% MMR	60% AMR	60% MMR	50% AMR	50% MMR
Bachelor	1,230	1,250	1,107	1,125	984	1,000	861	875	738	750	556	562
1 Bedroom	1,489	1,460	1,340	1,314	1,191	1,168	1,042	1,022	893	876	670	657
2 Bedroom	1,801	1,777	1,620	1,599	1,440	1,421	1,260	1,243	1,080	1,066	810	799
3 Bedroom+	1,959	1,900	1,763	1,710	1,567	1,520	1,371	1,330	1,175	1,140	881	855

Halton Region

	100% AMR	100% MMR	90% AMR	90% MMR	80% AMR	80% MMR	70% AMR	70% MMR	60% AMR	60% MMR	50% AMR	50% MMR
Bachelor	1,204	*	1,083	*	963	*	842	*	722	*	541	*
1 Bedroom	1,430	*	1,287	*	1,144	*	1,001	*	858	*	643	*
2 Bedroom	1,658	*	1,492	*	1,326	*	1,160	*	994	*	746	*
3 Bedroom+	1,775	*	1,597	*	1,420	*	1,242	*	1,065	*	798	*



THE CORPORATION OF THE TOWN OF OAKVILLE

BY-LAW NUMBER 2022-113

A by-law to confirm the proceedings of a meeting of Council.

COUNCIL ENACTS AS FOLLOWS:

1. Subject to Section 3 of this by-law, every decision of Council taken at the meeting at which this by-law is passed and every resolution passed at that meeting shall have the same force and effect as if each and every one of them had been the subject matter of a separate by-law duly enacted.
2. The execution and delivery of all such documents as are required to give effect to the decisions taken at the meeting at which this by-law is passed and the resolutions passed at that meeting are hereby authorized.
3. Nothing in this by-law has the effect of giving to any decision or resolution the status of a by-law where any legal prerequisite to the enactment of a specific by-law has not been satisfied.

PASSED this 20th day of September, 2022

Rob Burton

Mayor

Vicki Tytaneck

Town Clerk