



Town of Oakville 2023 Budget Committee

AGENDA

Date: Tuesday, February 21, 2023
Time: 9:30 a.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. Regrets	
2. Declarations of Pecuniary Interest	
3. Consent Items(s)	
There are no Consent Items listed for this agenda.	
4. Confidential Consent Item(s)	
There are no Confidential Consent Items listed for this agenda.	
5. Discussion Item(s)	
5.1 2023 Operating and Capital Budget Deliberations	3 - 87
Recommendation:	
1. That the staff report dated February 14, 2023, entitled <i>2023 Operating and Capital Budget Deliberations</i> from the Finance Department, be received.	
2. That the recommendations contained in Appendix A of this report be approved.	
3. That an additional 2024 Budget Committee meeting be approved for June 19, 2023 at 5:30pm to appoint the 2024 Budget Committee chair and to receive the 2024 Budget Forecast report.	

6. Confidential Discussion Item(s)

There are no Confidential Discussion Items listed for this agenda.

7. Adjournment



OAKVILLE

REPORT

2023 Budget Committee

Meeting Date: February 21, 2023

FROM: Finance Department

DATE: February 14, 2023

SUBJECT: 2023 Operating and Capital Budget Deliberations

LOCATION: Add address

WARD: Town-wide

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RECOMMENDATION:

1. That the staff report dated February 14, 2023, entitled *2023 Operating and Capital Budget Deliberations* from the Finance Department, be received.
2. That the recommendations contained in Appendix A of this report be approved.
3. That an additional 2024 Budget Committee meeting be approved for June 19, 2023 at 5:30pm to appoint the 2024 Budget Committee chair and to receive the 2024 Budget Forecast report.

KEY FACTS:

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

- The 2023 Budget Committee is scheduled to commence deliberations at its meeting on February 21, 2023.
- Previous 2023 Budget Committee meetings were held on January 17, January 24 and January 26, 2023 at which staff presented an overview of the 2023 operating and capital budgets and forecasts.
- Public delegations were held on February 14 and February 16, 2023.
- The 2023 Rates and Fees were presented and included as Appendix A in the January 10, 2023 report from the Finance Department. Any recommendations regarding the 2023 Rates and Fees will be considered as part of this meeting.

BACKGROUND:

The 2023 budget document presents the proposed operating and capital budgets and forecast. The document represents the outcome of the staff budget process and presents the budget recommended by staff for review and approval of the Budget Committee and Council. It is important to note that the proposed 2023 budget and forecast was prepared prior to Bill 23, More Homes Built Faster Act, being passed and does not include the impact of these legislative changes. Staff will continue to review the proposed changes as this process unfolds and will undertake additional analysis of the potential impact as information and regulations become available and the details around implementation are better understood.

Budget Committee meetings have been held to date for the purpose of reviewing the 2023 recommended operating and capital budgets. The meetings provided the Budget Committee with an overview of the proposed 2023 budgets and an opportunity to hear input from public delegations. Final approval of the 2023 operating and capital budgets and 2023 rates and fees is scheduled for the February 27, 2023 Council meeting.

COMMENT/OPTIONS:

On January 17, 2023 staff provided an overview presentation of the 2023 operating budget, 2024 and 2025 operating forecasts along with the proposed 2023-2032 capital forecast and financing plan. In addition, proposed 2023 rates and fees were presented at this meeting.

Council was advised at this meeting that the proposed town increase was 5.43% for an overall tax bill increase of 3.52% when combined with the projected increases for the Region (3.36%) and Education (0%). As presented, the 2023 proposed budget has been prepared with an overall tax bill increase of 3.52% which is below the 2023 Bank of Canada projected rate of inflation. The staff recommended budget maintains existing service levels and provides funding required to meet the capital infrastructure maintenance and growth needs within the town.

The town's Rates and Fee Policy states that "the Town of Oakville will collect user fees to recover the costs of services where it is determined that a service provides direct benefits to individuals, groups, and businesses, unless otherwise directed by Council." The policy promotes full cost recovery of services for which user fees are charged and provides guidelines for exceptions. In addition, the policy requires that each year, as part of the budget process, the town updates its fees and charges charged under the Municipal Act 2001, section 69(1) of the Planning Act and section 7 of the Building Code Act. The 2023 Rates and Fees were presented and included as Appendix A in the January 10, 2023 report from the Finance Department. Any recommendations on the 2023 Rates and Fees will be considered in this meeting.

To assist the Budget Committee with deliberations, a draft recommendation for the committee's consideration has been included as Appendix A. The draft recommendation, section 2, also includes the addition of the transit charging infrastructure projects and their funding sources, as approved by Budget Committee at the January 24, 2023 meeting. The draft recommendation will require revision and finalization based on the committee's discussions. Also included with the report are Appendices B through BB with information that was requested at the previous 2023 Budget Committee meetings as well as memos with additional staff information and recommendations.

Staff were also asked to report back on the following:

Options for retaining and protecting affordable rental units in Oakville

Options for retaining and protecting affordable rental units in Oakville will be explored and reported to Council through the town's Housing Strategy, including by-laws and planning tools.

Additional measures regarding ServiceOakville's performance

Staff will report to Council on ServiceOakville performance metrics by the end of Q2 2023.

CONSIDERATIONS:

(A) PUBLIC

All Budget Committee meetings are open to the public and are advertised in the Oakville Beaver and on the town's website. Public delegations on the 2023 budget were received on February 14 and February 16, 2023.

(B) FINANCIAL

The final 2023 operating and capital budget recommendation will be determined by the Budget Committee at this meeting, presented as a motion and, upon approval, will be forwarded to Council for consideration on February 27, 2023.

(C) IMPACT ON OTHER DEPARTMENTS & USERS

All departments have been involved in the budget process.

(D) CORPORATE STRATEGIC GOALS

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

- be accountable in everything we do
- be fiscally sustainable

(E) CLIMATE CHANGE/ACTION

Climate change/action is a key priority of Council. The proposed budget will incorporate climate change initiatives in alignment with this strategic priority.

APPENDICES:

- Appendix A – Draft 2023 Budget Recommendations
- Appendix B – Annual spending on legal fees
- Appendix C – FEO financial situation and performance of service contract
- Appendix D – Growth projects and DC funds
- Appendix E – Transit comparison of fares and pilot project for free transit
- Appendix F – Details on ATMP initiatives, bike lanes, recreational trails and grants
- Appendix G – Snow clearing options with location and service level details
- Appendix H – Forecast of quality of roads including pavement index
- Appendix I – Details on the Upper Middle Road pathways project
- Appendix J – Patio program insurance requirements and continued subsidy options
- Appendix K – Streetscape study map including Bronte Village impact
- Appendix L – Impact of additional garbage cans
- Appendix M – Locations for Cul-de-sac Rehab, Pathway Rehab, and Recreational Trail Accessibility Program projects
- Appendix N – Deferral of town hall feasibility study project
- Appendix O – Community event supports and fee waivers
- Appendix P – Options for Bronte restaurant concrete project
- Appendix Q – TOWARF rescues and vessel procurement
- Appendix R – Additional winter washroom considerations
- Appendix S – Driveway Snow Windrow Removal Program
- Appendix T – Actual spending by program in 2022
- Appendix U – Santa Claus parade support
- Appendix V – Update on COVID deferred capital projects
- Appendix W – Service review savings from other departments by commission
- Appendix X – Staff memo on duplication of capital projects
- Appendix Y – FTEs and contract summary and gapping in 2023 budget
- Appendix Z – Comparison of planning staffing with other area municipalities
- Appendix AA – Tax stabilization funding in 2023 budget
- Appendix BB – Budget e-mails from residents

Prepared by:
Dalibor Stancovici
Manager of Financial Planning and Policy

Recommended by:
Jonathan van der Heiden
Deputy Treasurer and Director of Finance

Submitted by:
Nancy Sully
Commissioner of Corporate Services and Treasurer

Appendix A

1. That the 2023 recommended operating budget as presented in the 2023 Budget and Business Plans document be approved, subject to the following adjustments:
 - a.
2. That the 2023 recommended capital budget as presented in the 2023 Budget and Business Plans document be approved, subject to the following adjustments:
 - a. That the proposed 2023 capital budget and forecast for project 54212301 Capital Lease for Charging Infrastructure be amended to budget \$4.2 million in 2023 and \$45.8 million over 2023-2032, funded from the capital reserve for the Energy Infrastructure Contract (EIC) capital lease payments.
 - b. That the 2023 capital budget be amended to add a new capital project for the Transit facility expansion to support the charging infrastructure needs in the amount of \$18 million, funded through debt.
 - c.
3. That the Town of Oakville 2023 net levy request of \$238,101,500 be approved resulting in a 5.43% increase for the town and representing an approximate 3.52% overall residential tax rate increase, and that the Treasurer be authorized to confirm and adjust these amounts if required, prior to Council's approval of the Budget on February 27, 2023.
4. That any surplus or deficit resulting from a difference in the actual assessment growth from the budgeted assessment growth be transferred to/from the Tax Stabilization reserve.
5. That the rates and fees established in the rates and fees schedule attached as Appendix A to the January 10, 2023 report from the Finance Department be approved for implementation on March 01, 2023.
6. That amendments to existing by-laws containing fees be presented directly to Council for approval as required.
7. That the remaining Appendices B to CC in the staff report dated February 14, 2023 from the Finance department be received.

BUDGET COMMITTEE REFERRAL:

That staff report on the annual spending on legal fees over the past 10 to 15 years.

RECOMMENDATIONS:

- That the information be received.

KEY FACTS:

- Staff were asked to report on the annual spending on legal fees over the past 10 to 15 years.

COMMENTS/OPTIONS:

The following table shows the historical budget and gross actuals in the Corporate Hearings and Litigations service area. In more recent years, actuals exceeded the budget primarily due to costs for the Glen Abbey hearing; however, a favourable variance is anticipated for 2022. As indicated in the *Reserves and Reserve Funds* staff report dated January 10, 2023 and brought to the 2023 Budget Committee at the January 17, 2023 meeting, the current balance in the Tax Rate Stabilization reserve is \$68 million and trending healthy. Should any extraordinary or unforeseen legal expenditures be incurred in a given year, at Council's discretion, staff may recommend the use of Tax Rate Stabilization funding to offset these expenditures.

Year	Approved Budget	Gross Actuals	Variance
2023*	\$500,000	\$0	\$500,000
2022	\$500,000	\$368,766	\$131,234
2021	\$500,000	\$1,633,395	(\$1,133,395)
2020	\$500,000	\$1,168,448	(\$668,448)
2019	\$500,000	\$2,252,409	(\$1,752,409)
2018	\$500,000	\$4,694,166	(\$4,194,166)
2017	\$500,000	\$3,186,708	(\$2,686,708)
2016	\$500,000	\$1,829,444	(\$1,329,444)
2015	\$500,000	\$1,492,120	(\$992,120)
2014	\$500,000	\$592,324	(\$92,324)
2013	\$750,000	\$341,403	\$408,597
2012	\$750,000	\$281,605	\$468,395

*Proposed budget

BUDGET COMMITTEE REFERRAL:

That staff report on the current financial situation of Future Energy Oakville (FEO) and performance on their service contract.

RECOMMENDATIONS:

- That the information be received.

KEY FACTS:

- Staff were asked to report on FEO’s current standing with respect to their Service Agreement with the Town.
- FEO is an independent, community-based, not-for-profit organization, that was established to accelerate and help coordinate implementation of the Community Energy Strategy.
- The Town’s Service Agreement with FEO was first executed in June 2021 for a 14-month term, ending August 2022.
- The Agreement was extended in September 2022 for an additional 6 months, until March 31, 2023.
- FEO [delegated to Council in September 2022](#), providing a progress and financial update as per the Service Agreement requirement.

COMMENTS/OPTIONS:

- A summary of FEO’s finances is below:

FEO Fundraising, 2020-to-date	
Source	Amount
Town of Oakville	\$250,000.00* *To-date (2020-2022), with a full breakdown of the original 5-year vision below: <ul style="list-style-type: none"> • 2020: \$100,000 • 2021: \$100,000 • 2022: \$50,000 • 2023: \$50,000 (pending approval through the capital budget process) • 2024: \$50,000 (pending approval through the capital budget process)
Sheridan (in-kind)	\$47,980.00
Suncor	\$75,000.00* *To be used towards additional fundraising efforts
Total	\$372,980.00

FEO Expenditures, 2021-2022*		
Expenditure	Jul. 1 – Dec. 31 2021	Draft-yearend Dec. 31 2022
Insurance	1,350	2,780
Legal and professional fees	5,716	28,967
Payroll		69,512
Advertising		16,498
Meals and entertainment		249
Depreciation		2,935
Others	34	1,998
Total expenditures	7,100	122,938

*Source: FEO Board, Financial Update, February 6, 2023

- Below is a summary of FEO’s obligations under their Service Agreement:

Category	Item	Status
Strategy/ Governance	Develop a business plan for FEO approved by its Board to determine business objectives and performance metrics	TBD
	Develop a framework to report on progress to the public, investors, funders, and the Oakville Energy Task Force	TBD
	Work with the Oakville Energy Task Force through a separate Memorandum of Understanding between FEO and the Oakville Energy Task Force	In progress
	Ensure program governance, funding and resourcing align with the strategic objectives of FEO	In progress
Communications	Respond to inquiries from the public and private sector on community energy related issues and opportunities	Ongoing
	Develop and maintain a virtual presence including a FEO website	Completed
Community Energy Strategy Coordination	Plan and coordinate Community Energy Strategy’s priority projects with partners, including, but not limited to, the Town	TBD
	Provide strategic oversight and technical advisory services for effective and efficient delivery of the Community Energy Strategy priority projects	TBD
Operations	Seek opportunities through grants, partnerships, private-sector investment, and other funding organizations for FEO’s operational funding	In progress
	Ensure that at least one staff member is on boarded to FEO during the term of this Agreement	Completed**
	Keep all proper books and records as required by law	Ongoing

** The unexpected passing of the Executive Director in December 2022 leaves FEO without an ED at this time.

- Since incorporation, FEO has established operating policies and procedures, expanded the Board complement to eight, completed design of FEO branding, including logos and website launch, and advanced the creation of a funding plan.
- The Board participated in a facilitated strategic planning session on February 1, 2023.
- The Board will be providing a presentation to Council by the end of Q3 2023 with financial, analytic, and operational data to show its progress on the items listed above, as per the requirements of the Service Agreement.

- Funds do not automatically flow to FEO upon approval of the capital budget. The 2023 funds to FEO will be transferred upon Council's satisfactory receipt of FEO's Q3 2023 update to Council.
- Reasons for the gap between the Service Agreement expiry date (March 31, 2023) and FEO's Council Update (Q3 2023) include:
 - Alignment with FEO's last update to Council (September 2022); requiring an update in March would be too soon for FEO to make meaningful progress
 - At the time the Service Agreement was extended, the intent was for the Town and FEO to work on revising the terms of the agreement by the end of Q1. However, given the unexpected vacancy in the FEO Executive Director position, town staff will return to Council in March with a recommendation regarding the current Service Agreement

BUDGET COMMITTEE REFERRAL:

That staff report on a summary of the use of development charge funds and growth projects. Provide prioritized list of growth projects at risk due to Bill 23.

RECOMMENDATIONS:

- That the information be received.

KEY FACTS:

- Staff were asked to report on a summary of the use of development charge funds and growth projects. Provide prioritized list of growth projects at risk due to Bill 23.

COMMENTS/OPTIONS:

Currently, the town is fortunate to have a positive aggregate DC reserve fund balance that is sufficient to fund the 2023 requested budget. As a smaller than usual year for growth projects, the approval of the 2023 requested budget will not impact the ability to fully prioritize growth driven projects during the 2024 budget process.

The impacts of Bill 23 will be seen over the longer term as DC collections are affected by the DC by-law phase-in of rates, new exemptions and expanded ineligible costs. In some cases the details related to the changes proposed in Bill 23 have not yet been provided by the province, making it difficult to estimate the full impact on the town longer term.

As further details are released and the impacts quantified, we will need to prioritize growth capital projects. Some of the criteria to be used include:

- Impact on service levels
- Alignment with strategic priorities
- Pace of growth
- Financial feasibility

A detailed list of all growth projects that are financed by the Growth Funding Tools (GFT) of development charges (DCs), community benefits charges (CBCs) and Parkland Dedication (PD) are included at the end of this report. In addition to the criteria listed above, the prioritization of growth capital projects will follow a variety of key principals, as follows:

- Growth projects are delivered to maintain service levels as the town grows;
- Timing of growth projects aligns with anticipated residential and non-residential development;
- Growth should pay for growth to the maximum extent possible;
- The total GFT reserve funds shall have a positive balance over the forecast;
- DC reserve funds for a specific service may go negative during periods of time due to the timing of project delivery and development. In accordance with the Financial Control Policy, interest equivalent to the town's interest earnings on its investment portfolio or as prescribed by legislation governing specific reserve funds is charged to the outstanding amount borrowed;
- DC debt is to be funded by future DC collections. In accordance with the Corporate Debt Policy, DC debt charges are limited to 25% of a five-year average of forecasted DC revenues;
- Internal borrowing and/or debenture financing should be used to fund post-period benefits as defined in the DC Background Study. There are expected cash flow pressures due to requirements in the *Development Charges Act, 1997* (DCA) that amount to \$17.5 million for the services of Fire (\$1.3M), Transit (\$1.8M) and Library (\$12.5M).

The following sections provide an overview of key impacts from Bill 23 on growth funding, and the status and future considerations for each DC service related to Bill 23.

The pages at the end of this report provide a capital project listing of DC funded capital projects by service, including the ending balance of the DC reserve fund for that service. DC revenue is based on the growth forecast in the 2022 DC Study and has not been updated for the potential increase in growth during this forecast period as a result of Bill 23 growth targets. It is important to note that each project has a % funded by GFTs, which can vary based on the nature of the project and any funding anticipated from other entities. For example, Lakeshore Road West reconstruction is deemed 10% DC funded, and Speers Road reconstruction is deemed 85% DC funded, which is due to the nature of each project and amount attributed to growth vs benefit to existing.

Development Charges – by Service

1. Growth Studies

Forecast reserve fund balance: 2023 \$-5.7M, 2032 \$-2.3M

Work In Progress (2022 and prior year budget): \$4.1M. Completion of studies reduces reserve fund balance.

2023 Budget: Limited risk due to minimal draw on reserve fund (\$400K).

2024-2032: High Risk: growth studies are ineligible for inclusion in the next DC By-law update, and studies will no longer be funded by DCs. Clarity remains regarding the

exact type of studies referred to in the legislation. Any negative balance at time of by-law update would need to be funded by other sources such as the capital reserve.

2. Parks and Recreation

Forecast reserve fund balance: 2023 \$-32.3M, 2032 \$-10.7M

Work In Progress (2022 and prior year budget): \$71.6M (includes future debt charges for Sixteen Mile CC). The completion of the Sixteen Mile Community Centre and Library, and Sixteen Mile Sports Park, will require re-prioritization of projects in the forecast. Land for Palermo Community Centre may need to be re-financed pending final Bill 23 regulations and timing of purchase compared to next DC by-law.

2023 Budget: Low risk: lower than normal draw on reserve fund, the majority for Sixteen Mile Community Centre and Library.

2024-2032 Forecast: High Risk:

- By-law phase in reduces revenue. Neighbourhood parks, village squares and trails, and the Palermo Community Centre may need to be re-prioritized. Low point in the reserve fund of \$-34.8M in 2024.
- Final regulations for eligibility of land acquisition, and the timing of the next DC by-law, could result in need for funding from capital reserve for land costs for future recreation facilities such as the Palermo Community Centre, and therefore re-prioritization of growth and non-growth projects.
- Bill 23 limits to Parkland Dedication may impact parks in the forecast where land is still to be acquired/dedicated prior to park development

Debenture Financing: \$26 million in parks and recreation supported DC debt financing is approved for the Sixteen Mile Community Centre and Library.

3. Library Services

Forecast reserve fund balance: 2023 \$-3.2M, 2032 \$-12.4M

Work In Progress (2022 and prior year budget): \$19M (includes future debt charges for Sixteen Mile). The completion of the Sixteen Mile Community Centre and Library will require re-prioritization of projects in the forecast. Land for Palermo Community Centre may need to be re-financed pending final Bill 23 regulations and timing of purchase compared to next DC by-law.

2023 Budget: Low risk: Sixteen Mile Community Centre and Library, including Collections.

2024-2032 Forecast: High Risk:

- By-law phase in reduces revenue. The Palermo Library may need to be re-prioritized. Low point in the reserve fund of \$-14.2M in 2029.

- Final regulations for eligibility of land acquisition, and the timing of the next DC by-law, could result in need for funding from capital reserve for land costs for future library facilities such as the Palermo and Trafalgar North, and therefore re-prioritization of growth and non-growth projects.

Debenture Financing: \$10 million in library supported DC debt is approved for the Sixteen Mile Community Centre and Library.

Post-period benefit: Debenture financing or internal borrowing required for Palermo Library post-period benefit (\$10.7M) and Trafalgar North (\$1.8M).

4. Fire Protection Services

Forecast reserve fund balance: 2023 \$-8M, 2032 \$-1.2M

Work In Progress (2022 and prior year budget): None

2023 Budget: Approval of design of Fire Station 9, with negative funding available. Could lead to re-prioritization of Station 4. Opportunity to re-assess as part of 2024 Budget.

2024-2032 Forecast: By-law phase in reduces revenue. Completion of both Station 9 and 4 in the short-term results in a low point in the reserve fund of \$-17.2M in 2025. Debenture financing may be required.

Post-period benefit: Debenture financing or internal borrowing required for Station 4 post-period benefit (\$1.3M).

5. Services Related to a Highway

Forecast reserve fund balance: 2023 \$145.2M, 2032 \$-1.8M

Work In Progress (2022 and prior year budgets): \$67.6M. No risk to completing WIP.

2023 Budget: No risk. Ending balance projected = \$145.2M

2024-2032 Forecast: Potential risk due to:

- By-law phase in reduces revenue. Balance will go negative in 2028 based on current forecast, re-prioritization may be required.
- Final regulations for eligibility of land acquisition could result in need for funding from capital reserve for these land costs, and therefore re-prioritization of growth and non-growth projects.

6. Transit Services

Forecast reserve fund balance: 2023 \$-2.3M, 2032 \$-3.8M

Work In Progress (2022 and prior year budget): \$0.8M for Conventional and Specialized buses.

2023 Budget: Low risk: Supervisor vehicle and specialized bus (\$640K).

2024-2032 Forecast: Limited Risk: By-law phase-in reduces revenue. The number of growth buses may need to be re-prioritized.

Post-period benefit: Debenture financing or internal borrowing is required for the post-period benefit (\$3.7M).

7. Municipal Enforcement Services:

Forecast reserve fund balance: 2023 \$-0.1M, 2032 \$0.2M.

Work In Progress (2022 and prior year budget): None. Vehicles purchased in 2022.

2023-2032 Budget and Forecast: No risk: No capital projects. Capital forecast for growth vehicles to be considered in future budgets.

Capital Project Costs are Total Costs. The percentage funded by Growth Funding Tools is also shown on each line.												
	% GFT Funded	2023 Budget	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	Total Forecast
Development Charge Funded Projects												
Growth Studies												
33102001 Community Benefit Charge and Development Charge Studies	85%		608,600					458,200				1,066,800
43302103 Fire Master Plan	100%				100,700					100,700		201,400
46602204 Master Plan Update (Recreation)	100%					274,900					274,900	549,800
71102211 Library Master Plan Update	100%					75,500					75,500	151,000
63101501 Official Plan/ Prov. Conformity Review	90%	199,400					398,800					598,200
63102102 Urban Design Initiatives (Design Direction and Studies)	90%		49,300	49,300		99,700	99,700					298,000
63102303 Special Planning Projects/Studies	90%	50,400	50,400	50,400	50,400	50,400	50,400	50,400	50,400	50,400	50,400	504,000
53112801 Transportation Master Plan Update	100%						1,509,000					1,509,000
53362404 Creek Erosion Study - Development Charges Fee	50%		201,400									201,400
54212302 Transit - 10 year forecast & 5 Year Plan	60%	302,100					302,100					604,200
Total Growth Studies		551,900	909,700	99,700	151,100	500,500	2,360,000	508,600	50,400	151,100	400,800	5,683,800
Growth Studies DC Reserve Funds ending balance with By-law Phase In (millions)			(5.7)	(5.5)	(4.7)	(3.9)	(3.5)	(4.8)	(4.3)	(3.4)	(2.7)	(2.3)
Parks and Recreation Services												
52212010 Bronte Green (Merton) Parks and NHS Trails	100%	1,905,200										1,905,200
52212102 Sixteen Mile Sports Park - South Parcel	100%		2,923,300									2,923,300
52212104 Uptown Core-Memorial Park Special Project	100%			1,718,600								1,718,600
52212201 Park Signs - New Growth	100%		16,600		16,600		16,600		16,600		16,600	83,000
52212301 Neighbourhood Park 11 (Reservoir Park)	100%	158,600	2,881,300									3,039,900
52212302 Neighbourhood Park 5	100%		528,500	3,523,300								4,051,800
52212303 Neighbourhood Park 9 (Emgo/Crystal)	100%	343,700	3,595,800									3,939,500
52212401 Neighbourhood Park 8 (Docasa)	100%			290,800	3,340,800							3,631,600
52212403 West Oakville Sports Park Phase 1	100%			317,100								317,100
52212504 Phase 3 Palemo Park	100%			433,400	3,302,800	837,200						4,573,200
52212601 Neighbourhood Park 7 (Remington Eno)	100%				290,800	3,452,600						3,743,400
52212704 Neighbourhood Park 10 (Dryland)	100%						528,500	3,288,600				3,817,100
52212801 Joshua Meadows Community Park	100%							264,300	7,383,100	7,383,100		15,030,500
52213002 The Parkway - South	100%								9,048,000			9,048,000
52213101 North Park - North Parcel	100%									528,500		528,500
52213102 Neighbourhood Park 6	100%									343,700		343,700
52212006 Trafalgar Works Site	100%		1,096,900									1,096,900
52222102 Reservoir Park Playground	100%		158,600									158,600
52222103 Martillac Estates Village Square	100%		756,100									756,100
52222301 Graydon Banning Village Square	100%	820,800										820,800
52222302 Dunoak Village Square	100%		795,200									795,200
52222303 Capoak Village Square 1	100%	83,100	739,200									822,300
52222304 Capoak Village Square 2	100%	83,100	739,200									822,300
52222401 Dunoak North Village Square	100%				795,200							795,200
52222403 Urban Squares	100%		1,292,800			1,292,800			1,292,800			3,878,400
52222601 Green Ginger East Village Square	100%					795,200						795,200
52222602 Argo-Bressa Village Square	100%			795,200								795,200
52222701 Dryland Village Square	100%						795,200					795,200
52222702 Bressa North Village Square	100%						795,200					795,200
52222901 North Oakville - Village Square	100%							818,800	818,800	818,800		2,456,400
52232202 Lisonally-Westdale Promenade	100%				32,100	348,300						380,400
52232301 Winston Park West Trail Development	100%								60,900			60,900
52232302 Dunoak NHS Trail	100%		393,300									393,300
52232303 Digram Sixth Line NHS Trail	100%	132,300										132,300
52232304 Capoak NHS Trail	100%		264,300									264,300
52232305 Timsin Sixth Line NHS Trail	100%	264,300										264,300
52232306 Argo West Morrison NHS Trail	100%		396,500									396,500
52232307 NHS Trail - North Oakville - West	100%	570,300	570,300	570,300	831,100	831,100						3,373,100
52232309 Emgo NHS Trails	100%	559,700										559,700
52232310 Graydon Banning NHS Trail	100%	343,600										343,600
52232311 NHS - Trail	100%	264,400	264,400	475,800	264,400	264,400	264,400	264,400	264,400	264,400		2,591,000
52232401 Star Oak Core 7 NHS Trail	100%		211,400									211,400
52232402 Argo Joshua Creek NHS Trail	100%		237,900									237,900
52232403 Mattamy Joshua Creek NHS Trail	100%		211,400									211,400
52282301 North Operations Depot Phase 2 - Parks	100%			7,484,100	2,247,200	3,899,100						13,630,400

Capital Project Costs are Total Costs. The percentage funded by Growth Funding Tools is also shown on each line.												
	% GFT Funded	2023 Budget	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	Total Forecast
52292304 Parks Growth Vehicles and Equipment	100%	721,500	1,998,900	574,400	129,900	277,900	137,100	236,600	407,800	546,300	427,100	5,457,500
52292901 Central Operations Expansion/Renovation	90%							295,500	1,960,100	2,087,900		4,343,500
48602104 Sixteen Mile Sports Complex and Library	95%	7,203,000	585,000									7,788,000
48602207 New Palermo Community Centre	100%					871,900	5,784,400	6,344,200				13,000,500
48602801 Recreation Facility	100%									5,039,100	16,225,600	21,264,700
Total Parks and Recreation Services		13,850,100	20,260,400	16,183,000	11,250,700	12,870,500	8,321,400	11,512,400	21,252,500	17,011,800	16,669,300	149,182,100
Parks and Recreation DC Reserve Funds ending balance with By-law Phase In (millions)		(32.3)	(34.8)	(32.1)	(26.8)	(21.9)	(12.5)	(6.0)	(9.1)	(9.7)	(10.7)	
Library Services												
71101811 New Branch Library - Trafalgar Corridor North	100%		5,040,100									5,040,100
71102305 Sixteen Mile Library Collections	71%	3,266,300										3,266,300
71102701 New Branch Library - Palermo	100%					880,600	5,843,500	5,992,200				12,716,300
71102702 Palermo Library Branch Collections	100%						988,500					988,500
71102901 New Branch Library - Trafalgar Corridor North - Building and FF&E	100%									1,798,700		1,798,700
Total Library Services		3,266,300	5,040,100			956,100	6,812,000	5,992,200		1,798,700	75,500	23,940,900
Library DC Reserve Funds ending balance with By-law Phase In (millions)		(3.2)	(7.0)	(5.6)	(4.4)	(4.0)	(9.5)	(14.2)	(12.9)	(13.5)	(12.4)	
Emergency Services												
43302311 Fire Station #9	53%	2,111,900	10,040,000	862,800								12,814,700
43302801 Stn # 4 Expansion	65%		1,911,400	8,132,400	459,300							10,503,100
43302312 New Vehicles for Fire Prevention	100%	50,400				50,400						100,800
43302403 Fire Station 9 - Aerial	100%		1,916,400									1,916,400
Total Emergency Services		2,162,300	13,867,800	8,795,200	509,700							25,335,000
Emergency Services DC Reserve Funds ending balance with By-law Phase In (millions)		(8.0)	(14.1)	(17.2)	(15.2)	(12.8)	(10.3)	(7.8)	(5.4)	(3.1)	(1.2)	
Services Related to a Highway												
54202203 Palermo Terminal	100%					424,600	2,815,200	2,815,200				6,055,000
54202302 New Shelters	100%	65,800	65,800	65,800	65,800	65,800	65,800	65,800	65,800	65,800		590,400
51312501 North Operations Depot Phase 2B - Roads and Works	100%			17,379,000	1,087,200	3,392,300						21,858,500
51312502 North Snow Disposal Site	100%			2,149,900	2,149,900							4,299,800
51312901 Central Operations Expansion/Renovation	90%							626,700	4,160,400	4,032,800		8,819,900
51322302 Roads and Works Growth Equipment	100%	1,012,500	563,400	779,700	372,800	553,300	553,300	226,800	553,300	503,500	563,400	5,681,600
53112401 Traffic Impact Assessment Guidelines Update	100%		100,700									100,700
53310703 Kerr St Widening and Grade Separation (Speers to NSR-N of QEW)	80%						30,225,400	30,225,400				60,450,800
53311006 Sixth Line Urbanization and Widening w/AT - North Park to William Halton Par	80%	503,500										503,500
53311502 North Service Rd Urbanization and Widening w/AT - Eighth Line to 1 km East	100%			8,978,800								12,542,500
53311705 Burloak Dr Grade Separation w/AT - Harvester Rd to PW D	80%	8,302,100	4,149,800		4,149,800							16,801,300
53311713 Speers Rd Widening & AT - Fourth Line to Dorval Drive	85%	503,500										503,500
53311914 North Service Road Widening & AT - 3rd Line to 4th Line	80%			6,295,300								6,295,300
53312107 Chartwell Road EA Study - South Service Road to Cornwall Road	80%			724,300	6,085,300	5,725,500	6,636,000					19,171,100
53312112 Wycroft Road Widening & AT - Bronte Road to 3rd Line	95%		1,707,200			12,547,000						14,254,200
53312204 Cross Avenue Realignment - Argus Rd to South Service Rd	100%		20,847,000	6,611,900	6,519,400							33,978,300
53312209 QEW Royal Windsor Drive Interchange w/AT	50%		4,880,300		10,090,200		44,035,800					58,906,300
53312303 Traffic Management - Intersections	100%	151,100	251,800	251,800	251,800	251,800	251,800	251,800	251,800	251,800	251,800	2,417,300
53312305 Burnhamthorpe Rd Urbanization w/AT - Sixth Line to Trafalgar Rd	80%	923,500	1,174,000		8,507,900							10,805,400
53312401 Signal Optimization Program	100%		201,400	201,400	201,400	201,400	201,400	201,400	201,400	201,400	201,400	1,812,600
53312404 Inroquois Shore Rd Widening w/AT - Trafalgar Rd to Eighth Line	85%		527,100	8,179,800		4,787,700						13,474,400
53312405 Speers - East of Dorval Dr to Kerr St	85%		745,400	5,654,100		8,832,000						13,231,500
53312406 South Service Road (Wycroft) Widening w/AT - Third Line to Fourth Line	80%		1,846,000	33,378,200		17,232,700						52,456,900
53312407 Lakeshore Rd Improvements w/AT - Fourth Line to Dorval Dr	10%		2,151,800		15,913,400							18,065,200
53312502 Lakeshore Rd Improvements w/AT - Sandwell Dr to Fourth Line	10%			380,800	1,299,800		9,482,700					11,143,100
53312503 Lakeshore Rd Improvements w/AT - Third Line to Sandwell Dr	10%			406,800	1,440,600		10,528,900					12,376,300
53312507 Burnhamthorpe Rd Urbanization w/AT - 800 m E of Neyagawa Blvd to Sixth Li	80%			772,800	985,900		7,090,300					8,848,800
53312602 Wycroft Rd Urbanization and Widening w/AT - Fourth Line to Dorval Dr	80%				844,800	825,900		5,880,300				7,351,000
53312703 New Cross Avenue - SSR to Chartwell Road (Phase 2)	100%					923,500	21,937,700	9,804,400	8,512,900			41,268,500
53312704 Burnhamthorpe Rd Urbanization w/AT - Trafalgar Rd to 800 m W of Ninth Line	80%					1,787,500	2,229,300					20,493,500
53312705 Lakeshore Rd Improvements w/AT - Mississauga Street to Third Line	10%					621,700	8,832,400		18,241,700			27,465,800

Capital Project Costs are Total Costs. The percentage funded by Growth Funding Tools is also shown on each line.	% GFT Funded	2023 Budget	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	Total Forecast
53312801 QEW/Trafalgar Road Off-Ramp Re-alignment	50%						1,676,000	15,680,500	6,991,800	15,633,300		39,981,600
53312806 Wycroft Rd Urbanization and Widening w/AT - Dorval Dr to Kerr St	80%						508,000	663,900	4,580,800			5,742,700
53312901 New Cross Avenue - Chartwell Rd to RWD (Phase 3)	100%							1,220,300	20,331,700	7,564,100	11,318,100	40,434,200
53312902 Kerr St Widening w/AT - Wycroft Rd to N of QEW	95%							300,100	394,700		2,613,000	3,307,800
53312903 Lower Base Line Reconstruction (excluding valley section)	12%							678,000	3,295,400		6,174,700	10,146,100
53313001 Cornwall Rd Widening w/AT - Ford Dr to Winston Churchill Blvd	95%							648,900	5,045,100			6,294,000
53313002 Burloak Dr Widening w/AT - Superior Ct to Old Burloak Dr	43%							329,300	431,000			760,300
53313202 Speers Rd Widening w/AT - Burloak Dr to Third Line	85%										774,600	774,600
53342101 Lakeshore Road Multi-use Pathway - Morrison to Winston Churchill Blvd	90%			720,300								720,300
53342106 Crosstown Trail - Khalsa Gate to Ridge Landing	90%	2,012,000										2,012,000
53342107 ATMP - Active Transportation Initiatives	90%	329,300	478,300	453,200	498,500	453,200	493,400	543,200	543,200	543,200	543,200	4,878,700
53342203 Midtown QEW AT West Crossing	45%		4,245,100		4,652,100							8,897,200
53342402 QEW/Sixteen Mile Creek Pedestrian Crossing	90%		737,400			4,425,000						5,162,400
53342403 Sixteen Mile Creek AT Trail Feasibility Study	90%		402,800									402,800
53342404 Bronte Creek Pedestrian Crossing	90%		603,800	1,111,600	505,000		10,289,000					12,509,200
53342405 Crosstown Trail link between North Ridge Trail and Ninth Line	90%		151,100	3,965,700		684,100						4,800,900
53342406 ATMP Cycle Lanes, Pathways etc.	90%		572,400	644,800	135,900	624,700	764,600	683,100	125,900	125,900	125,900	3,803,200
53342501 Upper Middle Rd MUP Rehabilitation - Joshua's Creek Dr to Grosvenor St	20%			90,600	578,500							669,100
53342602 Midtown QEW AT East Crossing	48%				1,822,900	203,400		17,020,800				19,047,100
53342603 ATMP - Active Transportation Studies	90%				100,700	100,700	100,700	100,700	100,700	100,700	100,700	704,900
53412302 Traffic Signal Construction Program - Design and Construction	50%	1,433,600	804,800	804,800	804,800	804,800	804,800	804,800	804,800	804,800	804,800	8,676,800
Total Services Related to a Highway		18,800,400	47,006,800	100,000,600	81,410,800	81,106,800	159,302,300	57,645,400	82,050,200	40,484,000	23,471,600	691,278,900
Services Related to a Highway DC Reserve Funds ending balance with By-law Phase In (millions)		145.2	146.2	99.0	86.3	58.9	(2.4)	(2.8)	(19.8)	(14.6)	(1.8)	
Transit Services												
54412202 Electric Expansion Buses	23%			7,272,200	8,475,800	7,272,200	7,272,200	7,272,200	7,272,200	7,272,200	7,272,200	59,381,200
54412301 On-Demand Supervisor Vehicle	23%	120,800										120,800
54412307 Specialized Electric Vehicle Expansion	23%	519,100	519,100	519,100	519,100	519,100	519,100	519,100	519,100	519,100	519,100	5,191,000
54412401 Supervisor Vehicle Expansion	23%			80,800								80,800
Total Transit Services		639,900	519,100	7,871,900	8,994,900	7,791,300	7,791,300	7,791,300	7,791,300	7,791,300	7,791,300	64,773,600
Transit DC Reserve Funds ending balance with By-law Phase In (millions)		(2.3)	(0.9)	(1.1)	(1.6)	(1.9)	(2.2)	(2.5)	(2.8)	(3.2)	(3.8)	
Municipal Enforcement DC Reserve Funds ending balance with By-law Phase In (millions)		(0.1)	(0.0)	0.0	0.0	0.1	0.1	0.1	0.2	0.2	0.2	
Stormwater Inactive DC Reserve Funds ending balance (millions)		0.5	0.5	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.7	
Total DC Reserve Funds ending balance (With Bill 23 By-law Phase-In)		94.2	84.3	38.9	34.9	15.5	(40.9)	(36.9)	(52.5)	(46.0)	(31.3)	
Total DC Reserve Funds ending balance (Budget Book)		107.8	108.9	70.9	70.4	51.3	(4.7)	(0.2)	(15.4)	(8.4)	6.7	
Notes: DC balances include DC Exemption balance												
Projects with % GFT funded in blue have anticipated cost sharing budgeted												
Community Benefits Charge and Cash-In-Leiu of Parkland Funded Projects												
33102001 Community Benefit Charge and Development Charge Studies	15%		608,600					458,200				1,066,800
46602302 Downtown Cultural Hub Refresh	11%	1,006,000										1,006,000
52221703 Towne Square Rehabilitation	4%		4,100,000									4,100,000
53512302 Downtown Parking Supply Strategy (DPSS)	7%	250,900										250,900
53512401 Downtown Parking Facility	8%		4,020,000		70,175,000							74,195,000
53512402 Mid-town Parking	16%		302,100									302,100
53512701 North Oakville parking studies	16%					151,100					151,100	302,200
53522002 On Street Paid Parking Program-Expansion	16%		33,200	33,200	33,200	33,200						132,800
52212304 Parkland Acquisition	100%		9,456,000	5,751,000	9,393,500	6,536,100	4,357,400	2,500,000	7,696,000	9,043,000	7,041,000	61,774,000
Total CBC and Parkland projects		1,256,900	18,519,900	5,784,200	79,601,700	6,720,400	4,357,400	2,958,200	7,696,000	9,043,000	7,192,100	143,129,800

BUDGET COMMITTEE REFERRAL:

That staff report back and:

- Provide a comparison of transit fares with other transit providers within the GTHA, specifically with respect to seniors and youth
- Provide information identifying the impact on the 2023 budget of offering free transit as a pilot for customers between the ages of 0 – 18 and seniors (65+)

RECOMMENDATIONS:

- That the information be received.

KEY FACTS:

- Oakville Transit's senior and youth single fares are comparable to other GTHA transit agencies, while higher, when compared to Burlington Transit.
- The earliest a free transit pilot could be implemented using the PRESTO card is May 1, 2023, allowing staff the required time to update and test the fare card system prior to launch of the pilot.
- Starting May 1 to December 31, 2023, the free youth (13-19) pilot will have an estimated revenue loss of \$550K (impact of 0.25% increase on the town tax levy, 0.10% increase on overall tax bill), and the free senior pilot will have an estimated revenue loss of \$540K (impact of 0.24% increase on the town tax levy, 0.10% increase on overall tax bill).
- Alternatively, should Council choose to use the Tax Stabilization reserve, the Tax Stabilization funding for Transit in 2023 will increase from \$3.2M to \$4.3M.

COMMENTS/OPTIONS:

Transit Fare Comparisons (GTHA and neighbouring transit agencies)

Appendix 1 provides a summary comparing current and proposed (2023) Oakville Transit fares to those of surrounding transit agencies in the GTHA. The following transit agencies were identified for comparisons:

- Hamilton Street Railway (HSR)
- Burlington Transit
- Mississauga Transit (MiWay)
- Brampton Transit
- Toronto Transit Commission (TTC)
- York Region Transit (YRT)
- Durham Region Transit (DRT)
- Milton Transit

In identifying cash fare, Oakville Transit, along with five other transit agencies, have the highest cash fare rate at \$4.00, while Oakville youth and senior fares are comparable to

other GTHA transit agencies. As a note, staff did not recommend increasing the cash fare as part of the 2023 Oakville Transit fare increase.

In addition to Appendix 1, staff prepared a comparison of transit fares between Oakville Transit, Burlington Transit and MiWay as seen in **Appendix 2**. Between all three transit agencies, Burlington Transit averages the lowest fares except for senior monthly passes, while Oakville Transit on average has comparable or higher fare prices than Burlington Transit and MiWay transit fares.

Free Transit Pilot Implementation Implications

The use of a PRESTO card will be mandatory to utilize any of the free pilots noted below as a means to identify customer qualifications. Using the PRESTO card will provide staff the ability to analyse changes in trip use and patterns. The earliest a pilot could be implemented using the PRESTO card is May 1, 2023, allowing the required time to update and test the fare card system prior to launch of the program. Any pilot beginning earlier than May would have to be tracked manually by bus operators directly using the farebox (not through PRESTO), which is not recommended.

Members of the Budget Committee indicated the desire to start the free transit pilot in March 2023 and to continue through to the end of the year. Due to PRESTO and pilot set up times, pilot impacts to 2023 budget are presented below with start dates identified for March and May, 2023 for Budget Committee's consideration.

Oakville Transit's 2023 net operating budget is \$33M, with fare revenue based on 65% of pre-pandemic ridership levels or \$5.3M. To support Oakville Transit's COVID-19 impacts, \$3.2M of corporate tax stabilization reserve funding has been allocated within the 2023 budget. Implementation of free transit for youth and/or seniors in 2023 will require additional Corporate Stabilization Reserve funding or an increase in the overall tax levy.

Furthermore, the Budget Committee may want to consider the risk of not ending the free transit pilot at the end of 2023, once the free fare pilots have been implemented. Continuing to offer free youth and senior transit fare past 2023 will have a long term impact to the Oakville Transit operating budget.

Continuing free transit for Children 6-12 years old

On March 1, 2021, Oakville Transit began a pilot program to offer free transit to children 6 – 12 years of age which is currently still offered today. Staff recommends permanently implementing this initiative similar to other transit agencies such as Burlington Transit, the Toronto Transit Commission, Durham Region Transit, and Milton Transit. The free child fare does not have an impact on the 2023 budget as revenues from child fares were not incorporated when finalizing the budget.

Free transit service for youth 13 - 19

Staff reviewed council's request to identify the potential fare revenue loss should transit become free for all customers 0 – 18 years of age. Oakville Transit has been actively working with other GTHA transit service providers and Metrolinx, through the Fare and Service Integration Working Group, to encourage more streamlined and seamless travel across the Region by better aligning transit fares. Fare policy harmonization is seen as a way to improve transit use across the region by:

- Making transit easier to understand
- Making transit easier to use
- Making transit more competitive
- Building and maintaining a more positive reputation

Currently the fare category for youth includes all who are between the ages of 13 – 19 and staff are recommending to include all customers who are 19 years of age as part of the free transit for youth pilot.

The estimated impact to the Oakville Transit 2023 budget for offering free youth (13 – 19) fare is outlined below:

Pilot Duration	2023 Revenue Loss
March 1 – Dec 31, 2023	Estimated \$690K
May 1 – Dec 31, 2023	Estimated \$550K

Free transit service for seniors (65+)


Staff reviewed the estimated revenue loss for providing free transit to seniors as identified in the below table.

Pilot Duration	2023 Revenue Loss
March 1 – Dec 31, 2023	Estimated \$672K
May 1 – Dec 31, 2023	Estimated \$540K

Should Budget Committee direct staff to implement free transit for customers using youth and senior fare concessions as of May 1, 2023, the total revenue loss is estimated to have a \$1.09M impact on the 2023 budget.

Appendix 1 – Fare Comparisons (GTHA wide)

Oakville Transit Fares compared to other GTHA transit agencies										
Fare Category	Oakville Transit (current)	Oakville Transit proposed 2023 fares	HSR	Burlington	MiWay	Brampton	TTC	YRT	Durham	Milton
Cash fare	\$4.00	\$4.00	\$3.25	\$3.50	\$4.00	\$4.00	3.25 or 2.30	\$4.00	\$4.00	\$4.00
Adult single ride	\$3.25	\$3.30	\$2.60	\$2.75	\$3.10	\$3.10	\$3.20	\$3.88	\$3.25	\$3.20
Senior single ride	\$2.10	\$2.15	\$2.15	\$1.90	\$2.10	\$1.60	\$2.25	\$2.40	\$2.15	\$2.20
Youth single ride	\$2.55	\$2.60	\$2.15	\$1.90	\$2.35	\$2.55	\$2.25	\$3.03	\$2.90	\$2.30
Child single ride	free	free	free (Pilot to April 2023)	free	1.75 (free beginning May 1, 2023)	\$2.00	free	\$2.40	free	free
Adult pass	\$136.50	\$139.00	\$141.40	na	\$131.00	\$128.00	\$143.00	\$154.00	\$117.00	\$85.00
Senior pass	\$65.40	\$66.50	\$38.50	na	\$65.00	na	\$117.45	\$65.00	\$46.00	\$54.00
Youth pass	\$87.20	\$88.75	\$94.60	na	\$112.80	\$107.00	\$117.45	\$118.00	\$93.50	\$63.00
Child pass	free	free	free (Pilot to April 2023)	free	na	\$84.00	free	free	free	free
Youth freedom pass	\$20.00	\$20.00	Oakville Transit Specific Fare Categories							
Charters	\$130.00	\$136.00								

 Indicates highest fare in the GTHA

Appendix 2 – Fare comparisons (Burlington and MiWay)

Difference in transit fares (Oakville to Burlington, Oakville to MiWay)

Fare Category	Oakville Transit (current)	Burlington*	% Variance	MiWay**	% Variance
Cash fare	\$4.00	\$3.50	13%	\$4.00	0%
Adult single ride	\$3.25	\$2.75	15%	\$3.10	5%
Senior single ride	\$2.10	\$1.90	10%	\$2.10	0%
Youth single ride	\$2.55	\$1.90	25%	\$2.35	8%
Child single ride	free	free	0%	\$1.75	-100%
Adult pass	\$136.50	\$107.25	21%	\$131.00	4%
Senior pass	\$65.40	\$74.10	-13%	\$65.00	1%
Youth pass	\$87.20	\$74.10	15%	\$112.80	-29%
Child pass	free	free	0%	n/a	n/a

Notes:

* **Burlington Seniors** – ride free between 9:00 am and 2:30 pm

** **Miway Youth monthly pass** – after 12 rides per week * \$2.35 – they ride for free for the rest of the week. After 4 weeks, this totals \$112.80

BUDGET COMMITTEE REFERRAL:

That staff report back to provide further details on the Active Transportation Initiatives, including a breakdown on components and amounts;

That staff report back on Active Transportation Fund (ATF) grants; and

That staff report back on specific bike lanes to be developed and recreational trails in 2023 and 2024.

RECOMMENDATIONS:

- That the information be received.

KEY FACTS:

- Based on the recommendations from the [Active Transportation Master Plan \(2017\)](#) and [Pedestrian Safety Program \(2017\)](#), town staff proposed a budget of \$327,000 to develop and implement eight active transportation initiatives in 2023.
- These active transportation initiatives aim to outreach, educate, and incentivize public on the benefits of active transportation and on pedestrian safety, and are categorized in the following four themes:
 - A.** Marketing and Communications;
 - B.** Safety Awareness and Initiatives;
 - C.** Transportation Demand Management; and
 - D.** Supportive Cycling Infrastructure.
- Staff continually monitor federal and provincial programs for grant funding opportunities for active transportation projects and review eligibility requirements to align objectives with a department's current capital plans.
- In March 2022, Oakville submitted a grant application for the Crosstown Trail from Khalsa Gate to Sixteen Mile Creek project for total estimated project cost of \$1,967,000. In December 2022, Oakville was approved in principle for its full ATF grant request of \$1,180,200 (which is 60% of the total project cost). Final federal approval will be through an executed contribution agreement, and until that time Infrastructure Canada has advised that no external communication to the general public is permitted beyond this report.
- There are a total of 19 projects in the capital budget that are anticipated to develop new AT infrastructure totalling \$31.9 million in 2023 and \$15.0 million in 2024.

COMMENTS/OPTIONS:

Active Transportation Initiatives

The approved [Active Transportation Master Plan \(2017\)](#) stresses the importance of developing and implementing outreach initiatives that create a more active culture, in order to complement the new cycling infrastructure. In addition, these initiatives are needed to educate and incentivize residents, employers, employees, visitors, institutions, landowners, and agencies to promote sustainable transportation choices such as walking and cycling. Similarly, the [Pedestrian Safety Program \(2017\)](#) recommends both the infrastructure treatment (e.g. pedestrian crossovers) and the outreach initiatives to achieve a combined effect of pedestrian safety.

Based on the recommendations from both studies, the 2023 Capital Budget includes \$327,000 to develop and implement eight active transportation initiatives, many are activities that are carried out on an annual basis. They are categorized in the following four themes:

- A) Marketing and Communications
- B) Safety Awareness and Initiatives
- C) Transportation Demand Management
- D) Supportive Cycling Infrastructure

A) Marketing and Communications (\$160,000)

- Active Transportation Marketing Strategy and Communications Action Plan
 - Origin: [Active Transportation Master Plan \(2017\)](#)
 - Purpose: Using best practices, a marketing plan will be created to build public awareness about benefits of using active and sustainable transportation for work, school and other trips.
 - Expected outcome: Streamlined and unified messaging and campaign tactics will be prepared for targeted audiences. As well, evaluation metrics will be developed and collected to measure success.
- Cycling Handbook – print and translate
 - Origin: [Active Transportation Master Plan \(2017\)](#)
 - Purpose: This is a printing production of the Oakville's [Cycling Handbook](#), with a possible translation to a non-English language (language to be determined based on Oakville demographics). The Cycling Handbook is currently available in hard copy and on the town's website in English, French, Korean, Polish, Simplified Chinese, Spanish and Urdu.
 - Expected outcome: An education booklet will be distributed at community centres, public meetings, libraries, etc. to provide succinct cycling information such as cycling laws, bike proper sizing and fit, safety and preparedness, and integration with public transit.
- Active Transportation Internship Program
 - Origin: [Active Transportation Master Plan \(2017\)](#)
 - Purpose: A post-secondary internship program to add support to the delivery of active transportation initiatives and programs.

- Expected outcome: Additional support to plan and execute the active transportation program with a better understanding of the youth audiences.

B) Safety Awareness and Initiatives (\$42,000)

- Active and Safe School Travel – Halton Hub Initiatives
 - Origin: [Pedestrian Safety Program \(2017\)](#)
 - Purpose: This is a partnership program to engage and encourage children to walk and cycle to/from school, in collaboration with Burlington, Milton, Halton Hills, Halton Region Health Department, Halton District School Board, Halton Catholic District School Board, and Halton Student Transportation Services.
 - Expected outcome: School Travel Plan will be created for participating schools to reflect the specifics of school's contexts in identifying safe and active routes to school. Other programs, such as Bike-to-School week and a School Streets pilot, will then be explored to leverage the School Travel Plans.
- Pedestrian Safety Study – Safety Awareness Campaign
 - Origin: [Pedestrian Safety Program \(2017\)](#)
 - Purpose: Continuation of the awareness campaign using transit shelter advertisement boards throughout Oakville.
 - Expected outcome: Graphics and messaging of active transportation safety will be created for various seasons. Example of themes includes: road/traffic safety (e.g. drivers' alert on pedestrians and cyclists), Bike Month awareness (e.g. See and Be Seen).
- Bike Month in June
 - Origin: [Active Transportation Master Plan \(2017\)](#)
 - Purpose: This is an annual outreach campaign event to promote cycling in June, in collaboration with Burlington, Milton, Halton Hills, Halton District School Board, and Halton Catholic District School Board.
 - Expected outcome: Various activities will be planned such as organized group rides, workshops on bike rules/safety, temporary amenity installations such as bike corrals. Statistics will be collected to compare the 2023 event's success with previous years'.

C) Transportation Demand Management (\$70,000)

- Smart Commute Initiative
 - Origin: [Active Transportation Master Plan \(2017\)](#) and [Transportation Master Plan \(2018\)](#)
 - Purpose: This is a transportation demand management program, with cost-sharing (monetary and/or in-kind contribution) with Burlington, Milton, and Halton Hills, and knowledge-sharing with City of Toronto, York Region, Durham Region and City of Hamilton. This program aims to help public and private employers and employees to explore different commuting options such as walking, cycling, carpooling, taking transit, and telecommuting.

- Expected outcome: Metrics will be developed and measured to gauge effectiveness of the Smart Commute activities, such as participation rate of the ride-matching carpooling program.

D) Supportive Cycling Infrastructure (\$55,000)

- Bike Racks and Repair Stations installation
 - Origin: [Active Transportation Master Plan \(2017\)](#)
 - Purpose: This is a purchase and installation program of bike racks and bike repair stations (and the associated concrete base if needed) at selected community centres, parks, and Business Improvement Areas.
 - Expected outcome: Adding cycling amenities will contribute to cyclists' convenience. Active transportation satisfaction survey will be planned to solicit feedback.

The town has launched the ***Transportation Master Plan Update 2024 (TMP24)***. The TMP24 will take the [Urban Mobility and Transportation Strategy](#) as a fundamental guiding document, and will refresh and modernize the 2017's [Active Transportation Master Plan](#), with an emphasis to recommend multimodal enhancements to solidify a holistic transportation system.

Active Transportation Funding (ATF) Grant Application

Staff continually monitor federal and provincial programs for grant funding opportunities for active transportation projects. The criteria and conditions (scope, deadlines, eligibility criteria, etc.) are reviewed to determine which projects would qualify, department work plans are reviewed to confirm capacity to deliver the project in accordance with the grant requirements, and applications are submitted accordingly. Of note, a portion of the completed Crosstown Trail through the Winston Park area was partially funded through the Ontario Municipal Commuter Cycling grant program, and the recent improvements to the Upper Middle Road multi-use trail were partially funded through Canada Community Revitalization Fund grant program.

The proposed ATF grant project is expected to increase the amount, usage and quality of active transportation that encourages a modal shift away from vehicles. All approved grant projects must be completed and in-service by March 31, 2026. The proposed ATF grant covers up to 60% of eligible capital costs incurred to construct new or renovate existing active transportation infrastructure including multi-use paths, sidewalks, bike lanes, crosswalks, medians, etc. Oakville submitted an application for the Crosstown Trail from Khalsa Gate to Sixteen Mile Creek project in March 2022, for total estimated project cost of \$1,967,000. In December 2022, Oakville was approved in principle for its full ATF grant request of \$1,180,200 (which is 60% of total project cost). Final federal approval will be through an executed contribution agreement, and until that time Infrastructure Canada has advised that no external communication to the general public is permitted beyond this report. In general, Oakville grant applications attempt to align available grant funding opportunities and required grant objectives and outcomes with a department's current capital plans, and what can be delivered within the established funding period of the applicable grant.

Planned development of bike lanes and recreation trails in 2023 and 2024

There are a total of 19 projects in the capital budget that are anticipated to develop new AT infrastructure totalling \$31.9 million in 2023 and \$15.0 million in 2024. Table 1 below provides is a list of the various capital projects and a breakdown of the type and quantity of infrastructure planned.

It should be noted the recreational trails identified will be built by developers of new subdivisions in North Oakville and will be reimbursed by the Town of Oakville as part of the subdivision agreements. The timing of the trail projects is dependent on the timing of development of the subdivisions. The infrastructure planning projects provided indicate the project initiation dates, depending on the complexity of work the timing of when infrastructure is completed may vary. It should also be noted that this list does not include other AT that may be build as part of subdivision development (i.e. sidewalks on local roads).

Table 1

2023 AND 2024 PROJECTS THAT INCLUDE NEW ACTIVE TRANSPORTATION INFRASTRUCTURE (Trails, On-road bike lanes, Multi-use Pathways, Sidewalks)	2023 Budget	2024 Forecast	New Recreational Trail	New On-road Bike Lanes km	New Multi-use Pathway km	New Sidewalk km
52232303 Digram Sixth Line NHS Trail	\$ 132,300		0.15			
52232305 Timsin Sixth Line NHS Trail	\$ 264,300		0.35			
52232306 Argo West Morrison NHS Trail	\$ 396,500		0.30			
52232307 NHS Trail - North Oakville - West	\$ 570,300		not available			
52232308 Clearview Creek Trail	\$ 264,300		0.50			
52232309 Emgo/StarOak NHS Trails	\$ 559,700		0.75			
52232310 Graydon Banning NHS Trail	\$ 343,600		0.67			
52232311 NHS - Trail	\$ 264,400		not available			
53311006 Sixth Line Urbanization and Widening w/AT - North Park to William Halton Parkway	\$ 503,500			4.0	None	4.0
53311705 Burloak Dr Grade Separation w/AT - Harvester Rd to PW D	\$ 8,302,100	4,149,600		1.2	1.2	Existing
53311713 Speers Rd Widening & AT - Fourth Line to Dorval Drive	\$ 503,500			2.6	Existing	Existing
53312008 Khalsa Gate Urbanization and Streetscape w/AT	\$ 12,048,000	3,015,000		1.8	None	1.8
53321601 Bridge Rd Urbanization - Sherin Dr to Lee's Ln	\$ 1,207,200			1.8	None	0.9
53322204 York St and Wallace Rd Reconstruction and Urbanization	\$ 3,718,500			None	None	0.5
53342106 Crosstown Trail - Khalsa Gate to Ridge Landing	\$ 2,012,000			None	3.5	None
53362103 Bridge Rd Bridge Rehabilitation and Widening w/AT at Fourteen Mile Creek	\$ 251,800			0.2	None	Existing
53382102 Westminster Drive Storm Sewer - Hixon Street to Lakeshore Road - Construction	\$ 603,600			None	None	0.6
53382103 Woodhaven Park Dr Storm Sewer - Savoy Cr to Lake Ontario	\$ -	7,881,400		None	None	0.6
Total	\$ 31,945,600	\$ 15,046,000	2.7	11.6	4.7	8.4

BUDGET COMMITTEE REFERRAL:

That staff report on the snow clearing options being considered with location details and a description of service levels.

RECOMMENDATIONS:

- That the information be received.

KEY FACTS:

- Staff were asked to provide additional information on key commercial/retail areas sidewalk and boulevard snow clearing options being considered with location details and a description of service levels.
- The total winter maintenance enhanced boulevard snow clearing is \$274,800.
- A potential funding source for the BIA locations for this enhanced level of service is that the cost be added to the BIAs budget and included in the BIAs tax levy.
- Alternatively, the impact is 0.12% increase on the town tax levy and 0.05% increase on the overall tax bill.
- As growth areas continue to develop, the future tax levy impact could increase significantly if this enhanced level of service is extended to other commercial/retail areas.

COMMENTS/OPTIONS:

The current service level related to sidewalk/boulevard snow clearing is one pass in the width of typical sidewalk width of 1.5 m, and for primary/secondary sidewalks, the plowing starts if 5 cm of accumulation is reached and completed within 24 hours after the snow fall ends.

Generally, snow clearing services within the town's Business Improvement Areas (BIAs) consists of mechanical snow clearing and salting of the sidewalks adjacent to storefronts to achieve bare pavement. Several times during a typical winter season and as required, significant accumulations of snow windrows along the curb are removed in order to maintain access to/from parking stalls along the road. The boulevard area between the sidewalk and road curb is not specifically cleared in all the BIAs.

The Lakeshore Road reconstruction and streetscape improvements project resulted in a wider sidewalk and boulevard platform in several areas along the Lakeshore Road corridor. In addition to the wider platform, features including EV charging stations and additional street furnishings of benches, litter/recycling receptacles, bike rings, bollards,

etc., as well as elevated tree pits have been incorporated. Most of these furnishings are permanently affixed year-round features. In addition, various business owners place private furnishing immediately adjacent to their premises to beautify and enhance their customer experience. The result is a sidewalk and boulevard platform area with a high number of obstacles to avoid and work around during winter maintenance.

In the 2020/2021 and 2021/2022 winter season, an enhanced sidewalk clearing pilot was implemented in Downtown Oakville to include the entire extent of the reconstructed Lakeshore Road, from Navy to Allan only.

In commercial/retail areas where enhanced boulevard has been built, the area between road parking and walking area is not cleared and encircled with snow during the winter season. To enhance mobility, the increase in snow clearing services (supplemental hand clearing) options for key commercial/retail areas are detailed below:

- \$80,000 for continuing the enhanced sidewalk clearing service along reconstructed Lakeshore Road within Downtown BIA as piloted in 2020/2021 and 2021/2022 (Figure 1 – Area #1).
- \$110,000 for new enhanced sidewalk clearing service in Kerr, Bronte and remaining Downtown BIAs (expanded beyond the limits of the Lakeshore Road reconstruction) (Figure 1 – Area #2 and #3, Figure 2 to 3).
- \$84,800 for new enhanced sidewalk clearing service in Uptown Core, Palermo and selected areas of North Oakville (Preserve, George Savage, Carding Mill Trail and Burnhamthorpe) (Figure 4 to 9).

The total winter maintenance enhanced boulevard snow clearing is \$274,800. A potential funding source for the BIA locations for this enhanced level of service is that the cost be added to the BIAs budget and included in the BIAs tax levy. Alternatively, the impact is 0.12% increase on the town tax levy and 0.05% increase on the overall tax bill. It should be noted that as growth areas continue to develop, the future tax levy impact could increase significantly if this enhanced level of service is extended to other commercial/retail areas.

Figure 1 – Downtown BIA Enhanced Boulevard Snow Clearing Service

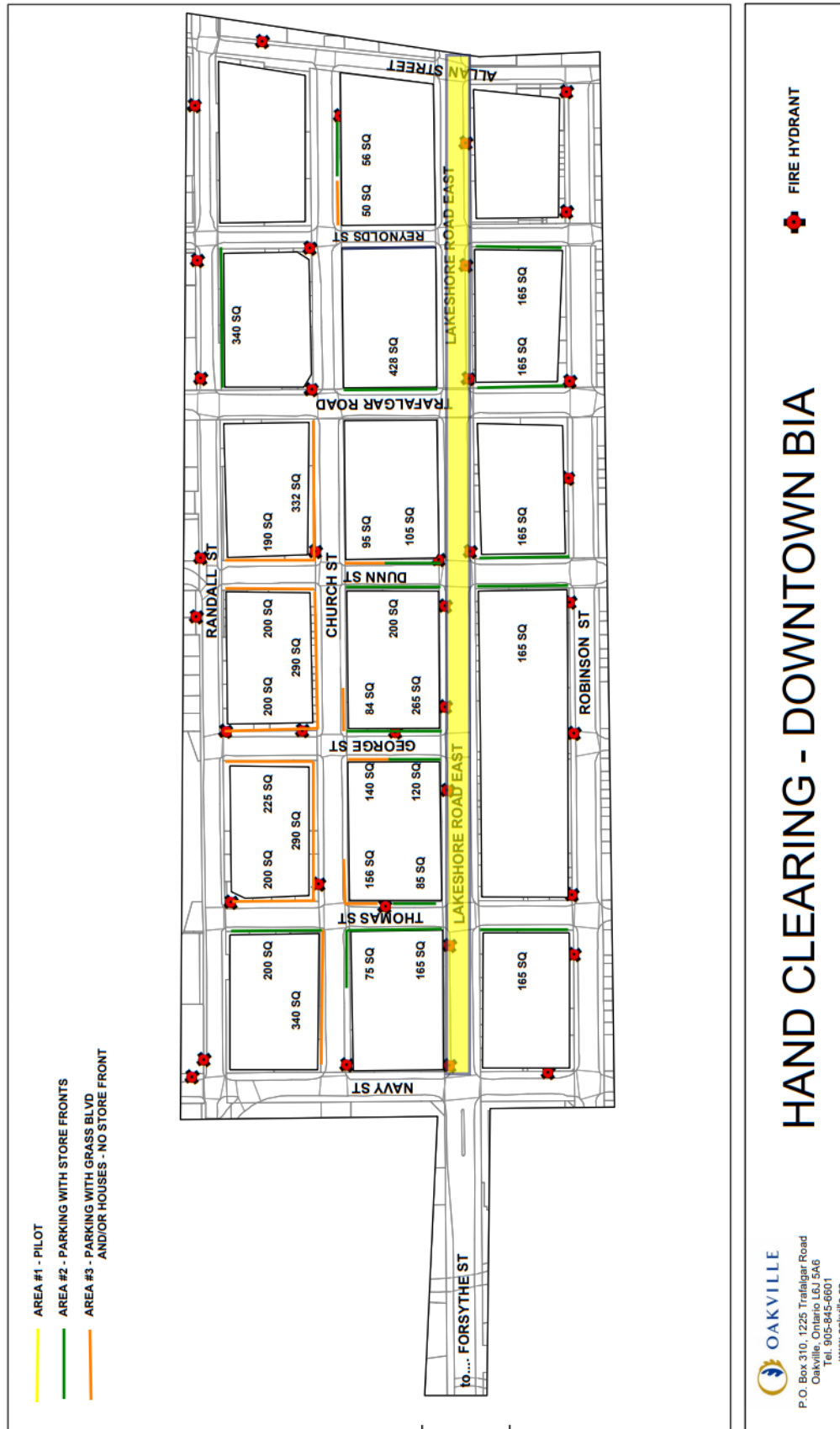


Figure 2 – Kerr BIA Enhanced Boulevard Snow Clearing Service

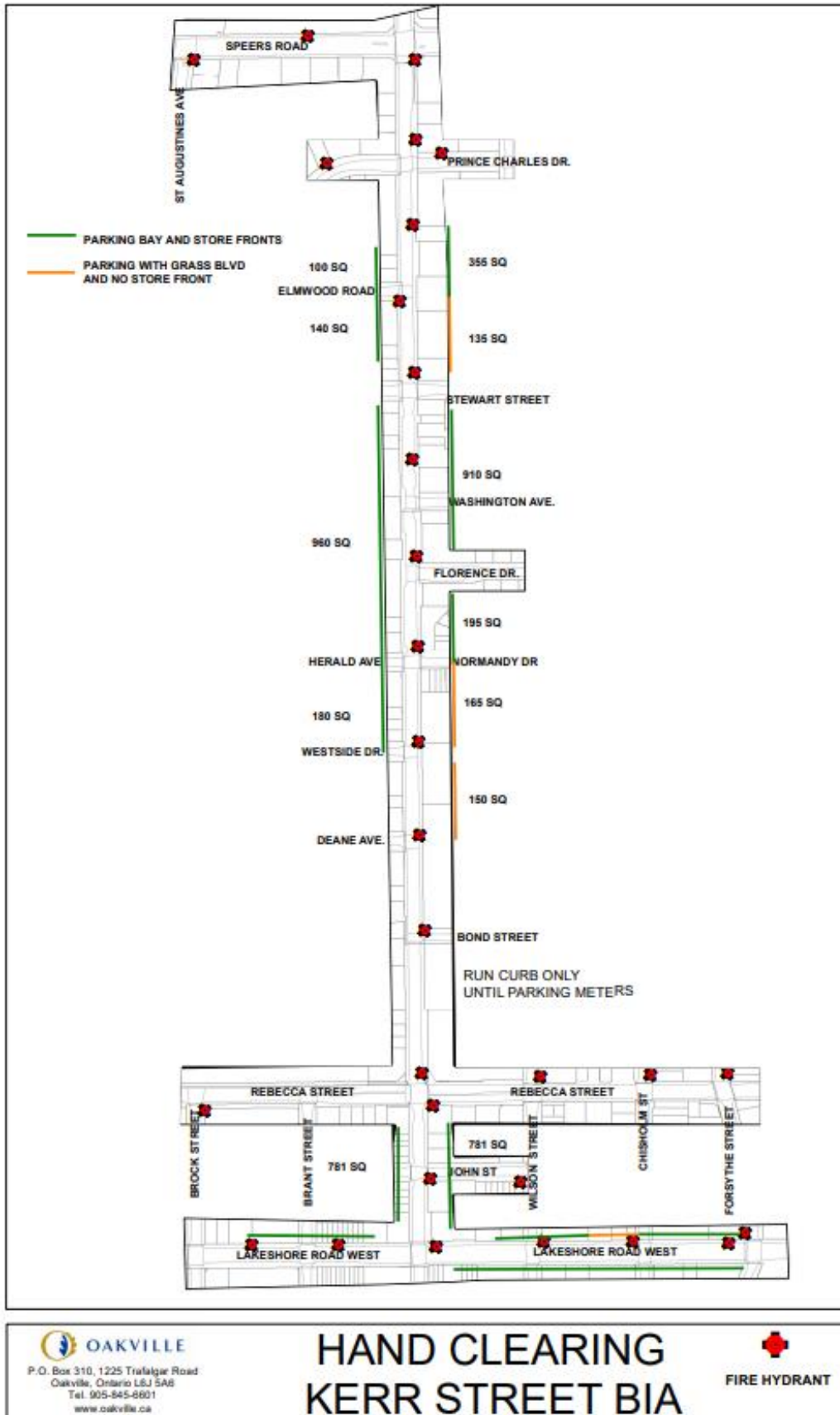
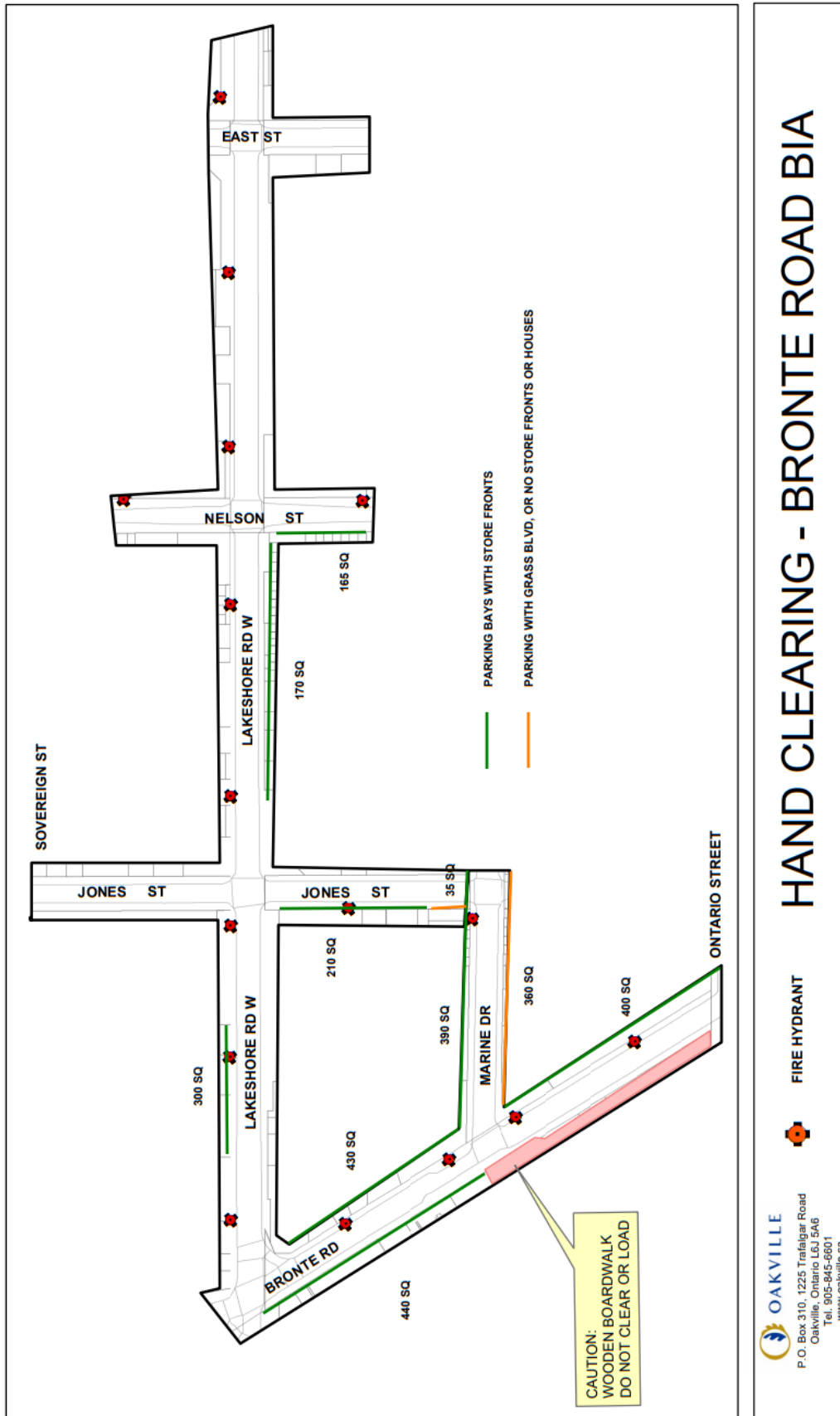


Figure 3 Bronte BIA Enhanced Boulevard Snow Clearing Service



HAND CLEARING - BRONTE ROAD BIA



OAKVILLE
 P.O. Box 310, 1225 Trafalgar Road
 Oakville, Ontario L6J 5A6
 Tel. 905-845-6601
 www.oakville.ca

Figure 4 Palermo Enhanced Boulevard Snow Clearing Service

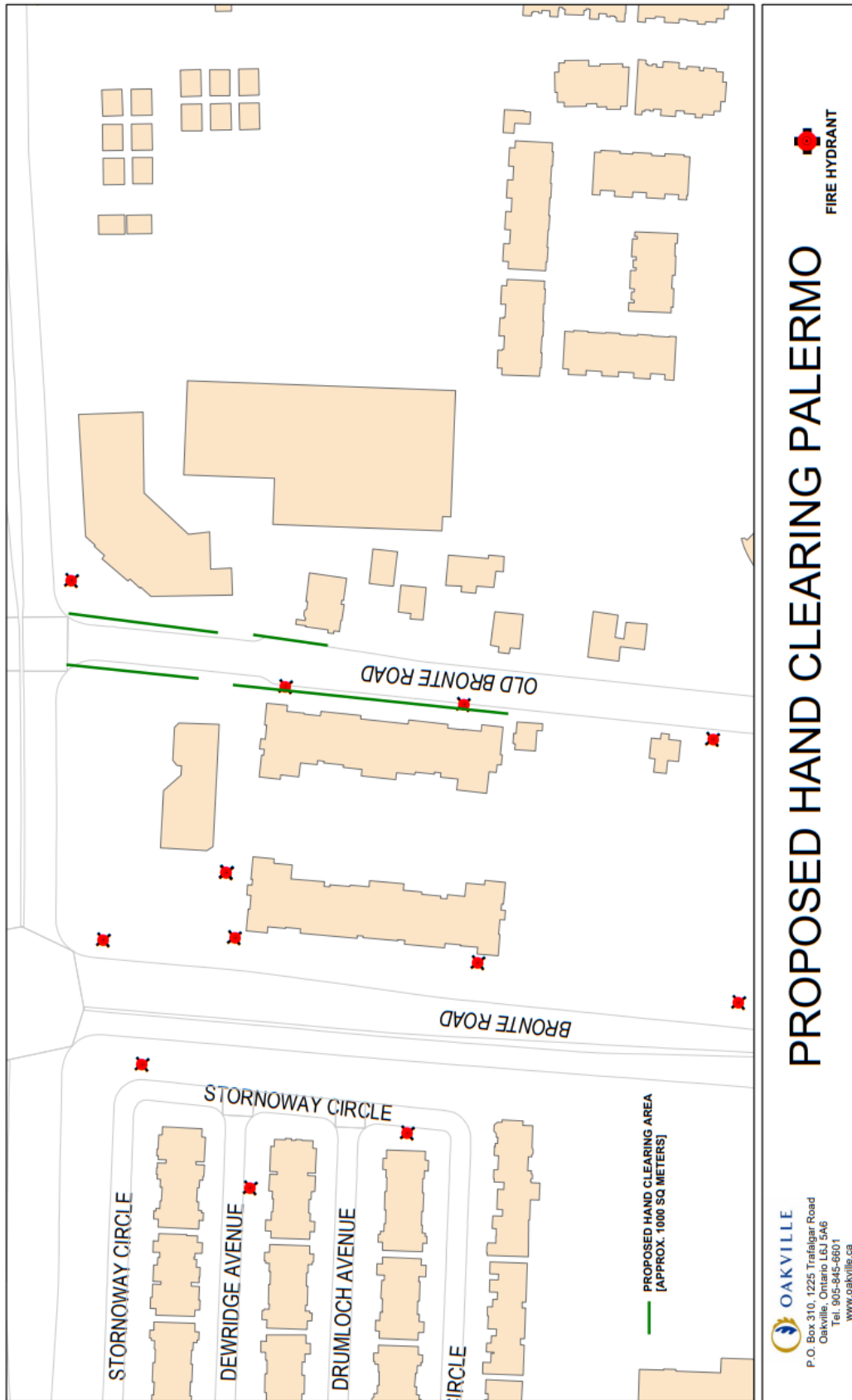


Figure 5 – Uptown Core Enhanced Boulevard Snow Clearing Service

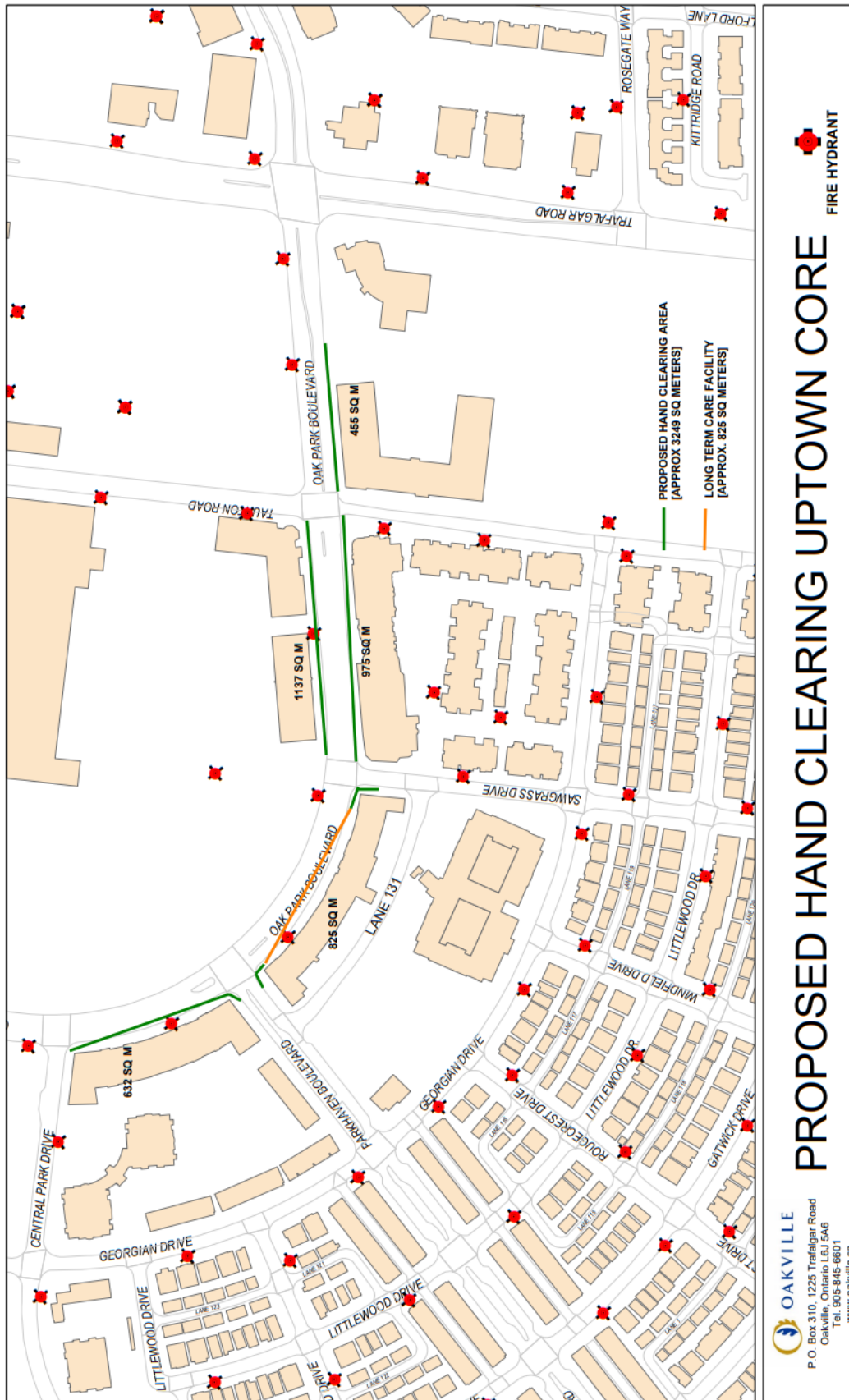


Figure 6 – North Oakville (Preserve) Enhanced Boulevard Snow Clearing Service

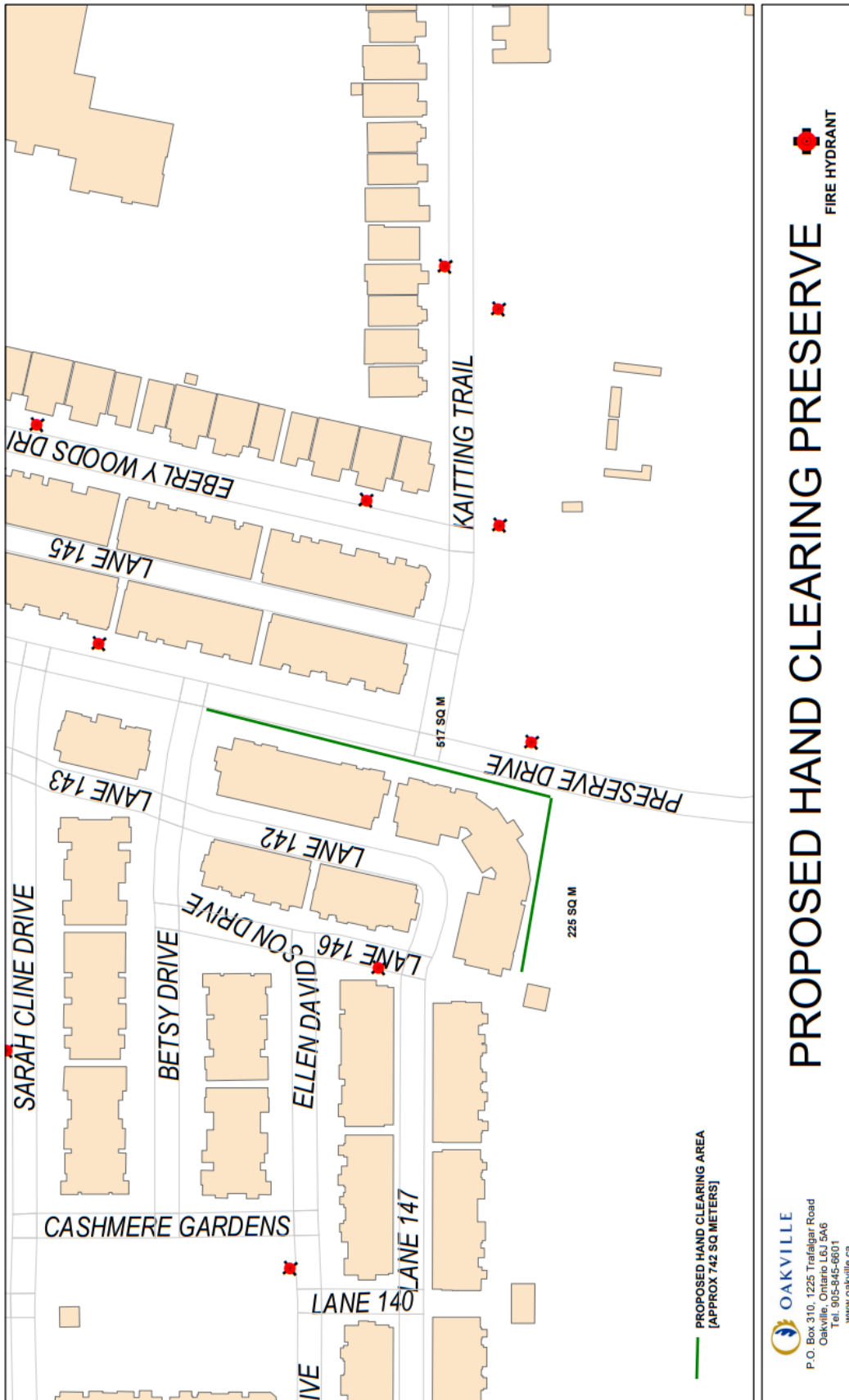


Figure 7 - North Oakville (George Savage) Enhanced Boulevard Snow Clearing Service

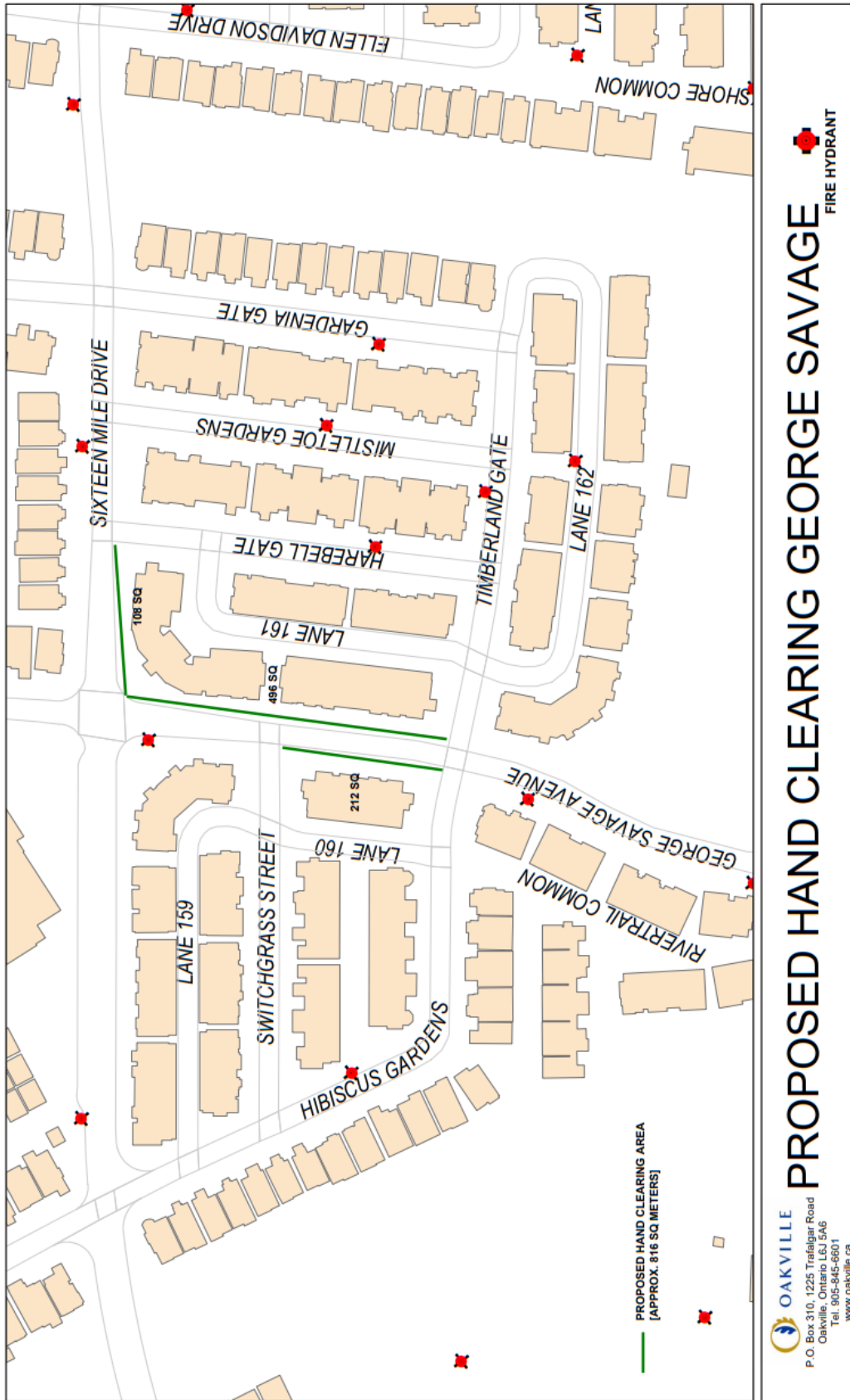


Figure 8 - North Oakville (Carding Mill Trail) Enhanced Boulevard Snow Clearing Service

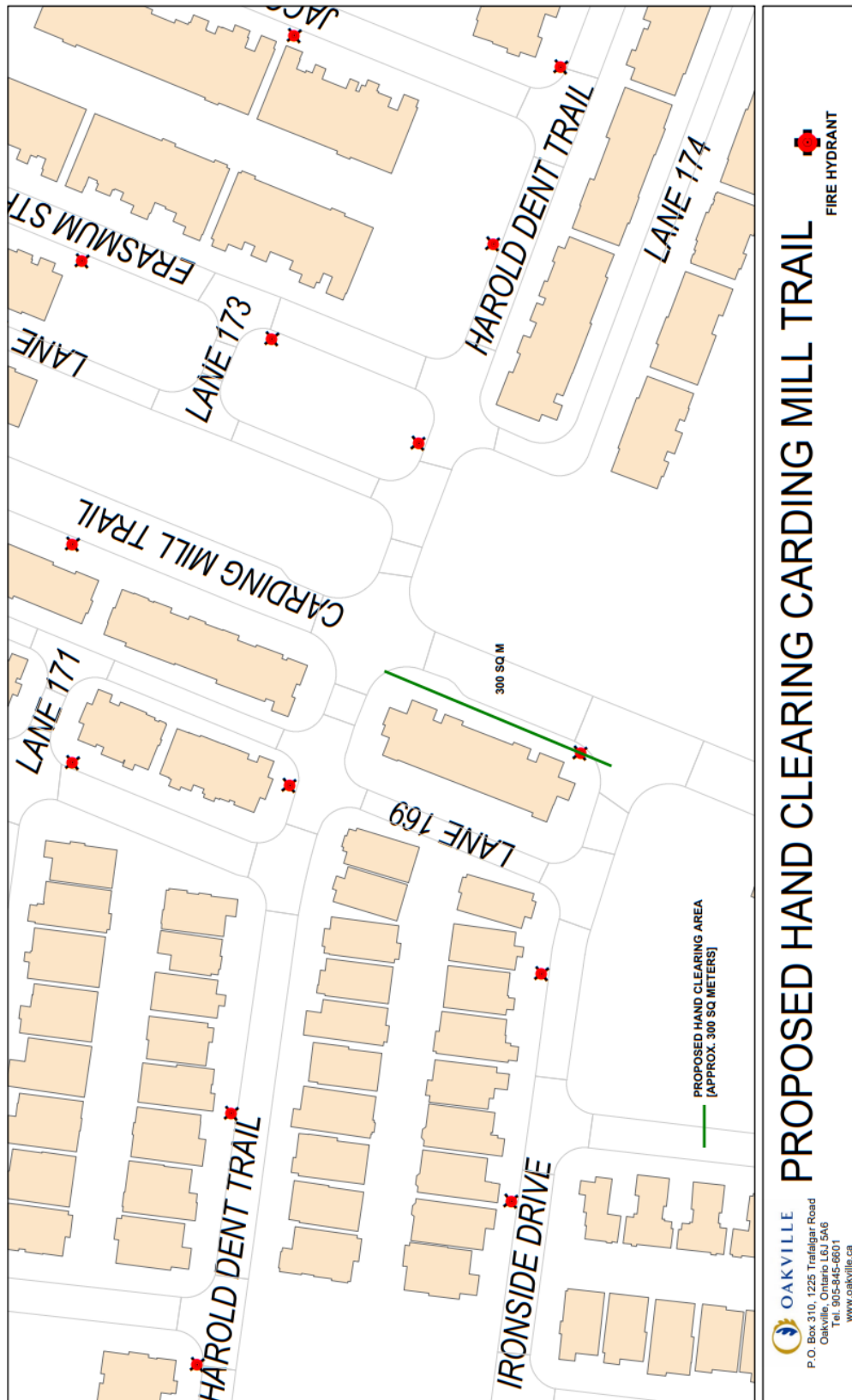
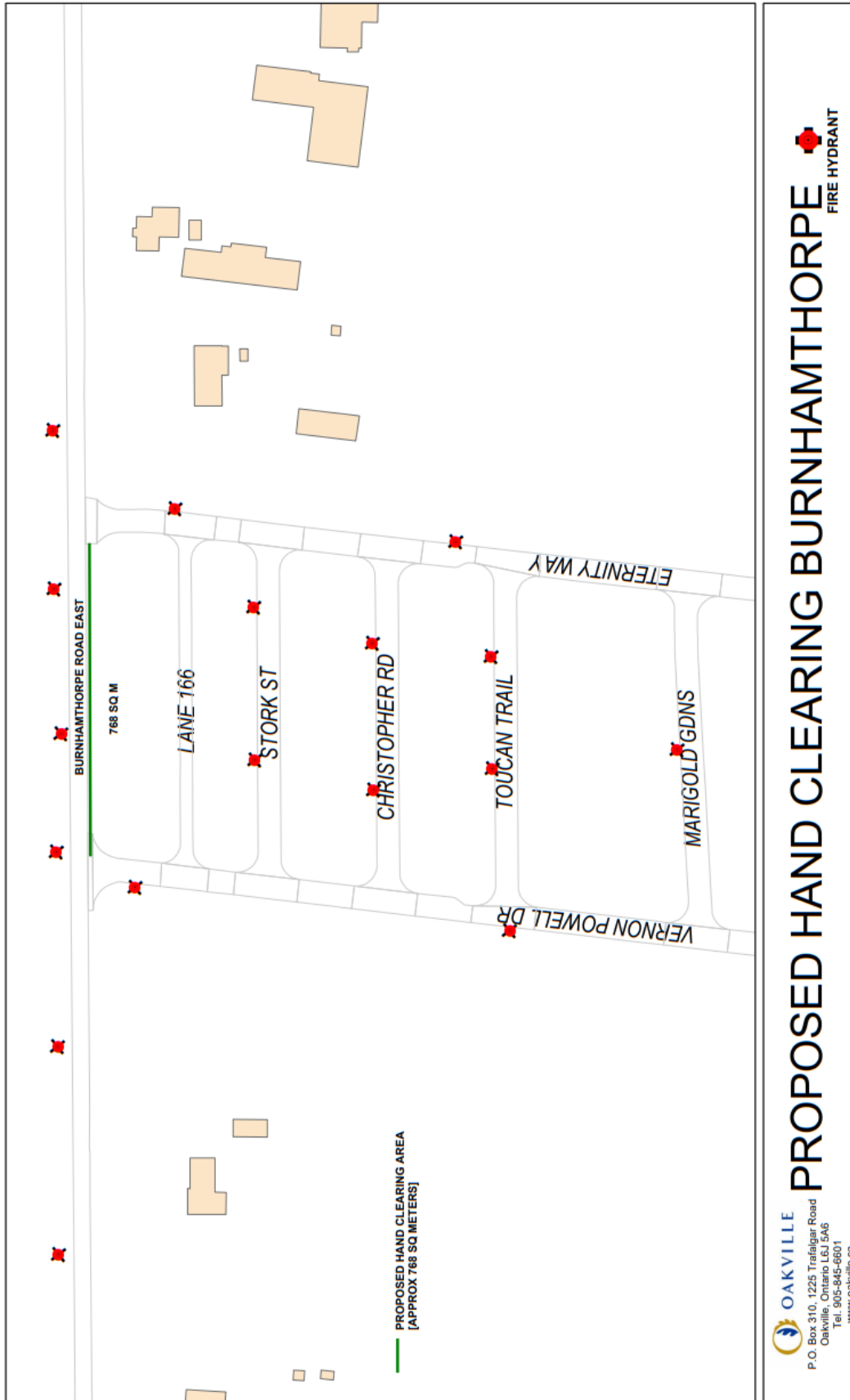


Figure 9 - North Oakville (Burnhamthorpe) Enhanced Boulevard Snow Clearing Service



BUDGET COMMITTEE REFERRAL:

That staff report on the forecast of quality of roads including pavement index.

RECOMMENDATIONS:

- That the information be received.

KEY FACTS:

- The network average pavement quality index (PQI) in 2022 is 73.2.
- The percentage of roads with deficient pavement quality in 2022 is 10.8 %.
- Physical condition assessment of the entire road network is scheduled to be completed in 2023 to update the condition index model.

COMMENTS/OPTIONS:

In October and November 2019, Council considered two reports regarding pavement network performance levels. As a result of these reports, a service level was established to maintain a minimum average network PQI average of 70, subject to holding the percentage of deficient roads at 10% or lower.

Figure 1 illustrates the network average pavement quality index (PQI) from 2019 to 2030. With no road resurfacing in 2020, the network average PQI decreased from 2019 to 2020, but remained above the service level objective of 70. The proposed 2023 Road Resurfacing Program with a \$9 million budget request, an annual budget allocation of \$9 million from 2024 to 2029 and \$12 million in 2030, meets the service level objective of maintaining a minimum PQI average of 70.

Figure 2 illustrates the percentage of deficient roads below the minimum PQI service level objective (minimum PQI = 65 for arterials and collectors, minimum PQI= 50 for locals). With no road resurfacing in 2020, the percentage of deficient roads increased from 8.7% in 2019 to 11.5 % in 2020. The proposed 2023 Road Resurfacing Program with a \$9 million budget request, an annual budget allocation of \$9 million from 2024 to 2029 and \$12 million in 2030, would meet the service level objective of maintaining the percentage of deficient roads at 10% or lower from 2024 to 2030. Years 2021 to 2023 have the percentage of deficient roads slightly above the 10% objective.

Figure 1: Network Average Pavement Quality Index (PQI)

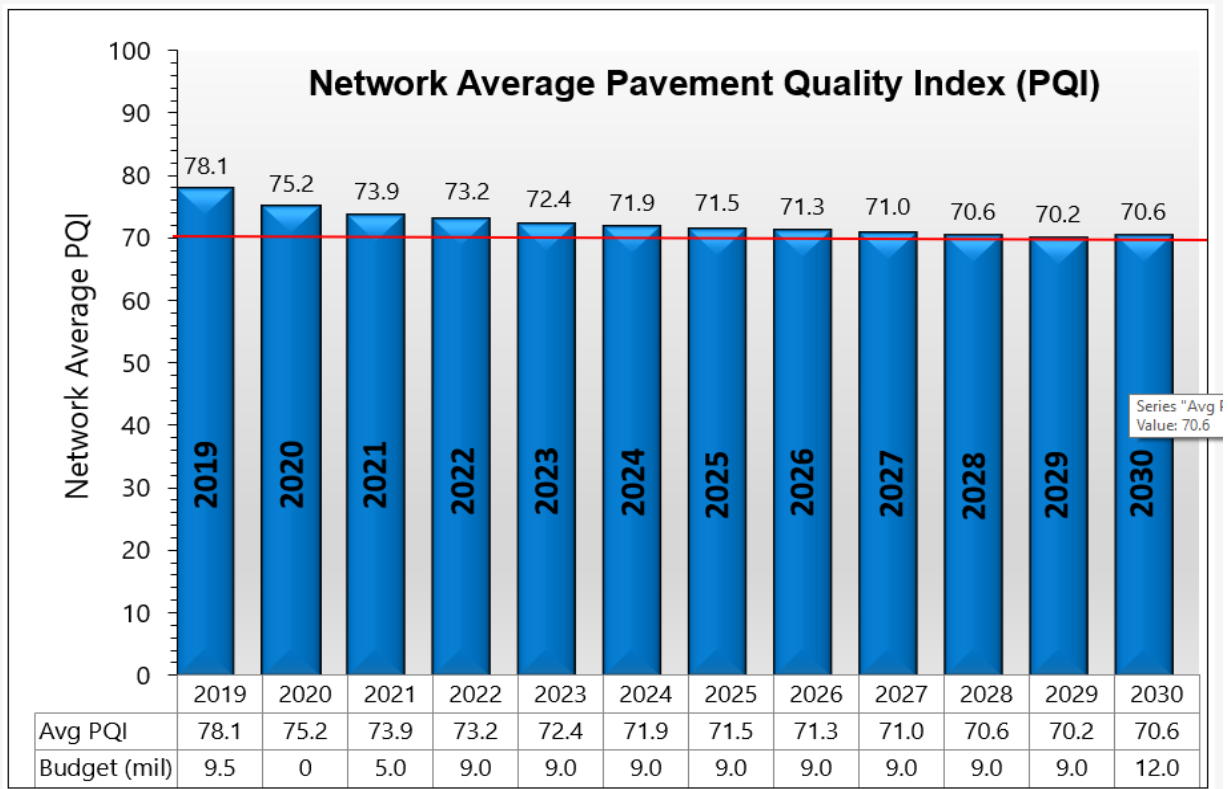
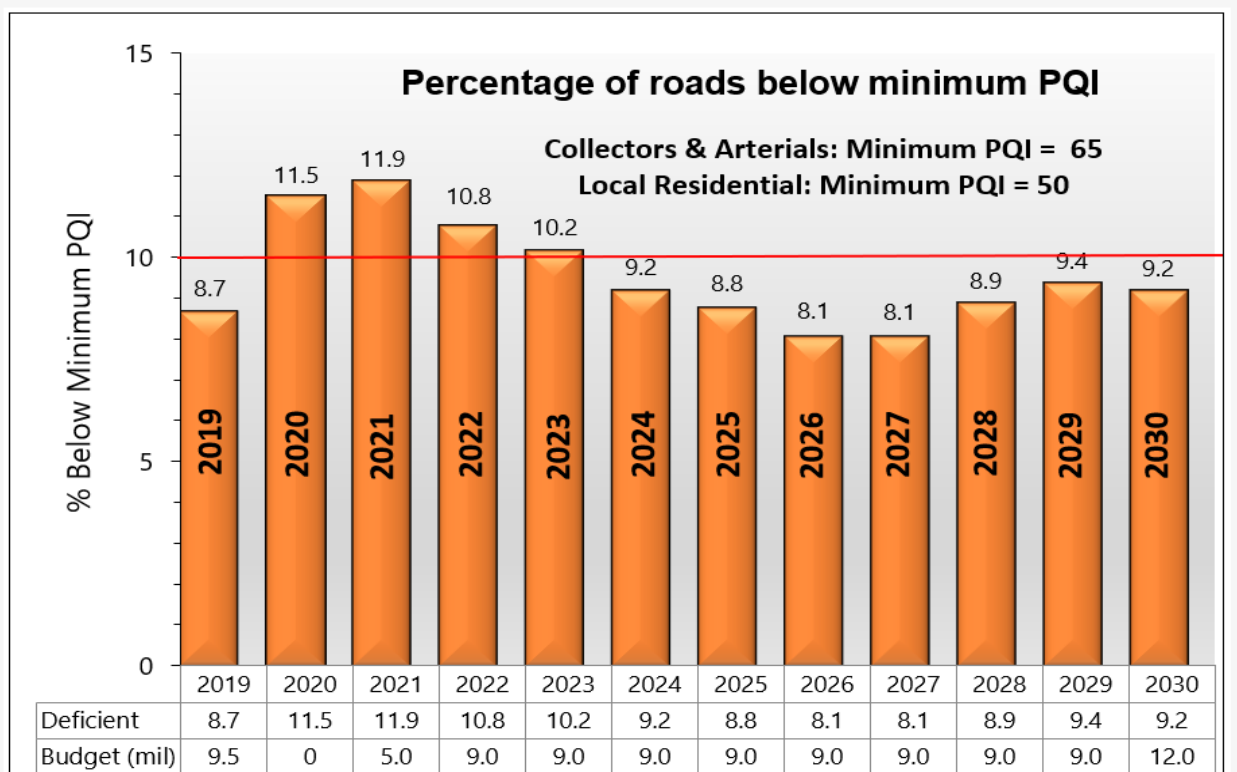


Figure 2: Percentage of Deficient Roads



BUDGET COMMITTEE REFERRAL:

That staff report back on detail for the Upper Middle Road pathways project.

RECOMMENDATIONS:

- That the information be received.

KEY FACTS:

- The asphalt pathway on the north side of Upper Middle Road between Golden Briar Trail and Joshua's Creek Drive is scheduled in the capital forecast for rehabilitation. Sections of the pathway between Sixth Line to Golden Briar Trail were rehabilitated and upgraded in 2022.
- Implementation of these projects will be coordinated with the Region of Halton's Upper Middle Road Widening reconstruction project.

COMMENTS/OPTIONS:

The asphalt pathway on the north side of Upper Middle Road between Golden Briar Trail and Joshua's Creek Drive has been identified as being in poor condition and requires rehabilitation (refer to Figure 1). The proposed 2023 Infrastructure Planning capital budget and 10-year forecast includes two asphalt pathway rehabilitation projects on Upper Middle Road as follows:

- 53342401 Upper Middle Rd MUP Rehabilitation - Golden Briar Trail to Grosvenor Street:
 - Detailed design and tender preparation in 2024 (\$80,600)
 - Construction in 2025 (\$453,200)
- 53342501 Upper Middle Rd MUP Rehabilitation (and new MUP extension) – Grosvenor Street to Joshua's Creek Drive:
 - Detailed design and tender preparation in 2025 (\$90,600)
 - Construction in 2026 (\$578,500)

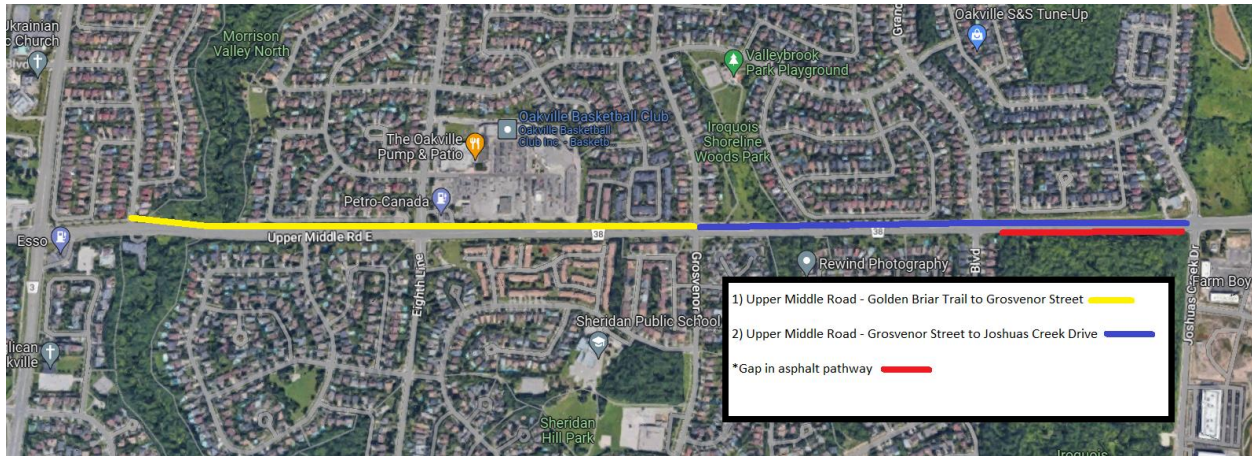


FIGURE 1 UPPER MIDDLE ROAD PATHWAY PROJECTS

Upper Middle Road is Regional Road where the MUP is planned and constructed by the Region. Once constructed, the asset is owned by the Town to maintain, condition audit and it is part of our rehabilitation / replacement program.

The scope of work for the rehabilitation will include the removal of the existing asphalt pathway and placement of new granular base and asphalt. The pathway will be widened to 2.4 metres where feasible.

There is also a missing link of pathway between Grand Boulevard and Joshua's Creek Drive that need to be built, which has been included as part of the rehabilitation project.

Staff are also aware that the Region of Halton has a proposed budget for an Environmental Assessment (EA) Study to begin in 2024 that will review the option of widening Upper Middle Road from 4 to 6 lanes from Bronte Road to Winston Churchill Boulevard in three phases. The EA study will include as assessment of active transportation infrastructure along the Upper Middle Road corridor including sidewalks, on-road bike lanes and multi-use pathways. Currently, the Region has included the first phase of reconstruction for Upper Middle Road widening to begin in 2028.

As part of the EA process, the town will work to coordinate the town's AT requirements on Upper Middle Road including the asphalt pathway rehabilitation to align with the Region of Halton's Upper Middle Road reconstruction project where feasible.

BUDGET COMMITTEE REFERRAL:

That staff report back on continued scaled subsidy options for the patio program and on the comparison of insurance requirements with other municipalities.

RECOMMENDATIONS:

- That this staff report be received.

KEY FACTS:

- The following report has been prepared in response to the 2023 Budget Committee request for recommendations on scaled subsidy options for the 2023 seasonal patio program for Oakville.
- The request to extend the patio program into 2023 and the program details are contained in the staff report titled '2023 Commercial Patio Initiative' to be presented at the February 27, 2023 meeting of Council.
- In 2022, a total of 88 restaurants participated in Oakville's patio program. Implemented through the Commercial Recovery Initiative (CRI), the program supported small business recovery and increased resident and tourist activity within the commercial districts.
- Emerging from the pandemic, small businesses remain in a period of economic recovery. High inflation and rising interest rates have placed additional strain on service-based businesses. Preliminary feedback from Oakville restaurant owners indicates the introduction of costs associated with patio program safety requirements, increases to liability insurance, and administration fees will serve as a barrier to participation in the 2023 patio program.
- The 2023 Rates and Fees By-law includes the reinstatement of patio permit fees. Should Council decide to waive the patio permit fees for 2023, staff recommend that any lost revenue be offset with a transfer from the Tax Stabilization reserve to offset staff time and resources.

COMMENTS/OPTIONS:

Active commercial patios and bistros located throughout Oakville contribute to the liveability of our community, activate the streetscapes, add vibrancy to our commercial districts and provide outdoor dining opportunities.

For the 2023 patio season, staff is requesting Council authorization to extend the temporary patio permissions on municipal land and private commercial sites. The request and program details are contained in the staff report titled '2023 Commercial Patio Initiative' to be presented at the February 27, 2023 meeting of Council.

Staff will continue developing the Seasonal Patio Program for implementation in 2024. Over the next six months, staff will consult and engage with stakeholders and the public, complete the best practice review of initiatives in other municipalities, establish program administration and logistics, and finally present the recommended Seasonal Patio Program to Council for consideration and endorsement.

Reinstating the Permit Processing Fee

For the 2023 initiative, a permit fee of \$785 for patios, \$262 for bistros and \$110 for outdoor displays has been included in the 2023 Rates and Fees Bylaw to cover a portion of the cost for staff resources required to deliver the initiative. These fees are applicable to all patios, bistros, and outdoor displays on municipal land and on private commercial sites participating in the initiative.

These rates reflect those applied during the pilot patio program (2014 to 2019), with a 5% indexing for patios and bistros. The amounts reflect staff time for application intake, processing, site visits, preparing agreements, issuing permits/permission, site inspections and, if needed, enforcement activities.

During the CRI (2020 to 2022), participation in the program grew significantly as the processing fee was waived to assist restaurateurs and retail operators. Based on the 2022 program participation (installations located on public and private land), the town would have collected for 78 patio permits and 10 bistro permits to offset staff time and resources.

Should Council decide to waive the patio permit fees for 2023, staff recommend that any lost revenue be offset with a transfer from the Tax Stabilization reserve to offset staff time and resources.

Maintain minimum \$2 million Liability Insurance Coverage

Based on a best practice scan of patio programs in other municipalities, guidelines from the Ontario Traffic Council (OTC) and to align with insurance requirements in other town departments granting permission to use town lands (transportation, parks, and recreation), staff considered increasing the liability insurance requirement to \$5 million for operators with patios located in on-street parking spaces. A \$5 million liability requirement better protects the town from legal exposure if any incidents were to occur, as the patios are located on town property and the town would likely be included in any possible lawsuits.

Based on consultations with local BIA representatives, the proposed increase of liability insurance coverage for on-street patio operators to \$5 million would likely be cost prohibitive and limit participation in the patio program. It was determined that based on the addition of safety barriers to the on-street patios in 2023 the insurance coverage requirements will remain unchanged for this year. Further review will be undertaken with recommendations brought forward with the permanent Seasonal Patio Program report later this year.

Of note, during the 2022 program, 50% of participants with patios located exclusively on the municipal boulevard or using on-street parking stalls provided a certificate of insurance with a minimum of \$5 million liability insurance coverage. Based on the scan of patio programs, 70% of the municipalities surveyed (a total of 13) required minimum liability insurance coverage of \$5 million.

BUDGET COMMITTEE REFERRAL:

That staff report on the request to update the study map and include Bronte Village.

RECOMMENDATIONS:

That the information be received.

KEY FACTS:

- Staff were asked to report back on the request to extend the boundaries of the streetscape study area in Bronte Village to include all the streets located within the district.
- The business case that accompanied the 2023 budget request described the project as ... “A **streetscape study** for Kerr St (including Lakeshore Road), **Bronte Road**, and implementation for the Downtown streets. **Co-ordination will be undertaken with the concurrent Lakeshore Road design in Bronte Village.**”
- In accordance with the Council resolution from July 6, 2021 regarding Lakeshore Road West, staff are in the process of retaining consultants to complete the preliminary and detailed design work for the reconstruction of Lakeshore Road West through the commercial district.
- In Bronte Village, the portion of Bronte Road between Sovereign Street and Ontario Street was prioritized given the synergies of the pending redesign and future reconstruction of the Bronte and Lakeshore Road intersection through the Lakeshore Road West implementation project, the opportunity to have streetscape improvements implemented by the developer of a gateway site (SE corner of intersection), and the opportunity to cohesively connect segments of recently completed streetscape enhancements.
- The request to expand the scope of the assignment to create a streetscape master plan for all streets in Bronte Village (excluding Lakeshore Road West) will increase the project budget by \$100,000 for a total revised budget of \$500,000; and would extend the timelines required to complete the work by at least 6 months.

COMMENTS/OPTIONS:

Through this report, staff are providing additional details on the individual streetscape study areas and the extent of work planned as part of this assignment for which staff have requested \$400,000 in the 2023 Capital Budget, funded by the capital reserve. The requested funding is intended to complete the consulting components and does not reflect construction activities. Of note, requests for implementation funding will be brought forward to future budget committee(s) for their consideration.

In addition, staff are providing details on the impact the requested expansion of the study area boundaries in Bronte Village will have on the assignment budgeting and time necessary to complete the streetscape study, consultation, and master planning for the entire district.

The 2023 streetscape study assignment includes three separate project areas – traditional commercial districts and designated Growth Areas in Oakville’s urban structure. Bronte Village, Kerr Village and Downtown Oakville are each in different stages of streetscape planning and implementation.

Staff will develop a Request for Proposals (RFP) outlining the project scope and whether the 2023 assignment will be undertaken by a single consultant or by a separate consultant for each project area. Staff will require the work occurs concurrently across the three areas as each are at different streetscape improvement stages, with different project scales, and different expected deliverables.

Activity	Downtown	Kerr	Bronte	
Streetscape Study	Completed 2015 entire district	2023 entire district	2023 Bronte Rd. only	Request: 2024 entire Bronte District
Consultation			2023 Bronte/LSR intersection	
Master Plan			2023 Robinson, Church, and George Streets	2024 (P1 'Mid'-Kerr and P2 Lower Kerr)
Prelim. Functional Designs				
Utility Coordination				
Detail Design Drawings (pending budget)	starting 2025 (P1 Robinson St.)	starting 2024 (P1 'Mid'-Kerr)		
Projected Construction (pending budget)	starting 2027 (P1 Robinson St.)	starting 2026 (P1 'Mid'-Kerr)		

Through the 2023 assignment work within each district, the consultant(s) will be requested to identify and recommend implementation phasing based on infrastructure condition findings, synergistic opportunities that align with other streetscape or redevelopment activities, and/or specific interim improvements resulting from field assessments and consultations.

In Bronte Village, the portion of Bronte Road between Sovereign Street and Ontario Street was prioritized given:

- the synergies of the pending redesign and future reconstruction of the Bronte and Lakeshore Road intersection to be undertaken through the LSRW EA implementation project (starting in 2023)
- the opportunity to have streetscape improvements implemented by the developer of a gateway site (SE corner of intersection)
- and the opportunity to cohesively connect segments of recently completed streetscape enhancements, which include new streetscape installed abutting the former Bronte Village Mall site (Bronte/Sovereign), the Shores (Bronte/Ontario east side) and 'boardwalk' (Bronte from Marine to on the Ontario west side)

The 2023 project scope focuses on developing and designing streetscape improvements surrounding the critical intersection that will include consulting with various stakeholders and residents, interfacing with the work being undertaken through the concurrent and separate LSR EA recommendations, providing conceptual streetscape designs and recommending specific interim improvements (including locations and cost estimates).

The request to expand the scope of the assignment to create a streetscape master plan for all streets in Bronte Village (excluding Lakeshore Road West) is estimated to increase the project budget by \$100,000 and extend the timelines by approximately 6 months in order to complete the work. The expanded scope will require additional public and stakeholder consultation, thorough investigations of below and above ground infrastructure, various study and design techniques to develop a cohesive streetscape masterplan that responds to, and complements, the varied character of streets within the district (whether strictly commercial, mixed use, residential, or abutting the lakefront amenities). Figure A, illustrates the initial project area and expanded scope requested.

Figure A – Bronte Village Streetscape



In terms of impact to the other streetscape district areas, the three streetscape assignments will be coordinated independently and concurrently, the additional work for Bronte Village could be completed on an adjusted schedule and not delay or pull from the work slated in Kerr Village and Downtown. Further, the development of the streetscape masterplan could be coordinated with the Lakeshore Road works.

Should the 2023 project scope remain as initially proposed, a request for funding to complete a full masterplan for Bronte Village could be prepared and presented in the future to broaden the scope and to build upon the work completed as part of the 2023 assignment.

BUDGET COMMITTEE REFERRAL:

That staff report on the impact of additional waste receptacles in 2023.

RECOMMENDATIONS:

- That the information be received.

KEY FACTS:

- Staff were asked to report on the impact of providing additional waste receptacles
- Options are provided within the staff report

COMMENTS/OPTIONS:

At the Budget Committee meeting on January 26, 2023 Parks and Open Space staff was requested to look into the impact of additional waste receptacles to be placed along trails and within parks. Within the parks system there are approximately 1200 stand alone waste receptacles (205 L drum with a rugged plastic lid) and approximately 280 in-ground waste receptacles (1300 L and 3000 L) for park litter and waste. They are typically paired for solid waste and recycling.

One of the primary issues related to waste management across the town is the ongoing problem of residents dumping household waste in 205 L park waste receptacles. This leads to increased resources spent on emptying, as well as odour, food source for wildlife, and the unattractive sight of overflowing garbage cans in close proximity to resident's homes. In order to lessen the problem, each 205 L receptacle has a sticker *Park Litter Only* as well as a plastic cover (lid) with a small opening to try and dissuade household bags of garbage from being placed in the container. In many instances bags are simply placed beside the container. Letters are constantly sent to homeowners in problem areas requesting a cease and desist on putting household garbage inside/beside park waste receptacles. In a number of cases receptacles must be emptied constantly, and in extreme cases waste receptacles are removed. Often that leads to calls of concern from residents, and some residents continue to place garbage bags at the location where the can was placed.

Staff believe that meaningful reduction in the amount of illegal dumping is best achieved through behavioural change. More education must be done to let residents know that dumping household garbage in parks and park waste containers is unacceptable. Staff believe a comprehensive communication plan should be developed and the Region of

Halton be requested to participate. Staff have attempted to schedule a meeting with Region waste management staff, but that meeting is scheduled to occur in the next couple of weeks. While in the early stages, a communications plan and messaging at a minimum would flow through channels such as;

- Social media
- E-newsletters
- Residents Associations
- Councillor Newsletters
- Stickers on bins (refresh)
- Mobile signs targeting key locations
- Build upon Region waste management communications tactics and programs

The estimated Cost for such a program is \$18,000. With upcoming discussions with the Region, and hopeful partnership, that amount may be able to be reduced or levered to produce larger benefits.

Staff believe there is presently an adequate supply of 205 L waste receptacles serving the community within parks and trails. The number of units does increase and decrease depending on the season. As mentioned previously, known gaps are likely because staff have removed the cans, or residents have requested staff remove containers due to constant household dumping. Staff have adequate operating budget resources to replace containers and very willing to add additional containers where warranted.

BUDGET COMMITTEE REFERRAL:

That staff report on locations for Cul-de-sac Rehabilitation, Pathway Rehabilitation, and Recreational Trail Accessibility projects in 2023.

RECOMMENDATIONS:

- That the information be received.

KEY FACTS:

- Staff were asked to report on locations for a number of rehabilitation projects planned for 2023.

COMMENTS/OPTIONS:

Below is a listing of the rehabilitation projects in various park programs. The list for each program is not conclusive as spring inspections may yield other priority locations and tender pricing will determine accomplishments for each program.

Cul-de-Sac Rehabilitation Sites

- Sommerville Place
- Triller Place
- Forest Trail Place
- Privet Place
- Cedar Glen Crt
- Hollyrood Crt
- Vinova Crt
- Bryon St
- Highridge Crt
- Appleton Crt
- Parkwood Crt
- Carla Crt
- Barrister Place
- Shadow Crt
- Roslo Crt
- Elderwood Trail
- Holborne Place

Pathway Rehabilitation Sites

- Forster Park
- Munns Creek Park
- Indian Ridge Trail
- Nautical Woods
- Coronation Park
- Dingle Park
- Creek Path Woods
- McCraney Creek Trail
- East Bank Sixteen Mile Creek Trail
- East 14 Mile Creek Trail
- Hopedale Park
- Interprovincial Pipeline Trail
- Pearson Park
- Glen Oak Creek Trail

Recreational Trail Accessibility Sites

- Dingle Park
- Applewood Park
- Morrison Creek Trail North
- Shannon Creek Trail
- Various Sites – Expanded bench pads to accommodate assistive devices

BUDGET COMMITTEE REFERRAL:

That staff report on deferring the Feasibility Study for Town Hall to a future year and what the tax reduction will be.

RECOMMENDATIONS:

- That the Feasibility Study for Town Hall be conducted in 2023

KEY FACTS:

- The Midtown Implementation project will begin shortly. Part of the Midtown Implementation project is a North-South road that crosses the existing Town Hall building & site. The road is required to be open / operational by early 2030s
- Design of the North-South road will begin in 2024 or 2025. Construction of the road will begin in 2028. Access to the Town Hall site will be required in 2028
- Estimated cost of the feasibility study is \$251,800 funded from Capital reserve

COMMENTS/OPTIONS:

- After a review, it was determined the Town Hall project schedule is too tight to accommodate a deferral of this feasibility study
- Town Hall must be fully vacated by 2028 to support construction of the Midtown North-South road. To do this the following Town Hall project schedule is required:
 - Feasibility Study – 2023-2024
 - Design of new Town Hall site(s) – 2024-2025
 - Construction & Relocation of new Town Hall site(s) – 2025-2028



Oakville
Town Hall

Blue indicates proposed location of Midtown Implementation project roads

BUDGET COMMITTEE REFERRAL:

Special Event Permit Fee Assistance and Recreation Fee Assistance update

RECOMMENDATIONS:

- That the information be received.
- That the Special Event Permit Fee Assistance Procedure be updated as part of the Special Event Plan update in 2023.

KEY FACTS:

- The Special Event Permit Fee Assistance program has an annual operating budget of \$52,800.
- The budget includes funds dedicated to the three BIAs.
- Qualifying events may qualify for 30% fee reductions on eligible rates and fees.
- The Special Event Permit Fee Assistance Program will be updated in 2023.
- Councillor hosted events will be considered as part of the Special Event Plan update including funding options, resourcing and program consistency.
- The Recreation Fee Assistance program (Recreation Connection) had almost 2,200 residents enrolled prior to the pandemic.

COMMENTS/OPTIONS:

- Included in the 2023 Recreation and Culture operating budget is \$1.11 million in net tax levy cost for Community Assistance programs.
- This includes Recreation Fee Assistance (Recreation Connection), Cultural Grants, Sport Development Grants, Oakville Arts Council Grant, Historically Society Grant, Special Event Fee Assistance and Oakville Galleries Grant.
- Special Events has a net operating budget of \$0.4 million dollars. This directly supports costs for Canada Day, Ward Activations (Movie nights), Community Spirit Awards and the Oakville Santa Claus Parade.
- Included in the Special Events budget is 1 Full-time coordinator and 1.03 FTE in part-time staff support.
- In 2022, the Special Event team supported 211 community events and managed 36 town delivered events. In 2019, 143 community events and 15 town delivered events were supported.
- \$52,800 is included in the 2023 operating budget for Special Event Permit Fee Assistance.

- \$30,000 of the Special Event Permit Fee Assistance program operating budget is dedicated to the 3 Business Improvement Areas (BIAs) for special events delivered by the BIAs.
- Eligibility for a fee reduction is outlined in the Special Event Permit Fee Assistance Procedure. This procedure will be updated in 2023.
- In 2022, 58 events received fee reductions totalling \$13,198 excluding the BIAs.
- The full permit and eligible extra fees for these events valued \$30,000 prior to the fee reductions.
- Fees eligible for fee reductions are parks permit fees and parks extra fees including picnic tables, potable water hook up, sanitation, garbage pick up, hydro, bike rack fencing and utility locates. A list of ineligible fees is included in the chart below.
- In addition to the Special Event Fee Assistance program, event organizations may also receive funding through other tax levy funded programs including the Cultural Grants program administered by Oakville Arts Council.
- A Special Event Plan update is planned for 2023 which will include an update of the Special Event Fee Assistance Program. Council will be engaged in the plan development and final recommendations will be presented to Council for consideration.
- Councillor hosted events will be considered as part of the Special Event Plan update including funding options, resourcing and program consistency.
- Recreation Connection, the town's low-income fee assistance program. Eligible residents receive a credit of \$300 to access town Recreation and Culture programs and services.
- Recreation Connection Utilization history is reflected in the chart below.
- The 2023 Recreation Connection budget of \$320,000 has capacity for an estimated 2,370 individuals averaging \$135 in utilized subsidy

Special Event Permit Fee Assistance

Eligible Fees	Ineligible Fees
Park permit/rental fees	Indoor permit/rental fees
Parks Staff time	Entandem fees (SOCAN and Re:Sound)
Hydro	Insurance
Picnic Tables	Liquor Licenced event fee
Bike Rack Fencing	Road Closures, Road permits
Sanitation	MES paid parking buy-out
Utility Locates	

Recreation Connection Utilization

	2014	2015	2016	2017	2018	2019	2020	2021	2022
# Enrolled	785	1075	1345	1461	1624	2176	166	580	893
Subsidy used	\$88,000	\$140,000	\$189,200	\$231,300	\$263,200	\$304,000	\$7,000	\$82,000	\$144,000

BUDGET COMMITTEE REFERRAL:

That staff report on options to accelerate the repairs to the concrete plaza at Bronte Heritage Waterfront Park in 2023.

RECOMMENDATIONS:

- That the information be received.

KEY FACTS:

- Staff were asked to report on options to accelerate the repairs to the concrete plaza at the Lighthouse facility within Bronte Heritage Waterfront Park in 2023
- In 2022 repairs to the concrete plaza was tendered and all bids exceeded the budget by \$400,000
- A major contributing factor to the cost overrun was related to a shortage of concrete within the industry. Supply chain issues, labour shortage as well as limited supply of cementitious materials (cement, slag cement and fly ash) available to produce concrete. In addition, other inflationary pressures contributed to the overbudget position of the project.

COMMENTS/OPTIONS:

The concrete plaza around the Lighthouse facility at Bronte Heritage Waterfront Park is in very poor condition. Now over 20 years old, the concrete is cracked, spalled and uneven. Surface repairs have been made to try and provide a reasonable walking area, but these repairs were temporary knowing a larger repair was required. There has been at least two (2) reported trips and falls within the plaza area in the last 2 years. From both safety and aesthetic perspectives, the plaza area requires rehabilitation. The Bronte Heritage Waterfront Park and plaza area is one of the most visited parks within Oakville and hosts many special events throughout the year.

Options to accelerate the repairs to the concrete plaza in 2023 include the following

- 1) Request additional funds from 2023 Budget Committee to fund the shortfall from the previous concrete plaza rehab tender.
- 2) Request additional funds from the 2024 Budget Committee to complete the repairs to the concrete plaza.

Regardless if any of the above options is chosen, staff are reviewing the design of the concrete plaza to reduce the overall cost but not reduce the resiliency or aesthetics of the area. Alternate designs that include areas of lockstone, or bands of lockstone, to reduce the amount of concrete and cost, are being explored.

BUDGET COMMITTEE REFERRAL:

That staff report on the number of Taskings TOWARF completed in 2022.

RECOMMENDATIONS:

- That the information be received.

KEY FACTS:

- Staff were asked to report on the number of Taskings (missions) completed by TOWARF during the 2022 boating season.

COMMENTS/OPTIONS:

TOWARF is a volunteer organization that is a Canadian Coast Guard Auxiliary Unit and provides marine search and rescue service with the primary goal of saving lives at risk on western Lake Ontario. During the boating season TOWARF is regularly “tasked” or requested by the Canadian Coast Guard to assist in search and rescue on Lake Ontario. The number of Taskings varies from year to year. Attached is a summary of Taskings undertaken by TOWARF 2014-2022.

Staff are presently actively working with TOWARF on the replacement of the vessel. The procurement process is proceeding well and staff expect to be in a position to report to Council in the near future.



Town of Oakville Water Air Rescue Force
CCGA Unit 008, JRCC SAR Area 108

SAR Operations Summary 2014 – 2022

YEAR	SAR MISSIONS
2022	73
2021	77
2020	54
2019	23
2018	34
2017	20
2016	37
2015	21
2014	20

In 2022 TOWARF Ranked #1 in total missions for both District 1 of the Canadian Coast Guard Auxiliary (CCGA), and amongst all 9 Districts of the the CCGA Central & Arctic Region Overall – performing 27% of all missions in the Central & Arctic Region.

*High water levels in 2017 & 2019 resulted in a reduced number of missions for both years.

BUDGET COMMITTEE REFERRAL:

That staff report costs associated with additional winter washrooms in 2023.

RECOMMENDATIONS:

- That the information be received.

KEY FACTS:

- Staff were asked to report on costs associated with additional winter washrooms
- More and more residents are using parks and trails on a year-round basis town – wide.
- Adding winter washroom locations has both a capital and operating budget impact.

COMMENTS/OPTIONS:

At present the following Park locations have washrooms that are available for winter use:

Gairloch Gardens (Port-o-let)
Towne Square
Tannery Park
Coronation Park (Washroom Trailer)
Fishermans Park

Adding winterized washrooms at park locations can be provided through a port-o-let, washroom trailer (subject to electrical servicing being available within a reasonable distance), or through structural modifications of existing washrooms. Washrooms would operate from November 1 – April 30. Staff have researched costs associated with each potential service provision. Whether it is a port-o-let, washroom trailer, or structural modification to an existing structure, there are operating budget impacts with each type of washroom to be provided.

The use of parks and trails, pickleball/tennis courts in winter months is town-wide. Rather than arbitrarily select locations, staff are providing costs with each option and depending on Council's decision with respect to the amount and type of investment in winter washrooms, will dictate the number of winter washrooms to be added. There are pros and cons to each service option. Port-o-lets are temporary, rented, unheated, and serviced by the rental company (although still inspected and stocked by staff). Port-o-

lets can be difficult to place due to appearance, and ease of access for a vendor to service the unit. Washroom trailers are temporary, rented, heated, dependent on electrical connection at the site, must be connected/reconnected, serviced by the rental company, checked and stocked daily by staff. The washroom trailer also must be locked/unlocked daily by either staff or a security company. Structural modifications to existing washrooms for winter use is permanent, heated, washroom is checked and stocked daily by staff, and washrooms lock/unlock daily automatically on a timer. One issue staff do note is that increased winter washroom usage can and will likely increase repairs for vandalism. In fact, staff recommend either through the winterization budget, or another capital budget request, surveillance cameras be installed at the permanent winter washroom sites. Surveillance cameras would cost approximately \$18,000 per site.

Type of Winter Washroom	Capital Cost	Operating Impact	Total Cost/Location
Port-o-let Unit	\$0	Monthly Rental - \$235/unit (6 months) Maintenance & Supplies - \$1,390	\$2,800/season
Washroom Trailer	\$0	Monthly Rental - \$950/mo (6 months) Connect/Disconnect, Trailer Drop/Pickup - \$2,500 Maintenance & Supplies - \$7,800	\$16,000/season
Winterization of Existing Building	\$14,300	Maintenance, Supplies & Utilities - \$20,000	\$14,300 (one –time cost) \$20,000/season

BUDGET COMMITTEE REFERRAL:

That staff report on a windrow program for residents.

RECOMMENDATIONS:

- That the information be received.

KEY FACTS:

- Oakville currently has a senior citizen and physically challenged persons windrows removal program, however, does not provide town-wide driveway snow windrow removal service.
- Implementing a full scale town-wide residential driveway snow windrow-clearing program would be a large-scale operation with significant financial implications in the estimated amount of \$4.5M (impact of 2.03% increase on the town tax levy, 0.84% increase on overall tax bill) per year.
- There are additional operational constraints such as limited space to store the additional equipment, and impacts to internal staff resources to ensure sufficient oversight of the contract and address customer enquiries.

COMMENTS/OPTIONS:

The Town is obligated to maintain its road and sidewalk network under the provisions of the Ontario Municipal Act; such maintenance includes winter control services to ensure a minimum level of safety for motorists and pedestrians. Providing a safe road and sidewalk network mitigates liability for the Town and ensures the efficient mobility of persons, goods and services. The Municipal Act does not require a municipality to clear snow windrows at driveways. Though not obligated, a municipality could choose to offer such an enhanced service.

Oakville currently does not provide town-wide driveway snow windrow removal service. However, in July 2008, Council approved the implementation of an annual program to remove driveway windrows for senior citizens and physically challenged persons for a prescribed annual user fee. Today, the user fee is \$110.18 (\$97.50+HST). Participant registration for the 2022/23 winter season was approximately 455 residents. The estimated gross cost of providing this service is approximately \$82,525 per season (based on a 5-year average). Contracted resources are utilized to deliver this program.

Residential Driveway Snow Windrow Removal Program – Pilot Project

Options for expanding the current snow windrow removal program have been raised during previous budget deliberations and was referred to the Budget Committee for consideration of a limited town-wide pilot project as part of the 2010 operating budget. It

was subsequently recommended to defer the driveway snow windrow removal pilot program to the 2011 Budget Committee.

On October, 2009 and January 3, 2011, staff brought forward reports on a pilot project that would be undertaken in three (3) selected residential areas of the town each possessing unique features and characteristics that will help to assess and evaluate operational impacts. The program would be limited to residential driveways only, with each pilot area/plow zone containing in the range of 800 – 1200 driveways.

The following conditions are required for evaluation of operational impacts:

- Roadway cross-section (e.g. urban with curbs vs. rural with shoulders/ditches)
- Driveway spacing (residential lot widths and densities)
- Boulevard width and sidewalk offset from edge of roadway
- Roadway grade (e.g. how a hilly section of road may affect productivity)

The proposed pilot project was not approved at 2011 Budget Committee and did not proceed.

Town-wide Windrow Clearing

Implementing a full scale town-wide residential driveway snow windrow-clearing program would be a large-scale operation with significant financial and service level commitments (there are approximately 59,000 residential driveways in the Town). To accomplish this, the Town would need to contract for 35 additional specially equipped plow units. In this way, each of the current 35 residential plow zones will have a dedicated piece of equipment to remove the driveway windrow as it follows the main plow, without delaying current road plowing service levels. Windrows would potentially be cleared within 12 hours after all roads have been plowed.

The service itself will only remove/clear the windrow to eliminate the driveway blockage, but does not provide for a complete (edge to edge, bare pavement) cleanout to the base of the driveway, comparable to what many residents would undertake themselves. As a result residents will still have some clean-up to complete if they want to make it consistent with the remainder of their particular driveway area, and complaints can routinely be expected due to each homeowner's personal expectations for driveway snow clearing work in comparison to (a) the timeliness of the service delivery, and (b) the perceived quality of the snow removal operation.

The Town does not currently have sufficient space to store the necessary additional equipment resources to implement a full scale town-wide program. The Town would need to lease or acquire suitable land large enough to store the equipment, or contractors will have to provide storage grounds within Oakville at additional cost as part of their unit price.

In addition to the equipment requirements, the co-ordination and timing of such an operation will be challenging; additional seasonal staff resources would be required to coordinate the equipment operation and to address what we expect to be very high

customer service demands associated with providing this service, including coordination with Service Oakville.

Based on the space and operational impact, it is envisioned if town-wide windrow service is to be implemented, the service will be outsourced to a contractor, and additional internal resources to coordinate the contract, address customer service enquiries will need to be added.

The cost of providing a town-wide driveway snow windrow removal program is quite significant; Council has previously been advised in 2008 that estimates to provide such a service are approximately \$1,200,000. For 2023, staff estimates the cost to be approximately \$4,500,000 (impact of 2.03% increase on the town tax levy, 0.84% increase on overall tax bill) for the introduction of a town-wide driveway snow windrow removal program (representing an increase of 65.6% to the current winter control maintenance budget).

Comparison with the City of Richmond Hill

The City of Richmond Hill is comparable to the town of Oakville with respect to its population size and the total number of residential driveways.

The City of Richmond Hill expanded their snow windrow clearing service to include 55,000 local, residential driveways in November 2019. Four alternatives were considered to enhance the City of Richmond Hills's residential snow windrow clearing program for Council's consideration. They chose to proceed with a city-wide windrow clearing program with enhanced service delivered through in-house staff.

This option was deemed to provide greater control of the program, and allowed for year-round service enhancement. These redirected resources were thought to benefit the community in areas where complaints were currently experienced, minimizing the impact of additional contracted services, providing for more resource flexibility and utilization within the department, and enhancing the full-time compliment for better staff retention and resource management.

In 2019, the overall budget requirements for the in-house solution was comprised of the direct costs for the windrow clearing program of \$1.09M and the staff conversion costs related to the service enhancements of \$3.29M for a total budget requirement of \$4.38M. A total of 79 in-house staff help deliver the enhanced windrow program. In 2021, Richmond Hill's approved budget was \$4.09M, and in 2022 the draft budget was \$4.59M. Approximately 44,000 local, residential driveways are currently being serviced and snow clearing begins after road plows begin their routes and may take up to 13 hours to complete after the end of a snowfall.

BUDGET COMMITTEE REFERRAL:

That staff report on the actual spending in 2022.

RECOMMENDATIONS:

- That the information be received.

KEY FACTS:

- Staff were asked to report on the actual spending in 2022.

COMMENTS/OPTIONS:

Staff continue to work on the year-end process and will report 2022 year-end results at the April 24, 2023 Council meeting. The most recent 2022 financial results were reported in the *September 30th, 2022 Financial Results* report that went to Council on December 19, 2022. The Q3 year-end projections from that report have been included in the table that follows (highlighted in green) along with the same details found in the table on page 45 of the 2023 proposed budget book showing a breakdown of the 2023 net tax levy by program. Details on the Q3 projected variances can be found in the *September 30th, 2022 Financial Results* report.

As part of the annual budget process, staff conducted a line-by-line review to ensure that the 2023 proposed budget is aligned with service objectives and adjusted where appropriate to ensure budgets are reasonable and reflect average spending levels.

	2022 Q3 Year-end Projection	2022 Restated Budget	2023 Inflation and Adjustments	2023 Capital and Growth Impacts	2023 Base Budget	2023 Service Level Change	2023 Requested Budget	\$ Change from 2022	% Change from 2022
Tax Levy by Program									
Political Governance	3,711,200	3,896,400	121,300	86,600	4,104,300	70,200	4,174,500	278,100	7.1%
Administrative Executive Management	1,651,500	1,850,200	290,200	0	2,140,400	0	2,140,400	290,200	15.7%
Economic Development	748,900	791,200	2,500	0	793,700	0	793,700	2,500	0.3%
Strategy, Policy and Communications	3,399,200	3,794,000	53,900	58,000	3,905,900	91,900	3,997,800	203,800	5.4%
Corporate Asset Management	1,416,400	1,639,800	88,500	0	1,728,300	0	1,728,300	88,500	5.4%
Financial Services	4,659,800	5,016,000	-52,800	102,800	5,066,000	0	5,066,000	50,000	1.0%
Human Resources	3,364,400	3,440,100	-201,500	51,600	3,290,200	0	3,290,200	-149,900	-4.4%
Regulatory Services	279,300	372,200	26,600	0	398,800	0	398,800	26,600	7.1%
Information Technology Solutions	11,296,200	12,592,400	506,900	155,000	13,254,300	0	13,254,300	661,900	5.3%
Legal Services	2,407,400	2,380,600	97,400	0	2,478,000	0	2,478,000	97,400	4.1%
Facilities & Construction Management	3,079,700	3,358,700	-82,200	46,000	3,322,500	0	3,322,500	-36,200	-1.1%
Emergency Services	43,296,800	41,955,900	1,099,900	141,500	43,197,300	0	43,197,300	1,241,400	3.0%
Recreation and Culture	19,521,400	19,679,800	903,800	398,500	20,982,100	0	20,982,100	1,302,300	6.6%
Oakville Public Library	10,806,500	11,078,300	407,400	165,000	11,650,700	0	11,650,700	572,400	5.2%
Parks & Open Space	20,095,500	20,132,900	874,200	665,900	21,673,000	0	21,673,000	1,540,100	7.6%
Cemeteries*	-59,100	170,800	144,800	-130,000	185,600	0	185,600	14,800	8.7%
Harbours*	-400,500	0	0	0	0	0	0	0	0.0%
Infrastructure Maintenance	24,560,700	24,310,000	1,194,000	605,700	26,109,700	0	26,109,700	1,799,700	7.4%
Infrastructure Planning & Improvements	2,897,300	3,164,200	476,300	0	3,640,500	0	3,640,500	476,300	15.1%
Municipal Enforcement	2,005,100	2,140,400	272,400	1,000	2,413,800	0	2,413,800	273,400	12.8%
Parking*	506,500	0	-6,800	6,800	0	0	0	0	0.0%
Oakville Transit	27,517,100	29,288,300	2,967,100	922,000	33,177,400	0	33,177,400	3,889,100	13.3%
Strategic Business Services	351,500	332,800	9,200	0	342,000	0	342,000	9,200	2.8%
Building Services	-1,289,000	245,100	-103,500	0	141,600	0	141,600	-103,500	-42.2%
Planning Services	1,928,800	2,996,100	-51,000	30,600	2,975,700	198,600	3,174,300	178,200	5.9%
Development Services	66,800	441,200	174,800	0	616,000	0	616,000	174,800	39.6%
Corporate Revenue & Expenses	30,652,900	27,069,400	3,083,600	0	30,153,000	0	30,153,000	3,083,600	11.4%
Total Tax Levy by Program	218,472,300	222,136,800	12,297,000	3,307,000	237,740,800	360,700	238,101,500	15,964,700	7.2%
Assessment Growth									-1.8%
Tax Levy Requirement (town share only)									5.4%

* Town policy is to balance any surplus/deficit for Cemeteries, Harbours, Parking, and Election to their own program specific reserves. The Cemeteries and Harbours programs are projecting surpluses which town staff will recommend be transferred to their respective reserves at year-end to balance to their 2022 approved budgets. Parking is projecting a deficit and it is expected that staff will not recommend a transfer from the Parking reserve fund to cover the shortfall.

BUDGET COMMITTEE REFERRAL:

Santa Claus Parade budget

RECOMMENDATIONS:

- That the information be received.

KEY FACTS:

- The annual net operating budget of the Santa Claus Parade is currently \$7,200
- The Parade's annual operating budget includes expected sponsorship revenue of \$36,500 which is increasing difficult to secure.
- If an increase of \$10,000 (impact of 0.005% increase on the town tax levy, 0.002% increase on overall tax bill) was included in the Recreation Special Events annual operating budget effective for the 2023 budget this could be provided to the Santa Claus Parade.

COMMENTS/OPTIONS:

- The annual net operating budget of the Santa Claus Parade is currently \$7,200
- The Parade's annual operating budget includes expected sponsorship revenue of \$36,500 which is increasing difficult to secure.
- Due to the cost escalations currently associated with running the Santa Claus Parade and to ensure the ongoing success of this beloved community event, an increase of \$10,000 would be beneficial to the Parade.
- Recreation and Culture staff will meet with the Parade Committee Chair to develop a sustainable event operating model for this important community event.

BUDGET COMMITTEE REFERRAL:

Update on the capital projects deferred in 2020 due to the COVID-19 pandemic.

RECOMMENDATIONS:

- That the information be received.

KEY FACTS:

- Staff were asked to provide an update on the capital projects deferred in 2020 due to the COVID-19 pandemic.

COMMENTS/OPTIONS:

At the December 15, 2020 Budget Committee meeting, staff provided an update on the deferred capital projects being carried over from 2020. The information was included in Appendix B of that staff report and is also included on the pages that follow.

In the report, staff indicated that 166 deferred capital projects were reviewed as part of the 2021 capital budget process with 123 projects included in the 2021 capital budget and a further 29 projects tentatively planned for 2022 and 2023. The balance of the projects were consolidated into single projects; for example, projects 54211904 Transit Facility Equipment Replacement and 54212005 Transit Facility Equipment Replacement were consolidated into a single project and included in the 2021 budget.

A review of the 29 projects tentatively planned for 2022 and 2023 showed that 18 projects were included in the 2022 budget as part of the 2022 capital budget process leaving 11 projects to be included in future years. Below is an update of these remaining 11 projects and the year in which they are budgeted as part of the 2023 budget process.

Project	Budget Year	Budget
53362304 Warminster Dr Bridge Replacement at Fourteen Mile Creek	2023	\$ 231,600
53382301 Storm Sewer Maintenance & Replacement Program	2023	\$ 125,900
71101811 New Branch Library - Trafalgar Corridor North (Land Purchase)	2024	\$ 5,040,100
52242516 Old Abbey Ln Park Renewal	2024	\$ 94,100
53312407 Lakeshore Rd Improvements w/AT - Fourth Line to Dorval Dr	2024	\$ 2,151,800
52902202 Harbours Business Plan	2025	\$ 151,100
53522203 Parking LPR Equipment and Software	2027	\$ 186,000
53392901 Glen Oak Creek Rehabilitation - Speers Rd to Pinegrove Rd (Reach 32a)	2029	\$ 148,000
21101903 Centennial Pool - Demolition Costs	not in forecast	
71102101 Library Wayfinding Signage	not in forecast	
53111903 Teranet Easement Data	not in forecast	

Below are further details for the 3 projects that are not included in the 2023 capital forecast.

21101903 Centennial Pool - Demolition Costs

The staff report brought to Council at the September 19, 2022 meeting entitled “*Downtown Cultural Hub Workplan Update 2022*” indicated that as part of the capital planning to implement the vision and objectives of the Downtown Plan, Centennial pool would need to be demolished. This cost will be reflected in future budgets as part of the comprehensive planning process.

71102101 Library Wayfinding Signage

The project was not supported by board. OPL is looking at alternative methods to update signage.

53111903 Teranet Easement Data

Some of the work was rolled into other ongoing projects related to property data and development processes. Also, a deeper review showed that the quality of data we would obtain from Teranet was of comparable quality to what the town already has. Lastly, the cost of the Teranet data was quite high, and combined with the fact that its quality was comparable to what we already have, there was limited value in spending this money.

Budget Committee Referral:

The number of deferred capital projects being carried over from 2020.

Recommendations:

- That the 2020 capital project deferral information be received.

Key Facts:

- As part of the March 31st 2020 Financial Results and COVID-19 Financial Update report, a total of 185 capital projects were identified to be closed or partially closed and budgets deferred to 2021, representing \$72.0 million.
- Of the 185, a total of 19 projects representing \$1.5 million unspent was deemed complete and therefore, not required to be re-forecasted into future budgets.
- A total of 123 or 74% have been reintroduced into the 2021 capital budget as priorities totalling \$42.5 million. The town's share of the project was expected to be \$3.1 million
- The remaining projects have been tentatively planned for 2022 or 2023 and will be prioritized as part of future capital plans.

Comments/Options

As part of the town's response to the COVID-19 pandemic, Executive Management completed an extensive review of all capital projects earlier in the year in effort to prioritize the town's spending. As revenues decline and payments are deferred it was essential that cash flow be closely monitored to ensure the town can continue to meet expenditure liabilities. As a result of this review, a total of 185 capital projects were closed or partially closed and approximately \$72.0 million deferred to be re-prioritized in the 2021 capital budget as part of the March 31st 2020 Financial Results and COVID-19 Financial Update report.

Of the 185, 19 projects were deemed complete and therefore not required to be re-forecasted into future budgets which totalled \$1.5 million in unspent funds permanently returned to reserves. The remaining 166 projects were reviewed by departments as part of the 2021 capital budget planning process earlier this year and as a result 123 or 74% have been included in the 2021 capital budget totalling \$42.5 million. A further 29 projects or \$21.2 million has been tentatively planned for 2022 and the remainder anticipated in 2023. The following provides a summary of the total deferred 2020 projects and re-forecasted projects to 2021 and 2022 by program area:

Program	Number of projects deferred	2020 Deferred Amount	Number of projects carried to 2021	2021 Budget	Number of projects carried to 2022	2022 Budget
Corporate Initiatives	6	4,342,200	5	1,211,000	1	2,600,000
Facilities and Construction Management	17	4,543,807	15	4,820,400	1	250,000
Information Technology Solutions	13	1,481,694	7	868,000	6	597,000
Parks and Open Space	23	7,613,759	21	6,707,000	2	105,000
Cemeteries	1	100,000			1	100,000
Harbours	2	296,091	1	150,000	1	151,000
Emergency Services	6	1,568,900	5	1,364,100	1	75,000
Recreation and Culture	20	1,907,989	15	1,118,800	5	914,400
Oakville Public Library	5	342,300	3	249,300	1	40,000
Infrastructure Maintenance	3	432,100	3	302,000		
Oakville Transit	5	420,900	3	357,000	1	138,000
Infrastructure Planning	32	38,777,070	23	18,298,000	7	15,902,300
Municipal Enforcement	2	310,021	2	127,000		
Parking	14	1,571,600	6	584,000	1	130,000
Development Engineering	11	4,897,700	8	4,456,000	1	158,000
Building Services	1	849,400	1	905,000		
Planning Services	5	1,010,470	5	937,000		
TOTAL Deferral Projects	166	70,466,001	123	42,454,600	29	21,160,700
Total Closure of Completed Projects	19	1,507,606				
Total 2020 Funding Deferred or Closed	185	71,973,607				

BUDGET COMMITTEE REFERRAL:

Staff report on service review savings from other departments by commission.

RECOMMENDATIONS:

- That the information be received.

KEY FACTS:

- Staff were to report on service review savings from other departments by commission.
- Efficiencies totaling \$2.35 million in 2020 and \$1.57 million in 2021 were identified

COMMENTS/OPTIONS:

The table below shows the efficiencies identified in 2020 and 2021 by commission.

Commission	2020	2021
CAO Office	\$179,900	\$10,100
Community Development	\$99,500	\$394,400
Community Infrastructure	\$354,900	\$380,000
Community Services	\$1,232,900	\$522,400
Corporate Services	\$482,300	\$264,500
Total Efficiencies	\$2,349,500	\$1,571,400

2020 Efficiencies

A total of \$2.35 million in savings was incorporated in the 2020 budget. Through the Recreation services review, efficiency savings were identified to streamline services and optimize underutilized capacity. Other savings included identifying various positions to be reallocated to the Oakville Trafalgar Community Centre to minimize operating impacts as well as to streamline operations for concessions, outdoor pool maintenance, and camps.

Furthermore, the base budget for software licenses and software maintenance was reduced to reflect the elimination of underutilized licenses and consolidation of several applications with corporate systems. In addition, a corporate budget strategy was

developed to bring larger expenditure areas in line with typical or average spending by completing a line-by-line budget review.

Finally, as a result of the CAO's leadership review, the two finance divisions were combined into one department and the Environmental Policy division was consolidated into Strategy, Policy and Communications thereby eliminating two Director positions.

2021 Efficiencies

A total of \$1.57 million in savings was incorporated in the 2021 budget across various program areas to reflect reductions in utilities, fleet maintenance costs, mileage, as well as efficiencies reflecting a shift to online services and new service delivery methods.

In addition, \$1.0 million in Tax Stabilization funding was added to reflect future savings to be realized as the implementation of various service reviews continued to unfold. This was subsequently adjusted in the 2022 budget with savings embedded into the various program budgets.

It should be noted that in the 2021 budget book, the total efficiency savings were netted with budget adjustments for a re-organization to report a net figure of \$1.17 million in efficiencies. The reorganization entailed the creation of a new Community Infrastructure Commission, a new Corporate Asset Management program, and a Strategic Initiatives service area which was accomplished by utilizing a portion of the efficiency savings. These efficiency savings also included various positions from Council and Committee Services, Mail Services, Finance, Recreation and Culture, Planning Services and Development Services which were reallocated to achieve the reorganization without the need to add any new FTEs.

STAFF MEMO:

Duplication of 52252301 Bronte Heritage Park Renewal and 52292301 Parking Lot Resurfacing - Bronte Outer Harbour.

RECOMMENDATIONS:

- That the information be received.
- That project 52292301 Parking Lot Resurfacing - Bronte Outer Harbour and related capital levy funding in the amount of \$664,200 be removed from the 2023 capital budget.
- That the funding in another project in the 2023 capital budget be adjusted to replace \$664,200 in capital reserve funding with \$664,200 in capital levy funding.

KEY FACTS:

- Staff identified duplication of projects 52252301 Bronte Heritage Park Renewal and 52292301 Parking Lot Resurfacing - Bronte Outer Harbour in the 2023 capital budget.
- Staff recommend project 52292301 Parking Lot Resurfacing - Bronte Outer Harbour and related funding in the amount of \$664,200 be removed from the 2023 capital budget.

COMMENTS/OPTIONS:

In 2021, staff recognized the need to plan for a project for work to be done to Bronte Outer Harbour parking lot. Through the 2022 budget, a placeholder was added to the capital forecast for 2023. During the 2023 budget preparation, the asset management plan identified the need to complete work on this specific asset, which consisted of resurfacing the east and west parking lot. As a result, project 52252301 Bronte Heritage Park Renewal project was created, with both the east and west Bronte Heritage Park parking lot assets identified to be resurfaced. At that time, staff inadvertently forgot to remove the placeholder for this work that was created through the 2022 budget process and as a result both projects were included in the 2023 capital budget. Staff are recommending that the capital budget be amended to remove 52292301 Parking Lot Resurfacing – Bronte Outer Harbour and related capital levy funding of \$664,200 from the 2023 capital budget. In order to use up the full capital levy funding available for 2023, staff also recommend that funding in another project be adjusted to replace \$664,200 in capital reserve funding with capital levy funding.

BUDGET COMMITTEE REFERRAL:

That staff report on head count summarized from 2022 – 2023 including part-time and contract, and any gapping or vacancy factored into the overall budget

RECOMMENDATIONS:

- That the information be received.

KEY FACTS:

- Staff were asked to report on head count summarized from 2022 – 2023 including part-time and contract, and any gapping or vacancy factored into the overall budget

COMMENTS/OPTIONS:

Below is a summary of head count summarized from 2022 – 2023 including part-time and contract, and any gapping or vacancy factored into the overall budget.

Summary of Total FTE (rounded to the 0.1 FTE)

The total FTE at the town was 1,707.7 in 2022 and is 1,735.0 in 2023 resulting in a net change of +27.3 FTE.

	2022 Restated	Reallocations and Adjustments*	Service Level Change	Capital Impact and Growth	2023 Proposed FTE
Full Time Equivalents	1,253.0	(25.0)	5.0	10.0	1,243.0
Part Time Stated as FTE	454.7	24.9	0.4	12.1	492.0
Total	1,707.7	(0.1)	5.4	22.1	1,735.0

*Reallocations and Adjustments are primarily due to the following: through 1256 union negotiations, drivers holding positions budgeted with less than 40 service hours/week were moved into vacant full-time positions with 40 service hours/week that became vacant during the COVID-19 pandemic. As a result, 27 positions budgeted with less than 40 service hours/week were converted to part-time hours which has given Oakville Transit the ability to manage service more efficiently while maintaining full complement.

Budgeted Gapping (\$)

	2022	2023 Proposed
Budgeted Gapping	\$ 1,097,200	\$ 1,097,200

Budgeted gapping in the amount of \$1,097,200 was built into the 2022 budget and is included in the 2023 budget. This primarily accounts for corporate gapping for staff turnover (\$850K), an FTE in Parks and Open Space (\$147.2K) and gapping for staff turnover at Oakville Public Library (\$100K).

Budgeted Contract Staffing (\$)

	2022	2023 Proposed	Rationale
Political Governance	\$ 500,000	\$ 113,900	Election Support
Economic Development	\$ 20,000	\$ 130,000	Film Office Pilot
Human Resources	\$ 498,200	\$ 418,000	Post-COVID Labour Recovery, Bargaining, Recruitment Support
Infrastructure Planning & Improvements	\$ 260,000	\$ 260,000	Neighbourhood Traffic Safety Support
Planning Services	\$ 134,900	\$ -	Heritage Planning Support
Parking/ Municipal Enforcement	\$ 450,800	\$ 493,100	Mobile Compliance and Automated Speed Enforcement Support
Total	\$ 1,863,900	\$ 1,415,000	

Temporary staffing dollars are included in the operating budgets for captioned programs above. This list identifies budgets for non-recurring roles which support operational programs on a temporary basis.

BUDGET COMMITTEE REFERRAL

That staff provide benchmarking on how the Town's planning staffing compare to other area municipalities and to ensure there are adequate resources.

RECOMMENDATIONS

- That this staff report be received.

KEY FACTS

- Staff were asked to report on how the Town's Planning Department workforce benchmarks against comparable municipalities;
- A number of municipalities were contacted to identify existing and future staffing needs. Due to the limited timeframe, not all municipalities provided feedback;
- Staff will continue to monitor response rates to development application timeframes and report back to Council as part of the 2024 budget exercise;
- As more information is compiled from surveyed municipalities, this will be presented to Council with further recommendations on appropriate staffing levels.

COMMENTS

In December 2022, staff presented an overview of Bill 109 and the resulting changes the legislation will have on development application processing. Council also adopted Official Plan Amendments that enshrine in policy the town's current process of having public information meetings held prior to the submission of an application.

Staff also informed Council of the robust pre-consultation process currently undertaken with applicants, and how the town works through substantive issues prior to the filing of applications. This allows issues to be identified early in the process such that when an application is made it is more responsive to community context, policy requirements and technical matters. This collaborative process is undertaken with participation from Halton Region, the conservation authorities, numerous town departments and the applicant.

Bill 109 has the effect of penalising municipalities who do not process applications within the legislated timeframe by forcing the refunding of application fees. These revenues are used to support the staffing requirements necessary to process those same applications. Prior to the Bill 109 changes, staff would work with an applicant to refine the application before presenting it to Council, and often exceeded the legislated timeframe, albeit modestly. While staff always strive to meet the required timeframes, there was some leniency where there was a continued working relationship with applicants to get applications to an acceptable solution. Applicants are generally hesitant to appeal a lack of decision if progress is advancing on applications.

With the penalties now enshrined in law, Planning staff are still required to complete the usual review with partner agencies, but at risk of missing deadlines and potentially refunding application fees. As outlined in the December staff report, there are on-going refinements being made to the town’s development application review process with the intent of streamlining the processes and making them more efficient for both staff and the applicant.

Staff will continue to monitor the process improvements; however, some additions to the staffing complement are necessary to ensure the town is meeting its customer service objectives while avoiding having to refund application fees. The 2023 budget recommends only two additional planning staff to assist in meeting the legislated timeframes. Throughout 2023, staff will look at the overall application pressures and identify any further gaps – be it in Planning, or other town departments.

Other municipalities were contacted to identify what staffing requirements were made as a result of Bill 109. Oakville has experienced challenges similar to other municipalities where trying to fill vacant positions due to a competitive job market, change in employee expectations, and other factors.

That said, while some municipalities are still evaluating the effect of Bill 109, others are actively filling newly identified requirements. Please refer to the Table below:

Municipality	Area (square kilometres)	Population (2021 Census)	Existing Staff Resources (Development)	Additional Resources requested
Brampton	266	656,480	*	5 development planners
Hamilton	1,118	569,353	20	26 (including 12 development planners, 2 for OLT appeals)
Kitchener	137	256,885	*	7 development planners approved, more under review
London	421	422,324	*	Under Review
Markham	211	338,503	20	2 contract positions, more under review
Mississauga	293	717,961	*	Under Review
Richmond Hill	101	202,022	14	Under Review
Toronto	631	2,794,356	*	150 (including 74 planners)
Vaughan	272	323,103	*	Under Review
Oakville	139	213,759	10	2 planners

* - information was not provided by print deadline

As noted above, staff will canvas others to have a more complete picture of overall staffing requirements and benchmark how Oakville compares across municipalities. This will be presented through the 2024 budget exercise.

Staff will also:

- identify the implications resulting from the passing of Bill 23, and the downloading of responsibilities to Oakville which were previously handled by Halton Region or the conservation authorities,
- continue its efforts to streamline the development process and implement efficiencies.

BUDGET COMMITTEE REFERRAL:

That staff report on the dollars currently planned to come out of tax stabilization in 2023.

RECOMMENDATIONS:

- That the information be received.

KEY FACTS:

- Staff were asked to report on the dollars currently planned to come out of tax stabilization in 2023.

COMMENTS/OPTIONS:

Below is a summary of the total 2023 budgeted Tax Stabilization funding of \$5.54 million.

- \$3.21 million for Transit impacts to offset net revenue loss
- \$0.88 million for touch-point cleaning and increased air handling volume at various facilities
- \$0.52 million for additional HR resources including contract staffing and a talent strategy initiative
- \$0.45 million for 4x temporary Mobile Compliance Officers
- \$0.35 million for further efficiencies to be found in 2022-2024
- \$0.08 million for Transit mechanics high-voltage training for charging infrastructure
- \$0.05 million for the Film Office Pilot initiative

STAFF MEMO:

Budget e-mails from residents

RECOMMENDATIONS:

- That the information be received.

Sent: Thursday, January 19, 2023 12:15 PM

Subject: Town of Oakville Efforts for GHG management and leadership

Hi, I am a 30 year long resident and property tax payer in Oakville, and have in the past expressed my concerns about the towns poor leadership in managing and reducing GHG emissions, to my local councillor.

The town website features poor and dated information, and despite some commitment on the town fleet, there seems no progress reports other than a reference to token purchases of electric bases for Oakville Transit.

The town cycle network is patchwork and again appears to not incent residents to improve their carbon footprint by choosing alternate travel options.

I'd like to challenge town staff during the budget discussions to try harder as a local government leader on this key topic and ensure a better environment for future generations than focus on mitigating the effects of global warming.

Sent: Sunday, January 29, 2023 12:35 PM

Subject: for consideration - Holton Heights Park

Dear Budget Committee, thank you all for establishing a process that allows us to communicate our ideas to help maintain and improve our Oakville neighbourhood. We are very glad to help and realize that without our feedback it would be difficult to understand how many area residents will benefit from a simple nightly illuminated path.

My name is [REDACTED] and like many of us, I proudly live in Oakville. I moved here to [REDACTED] just over 16+ years ago with my wife to be closer to her family who have been a part of these neighbourhoods for over 50 years. The neighbourhood demographics include kind, friendly both young families and retired residents who all enjoy walking our pets and staying fit. My wife and I are not only thrilled to be here but like the rock band Loverboy's song lyrics say, we're "loving every minute of it" – so thank you all for getting us this far!

However, as with everything else, we believe we can continue to make improvements and with your help and with the urging support of many family, friends, neighbours, and fellow dog-walkers, who insist that we submit for your consideration, the opportunity to **install some path-lighting in Holton Heights Park to keep the area residents free-flowing for nightly walks and safe while continuing to improve the area.**

As you may already know, our park caters to many soccer-type sporting events, young teams practicing, as well as offers a tennis court and playground. These features help keep people

visiting our park, the area residents active, and also introduces new families to our section of this amazing Oakville neighbourhood.

This park has also been very instrumental in keeping the flow of “people-traffic” steady with residents and dog-walkers alike enjoying their daytime and nightly walks since the start of Covid-19.

As you can see from the attached PDF image that the park currently connects 2 streets(Holton Heights & Kensington Park) and has 3 entrances(Lambeth). The design allows many residents from all over the neighbourhood to come and go via these paths with ease. It’s truly amazing how many people get out and about when they have free space to wander.

Which brings me to our next less expensive point.

Holton Heights and the curve around to Grand Blvd. (to the north of the photo) are the only parts of the neighbourhood where there are sidewalks and so residents walk on the street most of the time – which is fine. Except, without the path being plowed, via the city sidewalk plows, we’re now restricted even further not only at night but also in the daytime too. We are hoping that we can also ask that **the path between Holton Heights and Kensington Park Road be cleared of snow** so that we can at least enjoy that during the daytime for now.

In conclusion, thank you for all the hard work and time spent on helping keep Oakville great and kindly accept this letter as a best bang-for-the-buck ideas to improve our neighbourhood for many years to come. The residents will be able to continue their walks, help exercise their pets, and feel safer and proud as we continue to be fans of what you all do for us.

Should you have any further questions and/or comments, please feel free to reach out to me at anytime.

Kindest Regards,



Sent: Monday, January 30, 2023 6:57 PM

Subject: Transit pilot

I'm in full support of a pilot for free public transit for youth and seniors. Our Mississauga and Burlington neighbours offer much better services to their seniors than Oakville does.
Hopeful senior public transit user,

Sent: Tuesday, February 07, 2023 9:39 AM

Subject: Budgeting for climate action

Dear Budget Chair,

The City of Calgary has initiated an excellent program of information, advice and financing for home energy retrofits (more details below). Given that numerous municipalities in Ontario and elsewhere have set up information and advisory services for home energy retrofits, as well as helpful bylaws and financing, will Oakville budget for 2 staff and/or consultants to immediately set up a similar program? Suggested name would be Headstart Home Energy Retrofit Program.

- Oakville declared a Climate Emergency almost 4 years ago and we are more than 2 years behind in the plan to take action (the Community Energy Strategy)
- Progress has been delayed by COVID and lack of funding, so we need to accelerate
- Oakville's FEO is more than 3 years away from offering concrete home energy retrofit services, given current pace and lack of funding
- This advisory/financing program can 'prime the pump' for the eventual FEO-related services by educating the public and providing examples of successful retrofits and by dealing with the necessary bylaws (LIC bylaw as a minimum)

Additional detail:

- These additional staff should also work on definition of a reporting program so that the emission reduction goals of Oakville/FEO, and related progress, can be clearly understood and reported on regularly.
- The City of Calgary is mentioned because they have set up an excellent 'Clean Energy Improvement Program' <https://www.calgary.ca/environment/climate/clean-energy-improvement-program.html?redirect=/ceip> If the oil patch can do it, why can't Oakville? Use their website and program as a template. Kingston, Guelph, London and other Ontario municipalities also have programs, parts of which could be replicated.
- The additional staff could also work on a 'Home Energuides' labelling program, part of Oakville's CES plan (again, steal what Calgary has already done), and an 'existing home digital energy score', so that homebuyers have a better understanding of how energy-efficient a home is.

best regards,

Sent: Tuesday, February 07, 2023 11:05 AM

Subject: Question re Budget 2023

Regarding climate action, the Town corporation has undertaken impressive work to reduce its greenhouse gas emissions from its buildings and vehicles, and to engage in sustainable practices.

However, the only allowance in the budget for the Town to help the community reduce its greenhouse gases appears to be: a bit of tree planting; installing a few more chargers for electric vehicles; and a token level of support for Oakville Enterprise Corporation and Future Energy Oakville to, someday, engage in home energy retrofitting.

Should there not be much more funding dedicated to:

- . Expediting the residential retrofitting work by OEC and FEO?
- . Incentivizing business and industry to reduce greenhouse gas emissions?
- . Encouraging our citizens to reduce energy use and greenhouse gas emissions?

Several other progressive Canadian municipalities have undertaken climate action that is much more ambitious than Oakville's.

Thank you for considering my concerns.

Sent: Sunday, February 12, 2023 3:34 PM

Subject: pickleball courts

We are long-time Oakville residents of 23 years and live off of [REDACTED].

We would like to bring, for your consideration please, the conversion of 1 existing tennis court at Heritage Way Park to 2 dedicated pickleball courts. Currently, there are 3 existing tennis courts, where the middle court has yellow lines drawn in for pickleball. As the fastest growing sport in North America and a very popular sport in Oakville, we do not feel this is sufficient. The ball used in pickleball generally goes in many directions, requiring fencing to limit disruption to other courts and to allow for a proper perimeter for game play. We believe the cost of the pickleball courts would be fairly minimal and manageable, with additional fencing the primary cost.

In the summer and Fall, we have been driving to the Saw Whet courts - which has 2 tennis courts and 2 pickleball courts. We would greatly appreciate walking to a court in our own neighborhood.

Thank you for your consideration.

Sincerely,
