



**Program: Administrative Executive Management**  
**Program Based Budget**  
**2013 – 2015**

**Program: Administrative Executive Management**

**Vision Statement:**

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

**Mission Statement:**

To provide professional advice to Council and direction to the corporation with a focus on results, leadership, accountability and organizational values.

## Program Description

The CAO is responsible for making sure the town has the right leadership, policies, staffing and culture to enable the organization to achieve the vision and goals set by Council. The CAO manages the implementation of Council’s strategic plan by providing professional advice to Council and works with the town’s executive team to ensure that departments develop the business and operational plans required to implement Council’s strategic goals.

The CAO also ensures the efficient and effective operation of the corporation by managing the resources/assets of the organization as a public trust, seeking efficiencies and proper return on investment, developing effective working relationships with community partners, stakeholders and other levels of government, developing a widely shared vision for the organization that fosters a strong performance culture, and providing opportunities for employees at all levels to contribute to the organization, and to learn and to grow in their performance.

## Program Services

The CAO Office provides services through the CAO/Executive Management Team.

## Staffing Overview

<b>Program: Administrative Executive Management Services/Activities:</b>	<b>2011 Approved FTE</b>	<b>2012 Approved FTE</b>	<b>2013 Capital Impact</b>	<b>2013 Base FTE Change</b>	<b>2013 Reallocation of Staff</b>	<b>2013 Total FTE</b>	<b>Net Change 2013 vs 2012</b>
CAO's Office	3.3	3.7				3.7	0.0
Commissioners & Office Support	8.0	8.0				8.0	0.0
<b>Total Administrative Executive Management</b>	<b>11.3</b>	<b>11.7</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>11.7</b>	<b>0.0</b>

## Program Services Budget Overview

Program: Administrative Executive Management Services/Activities:	2012 Restated		2013 Requested		Net Change 2013 vs 2012	Net Change 2013 vs 2012 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Administrative Executive Management	1,901,900	1,881,900	1,939,200	1,939,200	57,300	3.0%
<b>Total Administrative Executive Management</b>	<b>1,901,900</b>	<b>1,881,900</b>	<b>1,939,200</b>	<b>1,939,200</b>	<b>57,300</b>	<b>3.0%</b>

Note: 2013 economic increases for all employee groups with the exception of Fire and Transit unionized employees have been included in the Corporate Revenue and Expenses budget pending contract negotiations.

Overall the Administration Executive Management program has increased by 3.0% or \$57,300, mainly as a result of changes to benefit requirements and a decrease in a transfer to reserves.

## Level of Services Offered

- The level of resources allocated to support the operations of the senior executive team is consistent with other municipalities.
- Oakville does have a more comprehensive program of citizen and employee surveys to support its performance-based budgeting. Surveys are conducted in alternating years while most municipalities conduct surveys every three years.
- Otherwise services provided by Oakville are consistent with standard municipal practice.
- The effectiveness and efficiency of these services is reviewed through the town's performance-based, program based budgeting process.

## Key Objectives (Initiatives) for 2013 – 2015

The Administrative Executive Management program will assist Council to achieve its goal to be financially sustainable by:

- Leading a comprehensive review of current town service delivery models to maximize effective and efficient use of resources to ensure town provides its citizens with excellent value for their tax dollars.
- Preparing and implementing annual town operating and capital budgets and developing long-term capital forecasts that help Council to achieve its goals and maintain long-term financial stability of the town.

The Administrative Executive Management program will assist Council to achieve its vision to be the most livable town in Canada by:

- Leading the development of Vision 2057, a community planning framework that brings together the town's master plans, the town's integrated community sustainability plan and other major initiatives under one framework to ensure a consistent and comprehensive approach to achieving the town's vision.
- Leading the continued implementation of ServiceOakville, a one town, one window approach to service that will enhance customer service and provide additional performance metrics through an integrated Customer Relationship Management (CRM) system.

The Administrative Executive Management program will assist Council to achieve its goal to be accountable in everything we do by:

- Ongoing implementation of the Town of Oakville Management Framework to guide corporate decision-making.
- Providing Council with an annual review of progress toward Council's 2011 - 2014 Strategic Plan and ensuring the town business plans, budget and corporate performance management systems (TOPS) align with Council's strategic goals.
- Continue to support the development of the technology framework to transform the town into a knowledge driven organization.

## Key Outcomes

The Administrative Executive Management program established for key performance indicators to measure progress toward the following desired program outcomes and customer benefits:

- The town is fiscally sustainable:
  - Tax supported debt levels are within Council policy of 6.25% and overall debt including self-supported debt within the Council approved limit of 12%. In 2012 the debt levels are well below Council policy as tax supported debt is 1.6% and overall debt is 4.0%. The 2013 projected debt levels are expected to be 1.5% and 3.9% respectively, as there is some remaining approved debt for tax supported capital projects that is planned to be issued in 2013.
  - Total reserves and reserve funds as a percentage of operating expenses. Prudent financial practice suggests that a ratio greater than 20% represents low risk; in 2012 the town's ratio is projected to be 63.5%.
- An engaged and informed workforce:
  - The town's 2012 estimated turnover rate of 2.2% was just over the 2% turnover target. Employee survey results from 2010 showed that 73% of employees indicate that they clearly understand the vision and goals of the town and 84% believe the town is committed to delivering good customer service. Both these results met established targets. Overall, the town's employee survey results exceeded the Metrics@Work database of comparator municipalities. The 2013 turnover target has been set at 2.5%
- High citizen satisfaction with the town's programs and services:
  - Currently all measures of citizen satisfaction are gathered from the town's bi-annual Citizen Survey. Overall 87% of respondents were satisfied with town programs and services, 82% expressed satisfaction with town government, and 78% of the public who had contacted the town expressed satisfaction with the service they received. Next survey to take place in early 2013.
- Council well informed about the health of the organization:
  - In 2012, the town reported to Council on monthly key organizational performance indicators as well as providing monthly updates from the CAO highlighting key departmental initiatives. Council also received annual audited financial statements, quarterly financial reports, an annual town accomplishments booklet and a report on the town's progress towards Council's strategic goals.

## 2013 Program Budget Drivers

	2012 Restated Budget	2013 Base Budget	2013 Capital Impact	2013 Budget Efficiencies	2013 Requested Budget	\$ Change From 2012	% Change From 2012
<b>EXPENSES:</b>							
Personnel Services & Benefits	1,705,700	1,745,000	0	0	<b>1,745,000</b>	39,300	2.3%
Materials & Supplies	5,900	5,600	0	0	<b>5,600</b>	(300)	(5.1%)
Capital Out Of Operations	1,900	1,900	0	0	<b>1,900</b>	0	0.0%
Purchased Services	188,400	189,700	0	(3,000)	<b>186,700</b>	(1,700)	(0.9%)
Internal Expenses & Transfers	0	0	0	0	<b>0</b>	0	0.0%
<b>Total EXPENSES</b>	<b>1,901,900</b>	<b>1,942,200</b>	<b>0</b>	<b>(3,000)</b>	<b>1,939,200</b>	<b>37,300</b>	<b>2.0%</b>
<b>REVENUES:</b>							
External Revenues	0	0	0	0	<b>0</b>	0	0.0%
Internal Recovery & Fund Transfers	20,000	0	0	0	<b>0</b>	(20,000)	(100.0%)
<b>Total REVENUES</b>	<b>20,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(20,000)</b>	<b>(100.0%)</b>
<b>TAX LEVY</b>	<b>1,881,900</b>	<b>1,942,200</b>	<b>0</b>	<b>(3,000)</b>	<b>1,939,200</b>	<b>57,300</b>	<b>3.0%</b>

Note: 2013 economic increases for all employee groups with the exception of Fire and Transit unionized employees have been included in the Corporate Revenue and Expenses budget pending contract negotiations.

In 2013, the Administrative Executive Management program has increased by \$57,300 or 3.0%. The main drivers for this increase are the following:

- Personnel Services & Benefits have increased \$39,300 or 2.3% as a result of changes to benefit requirements, as well as inflationary adjustments for part time wages.
- Internal Recovery & Fund Transfers have decreased \$20,000 or 100% as a result of a reduced transfer to reserve.

## 2014 - 2015 Expenditure Summary

	2013 Requested Budget	2014 Forecast Base Budget	2013-2014 Change (%)	2015 Forecast Base Budget	2014-2015 Change (%)
<b>GROSS EXPENDITURES</b>					
Administrative Executive Management	1,939,200	1,956,200	0.9%	1,979,500	1.2%
<b>Total GROSS EXPENDITURES</b>	<b>1,939,200</b>	<b>1,956,200</b>	<b>0.9%</b>	<b>1,979,500</b>	<b>1.2%</b>
<b>TAX LEVY</b>					
Administrative Executive Management	1,939,200	1,956,200	0.9%	1,979,500	1.2%
<b>Total TAX LEVY</b>	<b>1,939,200</b>	<b>1,956,200</b>	<b>0.9%</b>	<b>1,979,500</b>	<b>1.2%</b>
<b>GROSS EXPENDITURES by Type</b>					
Personnel Services & Benefits	1,745,000	1,760,800	0.9%	1,783,000	1.3%
Materials & Supplies	5,600	5,700	1.8%	5,700	0.0%
Purchased Services	186,700	187,800	0.6%	188,900	0.6%
Internal Charges	0	0	0.0%	0	0.0%
Other Expenditures	0	0	0.0%	0	0.0%
Minor Capital & Transfer to Reserves	1,900	1,900	0.0%	1,900	0.0%
<b>Total EXPENDITURES</b>	<b>1,939,200</b>	<b>1,956,200</b>	<b>0.9%</b>	<b>1,979,500</b>	<b>1.2%</b>
<b>REVENUES by Type</b>					
Activity Revenue	0	0	0.0%	0	0.0%
Internal Recoveries	0	0	0.0%	0	0.0%
Grants	0	0	0.0%	0	0.0%
Other Revenue	0	0	0.0%	0	0.0%
<b>Total REVENUES</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>
<b>TAX LEVY</b>	<b>1,939,200</b>	<b>1,956,200</b>	<b>0.9%</b>	<b>1,979,500</b>	<b>1.2%</b>

Note: 2014 and 2015 economic increases for all employee groups with the exception of Fire and Transit unionized employees have been included in the Corporate Revenue and Expenses budget pending contract negotiations.

## 2014 - 2015 Budget Forecast Highlights

- The 2014 and 2015 forecast has increased as a result of inflation.