



**Program: Culture**  
**Program Based Budget**  
**2013 – 2015**

## Program: Culture

### **Vision Statement:**

To enrich the quality of life for individuals, families and the community through the provision of excellent quality cultural facilities, programs and services.

### **Mission Statement:**

Committed to providing a diverse range of cultural opportunities and services that preserve and enhance the quality of life for present and future generations, are innovative and accessible to all residents.

## Program Description

The Culture program is delivered by the Recreation and Culture department and by Oakville Galleries.

### Culture

The Culture program provides services through the provision, management and programming of the Oakville Museum at Erchless Estate, the Queen Elizabeth Community and Cultural Centre (QEPCCC) and the Oakville Centre for Performing Arts (OCPA) as well as providing administration, support and grants

2011 marked the completion of the construction of the Queen Elizabeth Park Community and Cultural Centre and the approval of its unique operating model. This facility, along with providing much needed space for the cultural community will also enable the Recreation and Culture department to enter into extensive and varied cultural programming. This facility, the OCPA, the Museum, arts programming and support for the arts and culture through community development require an excellent understanding of the community, its demographics and the changing needs of the residents as well as the expertise necessary for the development and delivery of safe, appropriate and professional services. Support is also provided to the arts and cultural community in Oakville through the issuance and management of grants administered by the Oakville Arts Council, as well as general development and management support through staff.

To support the development and delivery of these services, strategic plans and business plans are aligned with Council's strategic plan for all services. The program develops and recommends supporting policies establishes and implements effective systems and procedures and markets all services. The Culture program develops and implements plans for facility provision and maintenance in accordance with approved strategic and master plan goals, legislated safety requirements, industry best practices and established high departmental standards to ensure a quality experience for our patrons.

## Oakville Galleries

Oakville Galleries is one institution with two distinct buildings and sites, located on the grounds of Gairloch Gardens and at Centennial Square. It is committed to presenting, collecting and providing educational contexts for contemporary artworks of all media. In all aspects of its operations, the Galleries draws on contemporary art to facilitate reflection and discovery in unexpected and stimulating ways: from exhibitions and the permanent collection to in-school and community programs, Oakville Galleries' offerings engage Oakville residents with the questions that shape us as individuals, communities and cultures. Over the last 20 years, the Galleries have built a contemporary art collection of national significance, containing more than 1,100 works of art valued at over \$2.8 million.

## Program Services

The Culture program provides activities through the following services:

- Administration, Support and Grants
- Oakville Centre for the Performing Arts (OCPA)
- Oakville Museum
- Queen Elizabeth Park Community and Cultural Centre (QEPCCC)
- Oakville Galleries (Managed by the Board of the Oakville Galleries)

## Staffing Overview

<b>Program: Culture</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>
<b>Services/Activities:</b>							
Administration, Support & Grants	2.7	2.2				2.2	0.0
Oakville Centre for the Performing Arts	17.6	17.6		(0.4)	(0.5)	16.7	(0.9)
Oakville Galleries	14.6	12.2		(1.2)		11.0	(1.2)
Oakville Museum	8.6	8.5			(0.5)	8.0	(0.5)
QEP Culture Centre	0.0	8.9			2.0	10.9	2.0
<b>Total Culture</b>	<b>43.5</b>	<b>49.4</b>	<b>0.0</b>	<b>(1.6)</b>	<b>1.0</b>	<b>48.8</b>	<b>(0.6)</b>

The Culture program reduced their staff by 0.6 part-time FTE. This can be attributed to the following:

- Staffing efficiencies have been proposed which result in reductions in part-time FTE at OCPA of 0.4 and Oakville Galleries of 1.2.
- Staffing reallocations result in a net increase of 1.0 FTE which include the following changes:
  - 0.5 part-time FTE was reallocated from OCPA to Oakville Museum

- 1.0 full-time FTE has been reallocated from Oakville Museum to QEP Culture Centre to provide necessary
- The QEP Culture Centre received 1.0 FTE reallocated from Recreation Programs and Operations.

## Program Services Budget Overview

Program: Culture	2012 Restated		2013 Requested		Net Change 2013 vs 2012	Net Change 2013 vs 2012 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
<b>Services/Activities:</b>						
Administration, Support & Grants	372,600	372,600	408,500	408,500	35,900	9.6%
Oakville Centre for the Performing Arts	2,257,600	763,500	2,209,800	776,400	12,900	1.7%
Oakville Galleries	888,400	323,600	855,300	322,500	(1,100)	(0.3%)
Oakville Museum	694,600	537,500	624,900	496,500	(41,000)	(7.6%)
QEP Cultural Centre	1,085,800	768,600	1,219,600	868,500	99,900	13.0%
<b>Total Culture</b>	<b>5,299,000</b>	<b>2,765,800</b>	<b>5,318,100</b>	<b>2,872,400</b>	<b>106,600</b>	<b>3.9%</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.

## Level of Services Offered

- Services provided by Oakville are consistent with standard municipal practice.
- The effectiveness and efficiency of these services is reviewed through the towns performance-based, program based budgeting process.

## Key Objectives (Initiatives) for 2013 – 2015

- Successful launch and operation of the Queen Elizabeth Park Community and Cultural Centre, utilizing a unique and new operating model
- On-going implementation of the Cultural Plan
- Initiation of the Downtown Oakville Cultural Master Plan focused on Centennial Square
- Continue to support and partner with arts and cultural organizations to build capacity in the community
- Ensure on-going implementation of business and strategic plans for all services

## 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	2,786,300	2,539,300	194,700	(10,700)	<b>2,723,300</b>	(63,000)	(2.3%)
Materials & Supplies	426,400	437,200	0	(12,900)	<b>424,300</b>	(2,100)	(0.5%)
Capital Out Of Operations	20,000	20,000	0	0	<b>20,000</b>	0	0.0%
Purchased Services	1,016,800	1,002,800	0	(15,300)	<b>987,500</b>	(29,300)	(2.9%)
Payments & Grants	267,700	282,600	0	(1,500)	<b>281,100</b>	13,400	5.0%
Internal Expenses & Transfers	781,800	802,100	79,800	0	<b>881,900</b>	100,100	12.8%
<b>Total EXPENSES</b>	<b>5,299,000</b>	<b>5,084,000</b>	<b>274,500</b>	<b>(40,400)</b>	<b>5,318,100</b>	<b>19,100</b>	<b>0.4%</b>
<b>REVENUES:</b>							
External Revenues	2,512,200	2,219,200	205,500	0	<b>2,424,700</b>	(87,500)	(3.5%)
Internal Recovery & Fund Transfers	21,000	21,000	0	0	<b>21,000</b>	0	0.0%
<b>Total REVENUES</b>	<b>2,533,200</b>	<b>2,240,200</b>	<b>205,500</b>	<b>0</b>	<b>2,445,700</b>	<b>(87,500)</b>	<b>(3.5%)</b>
<b>TAX LEVY</b>	<b>2,765,800</b>	<b>2,843,800</b>	<b>69,000</b>	<b>(40,400)</b>	<b>2,872,400</b>	<b>106,600</b>	<b>3.9%</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 net budget for the Culture program is increasing by 3.9% or \$106,600. The main drivers for this increase are due to the following:

- Personnel costs have decreased by \$63,000. Although personnel costs includes benefit increases and the capital impact of QEP staffing, adjustments to offset include gapping of the Cultural Co-ordinator, a budget efficiency in part-time for OCPA and part-time staffing were reallocated from QEP Culture Centre to Children's Programs, resulting in an overall decrease to personnel.
- Staff recommended budget efficiencies include decreases for material and supplies and purchased services, including adjustments to professional fees, janitorial supplies, special events supplies and freight and delivery.
- Payments and grants have increased by \$13,400 due to the additional budget required for artist's fees, artists travel and accommodation and installation costs.
- Internal expenses budget has increased by \$100,100, most of which is attributed to the increases required for QEPCCC's internal facility charges.
- External revenues have decreased by \$87,500 primarily due to the anticipated decrease in grants for Oakville Galleries and reduced ticket sales at OCPA.
- Capital impacts were included for the additional part-time personnel, internal facility expense and revenue required to support QEPCCC.

## 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>					
Culture:					
Administration, Support & Grants	408,500	408,900	0.1%	411,100	0.5%
Oakville Centre for the Performing Arts	2,209,800	2,243,600	1.5%	2,274,000	1.4%
Oakville Galleries	855,300	865,800	1.2%	875,900	1.2%
Oakville Museum	624,900	634,000	1.5%	665,500	5.0%
QEP Cultural Centre	1,219,600	1,374,100	12.7%	1,383,600	0.7%
<b>Total GROSS EXPENDITURES</b>	<b>5,318,100</b>	<b>5,526,400</b>	<b>3.9%</b>	<b>5,610,100</b>	<b>1.5%</b>
<b>TAX LEVY</b>					
Culture:					
Administration, Support & Grants	408,500	408,900	0.1%	411,100	0.5%
Oakville Centre for the Performing Arts	776,400	791,900	2.0%	822,300	3.8%
Oakville Galleries	322,500	324,200	0.5%	325,300	0.3%
Oakville Museum	496,500	504,500	1.6%	511,300	1.3%
QEP Cultural Centre	868,500	938,500	8.1%	948,000	1.0%
<b>Total TAX LEVY</b>	<b>2,872,400</b>	<b>2,968,000</b>	<b>3.3%</b>	<b>3,018,000</b>	<b>1.7%</b>
<b>GROSS EXPENDITURES by Type</b>					
Personnel Services & Benefits	2,723,300	2,840,100	4.3%	2,885,200	1.6%
Materials & Supplies	424,300	433,600	2.2%	444,800	2.6%
Purchased Services	987,500	998,600	1.1%	1,022,500	2.4%
Internal Charges	834,000	905,600	8.6%	905,600	0.0%
Other Expenditures	281,100	280,600	(0.2%)	281,100	0.2%
Minor Capital & Transfer to Reserves	67,900	67,900	0.0%	70,900	4.4%
<b>Total EXPENDITURES</b>	<b>5,318,100</b>	<b>5,526,400</b>	<b>3.9%</b>	<b>5,610,100</b>	<b>1.5%</b>
<b>REVENUES by Type</b>					
Activity Revenue	1,932,400	2,045,100	5.8%	2,078,800	1.6%
Internal Recoveries	1,000	1,000	0.0%	1,000	0.0%
Grants	491,500	491,500	0.0%	491,500	0.0%
Other Revenue	20,800	20,800	0.0%	20,800	0.0%
<b>Total REVENUES</b>	<b>2,445,700</b>	<b>2,558,400</b>	<b>4.6%</b>	<b>2,592,100</b>	<b>1.3%</b>
<b>TAX LEVY</b>	<b>2,872,400</b>	<b>2,968,000</b>	<b>3.3%</b>	<b>3,018,000</b>	<b>1.7%</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.

## 2013 Recommended Capital Budget

The following chart details the requested capital projects for 2013. The Oakville Centre for the Performing Arts will be replacing its theatrical lighting in the auditorium, while the Oakville Museum will be completing work on its grounds fence restoration.

	TOTAL Gross Cost	PROGRAM SPECIFIC FINANCING					CORPORATE FINANCING				TOTAL Proposed Financing
		Development Charges	Equipment Reserves	Gas Tax Funding	Other Reserves	Funding Grants and Other Revenues	Local Infrastructure Reserve	Capital Reserve	Operating Contribution	Long Term Financing	
<b>Culture</b>											
47101302 Oakville Centre - Repairs, Replacement	436,100				436,100						436,100
47800808 Museum - Grounds Fence Restoration	90,000						90,000				90,000
47801301 Museum - Repairs, Replacement	32,400				32,400						32,400
<b>Total Culture</b>	<b>558,500</b>				<b>468,500</b>		<b>90,000</b>				<b>558,500</b>

## **Service: Administration, Support and Grants**

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### **Mission**

For the benefit of Oakville residents, in order to enhance their quality of life, we provide a range of services including support for Oakville's creative sector, and the administration of the town's cultural grants, operations and assets.

### **Major Responsibilities**

- Ensure that the effective, efficient and sustainable operation of the Oakville Centre for the Performing Arts the Oakville Museum and QEPCCC is undertaken through attention to development and expenditure of budgets, consulting on programming, marketing, human resource support, maintenance and development of infrastructure and exploring sources of external funding
- Ensure the fulfillment of recommendations made in the Museum Business Plan, The OCPA Business Plan, the town of Oakville's Cultural Plan, and the Parks, Recreation, Culture and Library Master Plan, as it pertains to culture and the Queen Elizabeth Park Community and Cultural Centre Operating Plan
- Provide support and services to external arts, culture and heritage groups through consultation and liaison; additional support at town hall for project development, organizational support; and sustainability and administration of town grants

### **Strategic Priorities (Initiatives)**

- Successful opening operation of the Queen Elizabeth Park Community and Cultural Centre (QEPCCC)
- Ongoing assessment and evaluation of QEPCCC operating model
- On-going implementation of the Cultural Plan
- Assessment and improvement of Cultural Portal
- Support of community cultural organizations
- Ensure highest standard of service delivery while implementing efficiencies where possible

### **Key Outcomes**

- Achieve 82% customer satisfaction rating for cultural services
- Achieve budget variance of no greater than +/- 3%



## 2013 – 2015 Operating Budget Summary

	2012 Restated Budget	2013 Base Budget	2013 Capital Impact	2013 Budget Efficiencies	2013 Requested Budget	\$ Change From 2012	% Change From 2012	2014 Forecast Budget	2015 Forecast Budget
<b>EXPENSES:</b>									
Personnel Services & Benefits	156,900	153,900	0	0	<b>153,900</b>	(3,000)	(1.9%)	155,800	157,800
Materials & Supplies	2,600	2,200	0	0	<b>2,200</b>	(400)	(15.4%)	2,500	2,500
Purchased Services	27,700	32,000	0	0	<b>32,000</b>	4,300	15.5%	30,200	30,400
Internal Charges	0	0	0	0	<b>0</b>	0	0.0%	0	0
Other Expenditures	180,500	180,500	0	0	<b>180,500</b>	0	0.0%	180,500	180,500
Minor Capital & Transfer to Reserves	4,900	39,900	0	0	<b>39,900</b>	35,000	714.3%	39,900	39,900
<b>Total EXPENSES</b>	<b>372,600</b>	<b>408,500</b>	<b>0</b>	<b>0</b>	<b>408,500</b>	<b>35,900</b>	<b>9.6%</b>	<b>408,900</b>	<b>411,100</b>
<b>REVENUES:</b>									
Activity Revenue	0	0	0	0	<b>0</b>	0	0.0%	0	0
Internal Recoveries	0	0	0	0	<b>0</b>	0	0.0%	0	0
Grants	0	0	0	0	<b>0</b>	0	0.0%	0	0
Other Revenue	0	0	0	0	<b>0</b>	0	0.0%	0	0
<b>Total REVENUES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>
<b>TAX LEVY</b>	<b>372,600</b>	<b>408,500</b>	<b>0</b>	<b>0</b>	<b>408,500</b>	<b>35,900</b>	<b>9.6%</b>	<b>408,900</b>	<b>411,100</b>
<b>TAX LEVY By Activity:</b>									
Administration, Support & Grants	372,600	408,500	0	0	<b>408,500</b>	35,900	9.6%	408,900	411,100
<b>TAX LEVY</b>	<b>372,600</b>	<b>408,500</b>	<b>0</b>	<b>0</b>	<b>408,500</b>	<b>35,900</b>	<b>9.6%</b>	<b>408,900</b>	<b>411,100</b>

## 2013 Key Budget Drivers

- The Administration, Support and Grants have a planned increase of \$35,900 mostly due to the reallocation of the transfer to the equipment reserve which is now included in Administration from Oakville Centre for the Performing Arts (OCPA)

## 2014 - 2015 Budget Forecast Highlights

- Inflationary increases for personnel services have been included for 2014 and 2015.

## **Service: Oakville Centre for the Performing Arts (OCPA)**

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### **Mission**

The Oakville Centre for the Performing Arts is a town owned, town funded and professionally staffed facility that exists to serve the performing arts needs of the residents of Oakville by:

- Mentoring and hosting community performing arts groups and their audiences in a professional performance environment, and;
- Offering Oakville audiences of all ages and circumstances an opportunity to collectively experience, explore and celebrate themselves through the arts of dance, music, storytelling, theatre, film and digital media.

### **Major Responsibilities**

- Program a multi-disciplined, sophisticated season of professional performing arts events
- Mentor and advise the local performing arts community who rent the theatre on the best path to success, while providing a high level of service to rental clients and patrons alike
- Monitor operation for issues around sustainability
- Collect and evaluate data of patron's experiences through surveys
- Monitor staffing for appropriateness relative to the number of programs offered annually, thus decreasing overtime, lieu time and safety issues
- Maintain facilities to the highest possible standard
- Undertake preventative maintenance in order to ensure viability of the facility at all times
- Continue to assess and research best practices regarding equipment and technology available for performing arts facilities
- Maximize opportunities to receive regional, provincial and federal grants in order to offset costs to the town through funding for programming and infrastructure initiatives

### **Strategic Priorities (Initiatives)**

- In 2011 the Oakville Centre successfully completed a Strategic Review and Business Analysis. Recommendations of that report will position the performing arts centre for the future needs of the community
- Implement new tactics for ticket selling in a rapidly changing environment
- Although generally deemed cost-efficient, further explore opportunities to increase revenues ( increased rental fees, target marketing, scaled seating) and reduces costs (adjusting rental rates and discounts, reductions in service)

### **Key Outcomes**

- Achieve 16% of households in Oakville attending OCPA events
- Maintain an enhanced profile of and for the community through participation in outreach events across the Town. Target of 18 events for 2012

## 2013 – 2015 Operating Budget Summary

	2012 Restated Budget	2013 Base Budget	2013 Capital Impact	2013 Budget Efficiencies	2013 Requested Budget	\$ Change From 2012	% Change From 2012	2014 Forecast Budget	2015 Forecast Budget
<b>EXPENSES:</b>									
Personnel Services & Benefits	1,084,100	1,114,700	0	(10,700)	<b>1,104,000</b>	19,900	1.8%	1,120,200	1,136,800
Materials & Supplies	257,900	283,900	0	(8,500)	<b>275,400</b>	17,500	6.8%	281,200	282,700
Purchased Services	795,700	770,800	0	(6,900)	<b>763,900</b>	(31,800)	(4.0%)	776,200	788,500
Internal Charges	2,200	2,300	0	0	<b>2,300</b>	100	4.5%	2,300	2,300
Other Expenditures	35,700	36,200	0	0	<b>36,200</b>	500	1.4%	35,700	35,700
Minor Capital & Transfer to Reserves	82,000	28,000	0	0	<b>28,000</b>	(54,000)	(65.9%)	28,000	28,000
<b>Total EXPENSES</b>	<b>2,257,600</b>	<b>2,235,900</b>	<b>0</b>	<b>(26,100)</b>	<b>2,209,800</b>	<b>(47,800)</b>	<b>(2.1%)</b>	<b>2,243,600</b>	<b>2,274,000</b>
<b>REVENUES:</b>									
Activity Revenue	1,387,100	1,331,400	0	0	<b>1,331,400</b>	(55,700)	(4.0%)	1,349,700	1,349,700
Internal Recoveries	1,000	1,000	0	0	<b>1,000</b>	0	0.0%	1,000	1,000
Grants	86,000	81,000	0	0	<b>81,000</b>	(5,000)	(5.8%)	81,000	81,000
Other Revenue	20,000	20,000	0	0	<b>20,000</b>	0	0.0%	20,000	20,000
<b>Total REVENUES</b>	<b>1,494,100</b>	<b>1,433,400</b>	<b>0</b>	<b>0</b>	<b>1,433,400</b>	<b>(60,700)</b>	<b>(4.1%)</b>	<b>1,451,700</b>	<b>1,451,700</b>
<b>TAX LEVY</b>	<b>763,500</b>	<b>802,500</b>	<b>0</b>	<b>(26,100)</b>	<b>776,400</b>	<b>12,900</b>	<b>1.7%</b>	<b>791,900</b>	<b>822,300</b>
<b>TAX LEVY By Activity:</b>									
Oakville Centre for the Performing Arts	763,500	802,500	0	(26,100)	<b>776,400</b>	12,900	1.7%	791,900	822,300
<b>TAX LEVY</b>	<b>763,500</b>	<b>802,500</b>	<b>0</b>	<b>(26,100)</b>	<b>776,400</b>	<b>12,900</b>	<b>1.7%</b>	<b>791,900</b>	<b>822,300</b>

### 2013 Key Budget Drivers

Overall the budget for Oakville Centre for the Performing Arts is increasing by \$12,900 this is mainly due to the reallocation of \$48,000 to the equipment reserve.

- Included in the base is a reallocation for the transfer to equipment reserve which has been moved to Administration, Support and Grants.
- Due to recent trends, the budget for utilities has been increased as part of the materials and supplies budget.
- The budget efficiencies for OCPA included a reduction to part-time staff, advertising, insurance and janitorial supplies

### 2014 - 2015 Budget Forecast Highlights

- Expense increases for contracted services have been budgeted in addition to inflation increases.

## Service: Oakville Museum

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### Mission

For the benefit of residents and visitors, we collect, present, provide programs about, and preserve the art of our time in order to engage people with the questions that shape us as individuals, communities and cultures.

### Major Responsibilities

#### Presentation

- Offering a regular program of innovative art exhibitions in Gairloch Gardens and at Centennial Square
- Providing multidisciplinary educational programs to audiences of all ages (both in schools and at the Galleries)
- Offering on-site tours, talks and other engagement programs
- Researching potential exhibitions and education programs

#### Community Engagement

- Offering year-round art classes and camps for children and youth
- Offering a diverse slate of off-site art programs at sites throughout Oakville (senior's residences, libraries, farmers markets, etc.)
- Maintaining ongoing community consultation through committee work (Fundraising Committee, Acquisition Committee, etc.)
- Continuing to develop the Galleries' volunteer program

#### Conservation

- Developing, maintaining and conserving a permanent collection of art for the people of Oakville
- Providing complete collection records management
- Providing non-capital maintenance to facilities in Gairloch Gardens and at Centennial Square
- Achieving and maintaining museum standards

#### Financial

- Securing all available operating and program grants
- Ensuring all revenue generating opportunities are maximized
- Continuing to expand membership and patron programs
- Seeking out corporate and individual support for programs and events wherever possible

## Strategic Priorities (Initiatives)

- In 2010-2011 the museum conducted extensive community consultation and completed a draft five year plan. Implementation of the plan will be ongoing for the next five years.
- Institute a new Museum Development Committee model
- Develop a new exhibition space and collections storage facility at QEPCCC
- Enhance revenue generation through gift shop and online sales of Museum specific merchandise.

## Key Outcomes

- Museum will be successful in meeting new standards established by the ministry of Tourism and Culture, and continue to qualify for annual provincial operating grant
- Museum will institute enhanced evaluation process for exhibitions and programs, and will continue to meet standard of 90% satisfaction rate
- Museum will meet attendance target of 62,400 visitor contacts in 2012

## 2013 – 2015 Operating Budget Summary

	2012 Restated Budget	2013 Base Budget	2013 Capital Impact	2013 Budget Efficiencies	2013 Requested Budget	\$ Change From 2012	% Change From 2012	2014 Forecast Budget	2015 Forecast Budget
<b>EXPENSES:</b>									
Personnel Services & Benefits	549,800	503,900	0	0	<b>503,900</b>	(45,900)	(8.3%)	511,100	518,700
Materials & Supplies	84,000	74,400	0	0	<b>74,400</b>	(9,600)	(11.4%)	76,000	85,300
Purchased Services	56,800	46,300	0	(200)	<b>46,100</b>	(10,700)	(18.8%)	46,400	57,500
Internal Charges	0	0	0	0	<b>0</b>	0	0.0%	0	0
Other Expenditures	1,000	500	0	0	<b>500</b>	(500)	(50.0%)	500	1,000
Minor Capital & Transfer to Reserves	3,000	0	0	0	<b>0</b>	(3,000)	(100.0%)	0	3,000
<b>Total EXPENSES</b>	<b>694,600</b>	<b>625,100</b>	<b>0</b>	<b>(200)</b>	<b>624,900</b>	<b>(69,700)</b>	<b>(10.0%)</b>	<b>634,000</b>	<b>665,500</b>
<b>REVENUES:</b>									
Activity Revenue	94,400	70,700	0	0	<b>70,700</b>	(23,700)	(25.1%)	71,800	96,500
Internal Recoveries	0	0	0	0	<b>0</b>	0	0.0%	0	0
Grants	62,700	57,700	0	0	<b>57,700</b>	(5,000)	(8.0%)	57,700	57,700
Other Revenue	0	0	0	0	<b>0</b>	0	0.0%	0	0
<b>Total REVENUES</b>	<b>157,100</b>	<b>128,400</b>	<b>0</b>	<b>0</b>	<b>128,400</b>	<b>(28,700)</b>	<b>(18.3%)</b>	<b>129,500</b>	<b>154,200</b>
<b>TAX LEVY</b>	<b>537,500</b>	<b>496,700</b>	<b>0</b>	<b>(200)</b>	<b>496,500</b>	<b>(41,000)</b>	<b>(7.6%)</b>	<b>504,500</b>	<b>511,300</b>
<b>TAX LEVY By Activity:</b>									
Oakville Museum	537,500	496,700	0	(200)	<b>496,500</b>	(41,000)	(7.6%)	504,500	511,300
<b>TAX LEVY</b>	<b>537,500</b>	<b>496,700</b>	<b>0</b>	<b>(200)</b>	<b>496,500</b>	<b>(41,000)</b>	<b>(7.6%)</b>	<b>504,500</b>	<b>511,300</b>

## 2013 Key Budget Drivers

The budget for Oakville Museum has decreased in 2013 by \$41,000.

- The greatest impact to the program has been the reallocation of one position from the Museum, to QEPCCC.
- Budget reductions have been included in special events supplies, contracted services and advertising. Expenditure reductions have helped offset the budgeted decrease in external revenue mostly within admission passes and grants.

## 2014 - 2015 Budget Forecast Highlights

- Minimal increases have been added for inflation in 2014 and 2015.

## **Service: Oakville Galleries**

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### **Mission**

For the benefit of residents and visitors, we collect, preserve, provide programs about, and present the art of our time in order to engage people with the questions that shape us as individuals, communities and cultures.

### **Major Responsibilities**

#### **Conservation**

- Conserve/develop/maintain permanent collection
- Provide collection records management
- Achieve and maintain museum standards

#### **Presentation**

- Provide exhibitions
- Provide educational programs (school and community groups)

#### **Community Engagement**

- Provide outreach activities
- Continue to develop volunteer program
- Ensure revenue generation

#### **Research**

- Conduct original cultural and art historical research

### **Strategic Priorities (Initiatives)**

- To complete feasibility study and business plan for the relocation of the Galleries.
- To continue the development of arts programming at satellite locations throughout Oakville in partnership with community organizations to enhance our social and cultural environment
- To continue to seek out federal, provincial and private funding sources, as well as revenue generating opportunities to ensure programs are fiscally sustainable

## Key Outcomes

- An innovative roster of exhibitions, programs and events for residents of all ages
- An art education program that provides local children and youth with core arts education
- A permanent collection that reflects local concerns—both regional and international in scope

## 2013 – 2015 Operating Budget Summary

	2012 Restated Budget	2013 Base Budget	2013 Capital Impact	2013 Budget Efficiencies	2013 Requested Budget	\$ Change From 2012	% Change From 2012	2014 Forecast Budget	2015 Forecast Budget
<b>EXPENSES:</b>									
Personnel Services & Benefits	629,600	578,900	0	0	<b>578,900</b>	(50,700)	(8.1%)	587,700	597,300
Materials & Supplies	77,200	75,800	0	(4,400)	<b>71,400</b>	(5,800)	(7.5%)	73,000	73,400
Purchased Services	121,100	139,300	0	(8,200)	<b>131,100</b>	10,000	8.3%	131,200	131,300
Internal Charges	10,000	10,000	0	0	<b>10,000</b>	0	0.0%	10,000	10,000
Other Expenditures	50,500	65,400	0	(1,500)	<b>63,900</b>	13,400	26.5%	63,900	63,900
Minor Capital & Transfer to Reserves	0	0	0	0	<b>0</b>	0	0.0%	0	0
<b>Total EXPENSES</b>	<b>888,400</b>	<b>869,400</b>	<b>0</b>	<b>(14,100)</b>	<b>855,300</b>	<b>(33,100)</b>	<b>(3.7%)</b>	<b>865,800</b>	<b>875,900</b>
<b>REVENUES:</b>									
Activity Revenue	169,300	179,200	0	0	<b>179,200</b>	9,900	5.8%	188,000	197,000
Internal Recoveries	0	0	0	0	<b>0</b>	0	0.0%	0	0
Grants	395,500	352,800	0	0	<b>352,800</b>	(42,700)	(10.8%)	352,800	352,800
Other Revenue	0	800	0	0	<b>800</b>	800	100.0%	800	800
<b>Total REVENUES</b>	<b>564,800</b>	<b>532,800</b>	<b>0</b>	<b>0</b>	<b>532,800</b>	<b>(32,000)</b>	<b>(5.7%)</b>	<b>541,600</b>	<b>550,600</b>
<b>TAX LEVY</b>	<b>323,600</b>	<b>336,600</b>	<b>0</b>	<b>(14,100)</b>	<b>322,500</b>	<b>(1,100)</b>	<b>(0.3%)</b>	<b>324,200</b>	<b>325,300</b>
<b>TAX LEVY By Activity:</b>									
Oakville Galleries	323,600	336,600	0	(14,100)	<b>322,500</b>	(1,100)	(0.3%)	324,200	325,300
<b>TAX LEVY</b>	<b>323,600</b>	<b>336,600</b>	<b>0</b>	<b>(14,100)</b>	<b>322,500</b>	<b>(1,100)</b>	<b>(0.3%)</b>	<b>324,200</b>	<b>325,300</b>

## 2013 Key Budget Drivers

- Oakville Galleries has a (0.3%) or (\$1,100) budget reduction for 2013.
- The Galleries has proposed \$14,100 in budget efficiencies mostly for freight and delivery, professional fees and supplies.
- Due to anticipated decline for grants and admissions the revenue budget was reduced.



## 2014 - 2015 Budget Forecast Highlights

- Minimal increases have been added for inflation in 2014 and 2015.

## Service: QEP Community and Cultural Centre

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### Mission

The Queen Elizabeth Park Community and Cultural Centre is a welcoming, vibrant and dynamic public space that inspires and develops active living and cultural and artistic interests.

### Major Responsibilities

- Multi-disciplinary programming including diverse cultural and recreational programming in the form of classes, workshops, camps and drop-in programs
- Provision of senior services through the seniors centre as well as all other components
- Aquatic Services
- Provision of youth services through the youth centres as well as all other components
- Provision space for up to 35 cultural groups and guilds in Oakville
- Building and managing relationships with all user groups
- Assisting groups with building capacity
- Monitor staffing for appropriateness relative to the number of programs offered annually, thus decreasing overtime, lieu time and safety issues
- Maintain facilities to the highest possible standard
- Undertake preventative maintenance in order to ensure viability of the facility at all times

### Strategic Priorities (Initiatives)

- Successful launch and opening of the facility
- Establish relationships and access arrangements with all user groups
- Implement Operating Model including creation of five working groups
  - Program Committee
  - Interior Design Committee
  - Volunteer Committee
  - Environmental Committee
  - Events Committee

### Key Outcomes

- 15 member groups in the first year of operation
- 90% satisfaction reported by citizens with the delivery of recreation and cultural services at QEPCCC

## 2013 – 2015 Operating Budget Summary

	2012 Restated Budget	2013 Base Budget	2013 Capital Impact	2013 Budget Efficiencies	2013 Requested Budget	\$ Change From 2012	% Change From 2012	2014 Forecast Budget	2015 Forecast Budget
<b>EXPENSES:</b>									
Personnel Services & Benefits	365,900	187,900	194,700	0	<b>382,600</b>	16,700	4.6%	466,600	475,900
Materials & Supplies	4,700	900	0	0	<b>900</b>	(3,800)	(80.9%)	900	900
Purchased Services	15,500	14,400	0	0	<b>14,400</b>	(1,100)	(7.1%)	14,600	14,800
Internal Charges	699,700	741,900	79,800	0	<b>821,700</b>	122,000	17.4%	893,300	893,300
Other Expenditures	0	0	0	0	<b>0</b>	0	0.0%	0	0
Minor Capital & Transfer to Reserves	0	0	0	0	<b>0</b>	0	0.0%	0	0
<b>Total EXPENSES</b>	<b>1,085,800</b>	<b>945,100</b>	<b>274,500</b>	<b>0</b>	<b>1,219,600</b>	<b>133,800</b>	<b>12.3%</b>	<b>1,375,400</b>	<b>1,384,900</b>
<b>REVENUES:</b>									
Activity Revenue	317,200	145,600	205,500	0	<b>351,100</b>	33,900	10.7%	435,600	435,600
Internal Recoveries	0	0	0	0	<b>0</b>	0	0.0%	0	0
Grants	0	0	0	0	<b>0</b>	0	0.0%	0	0
Other Revenue	0	0	0	0	<b>0</b>	0	0.0%	0	0
<b>Total REVENUES</b>	<b>317,200</b>	<b>145,600</b>	<b>205,500</b>	<b>0</b>	<b>351,100</b>	<b>33,900</b>	<b>10.7%</b>	<b>435,600</b>	<b>435,600</b>
<b>TAX LEVY</b>	<b>768,600</b>	<b>799,500</b>	<b>69,000</b>	<b>0</b>	<b>868,500</b>	<b>99,900</b>	<b>13.0%</b>	<b>939,800</b>	<b>949,300</b>
<b>TAX LEVY By Activity:</b>									
QEP Cultural Centre	768,600	799,500	69,000	0	<b>868,500</b>	99,900	13.0%	939,800	949,300
<b>TAX LEVY</b>	<b>768,600</b>	<b>799,500</b>	<b>69,000</b>	<b>0</b>	<b>868,500</b>	<b>99,900</b>	<b>13.0%</b>	<b>939,800</b>	<b>949,300</b>

## 2013 Key Budget Drivers

The 2013 budget has increased by 13.0% or \$99,900.

- Additional capital impacts were included in 2013 for part-time personnel and facility expenses required to support full operation of QEPCCC and projected revenue was incorporated.
- However, during the budget process expenditures and revenues were reallocated to better align with programming needs resulting in staffing costs and revenues associated with the operation of children's camps being moved to the Recreation Programs and Operation budget.
- In addition, revenues were further adjusted based on actual 2012 activity for associated QEPCCC cultural programs from the original 2013 projections. Overall, there is an increase to the activity revenue budget of \$33,900.
- Previous budgets for supplies have been reallocated to Children's Programs to reflect program needs.

## 2014 - 2015 Budget Forecast Highlights

- Minimal increases have been added for inflation in 2014 and 2015.