



Program: Facilities and Construction Management

Program Based Budget

2013 - 2015

Program: Facilities and Construction Management

Vision:

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

Mission Statement:

To provide technical expertise and effective project management to facility user departments for facility design, construction, commissioning, repairs and maintenance of town buildings in an energy efficient, fully accessible, and sustainable manner.

Program Description

The Facilities and Construction Management department is responsible for the design, construction, commissioning, maintenance, repair and demolition of all town buildings. The Town of Oakville has a large and growing facility portfolio. In the past four years, the town has built over 725,000 square feet of building area and acquired several properties, bringing our total building stock portfolio from 1.2 to 2.13 million square feet.

In addition to growth and related facility expansion plans and renovations, the town is operating within a challenging and changing environment, as evidenced by aging facilities and infrastructure deficit, a growing focus on energy costs and energy management, growing client expectations, the implementation of asset management work order case management systems for buildings, and ongoing regulatory change (e.g. accessibility legislation). These are the factors that continue to challenge and drive the work of the Facilities and Construction Management department.

The department provides professional project management services related to buildings to all town departments. Using established, traditional project management controls and techniques, our team of project managers and technical experts ensures that town buildings are developed and maintained effectively and efficiently throughout their entire life cycle. We serve the town's facility user departments by providing support in developing their projects; managing the construction of new buildings; developing preventative maintenance programs; budget forecasting for repairs, maintenance and replacement of buildings and building systems; developing maintenance standards for all town owned buildings; managing facility operations at Town Hall, Oakville Public Libraries, Oakville Transit and other town facilities, including custodial services, preventative maintenance programs, maintenance contract management, minor repairs and security; coordinating compliance with accessibility and environmental legislation; energy management and the management of designated substances in buildings.

Program Services

The Facilities and Construction Management department provides the following services:

- Administrative Services
- Facilities Maintenance and Repairs
- Facility Operations
- New Construction

Staffing Overview

Program: Facilities & Construction Mgmt	2011 Approved FTE	2012 Approved FTE	2013 Capital Impact	2013 Base FTE Change	2013 Reallocation of Staff	2013 Total FTE	Net Change 2013 vs 2012
Services/Activities:							
Administration	1.0	1.0				1.0	0.0
Facility Maintenance & Repairs	6.0	6.0				6.0	0.0
New Construction	0.0	1.0				1.0	0.0
Facility Operations	5.0	7.0				7.0	0.0
Total Facilities & Construction Mgmt	12.0	15.0	0.0	0.0	0.0	15.0	0.0

Program Services Budget Overview

Program: Facilities & Construction Mgmt	2012 Restated		2013 Requested		Net Change 2013 vs 2012	Net Change 2013 vs 2012 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Services/Activities:						
Administration	221,300	74,100	221,700	74,400	300	0.4%
Facility Maintenance & Repairs	658,600	657,300	669,000	667,700	10,400	1.6%
Facility Operations	1,579,100	1,552,500	2,028,100	1,863,900	311,400	20.1%
New Construction	171,500	0	170,900	0	0	0.0%
Total Facilities & Construction Mgmt	2,630,500	2,283,900	3,089,700	2,606,000	322,100	14.1%

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 Facilities and Construction Management program has increased by \$322,100 or 14.1%. The main drivers of the increase are related to interim funding to hire external services to perform preventative maintenance and daily operations at the Transit facilities, Central Operations, Oakville Centre, and the parking garage as well as additional security services and utility costs for the three school sites and the old post office building purchased by the town in 2012. Otherwise costs have increased by inflation.

Level of Services Offered

- Majority of municipalities have similar programs for Facility Maintenance and Repairs and Facility Operations - State of Good Repair.
- Oakville's JDE Capital Asset Management – Buildings module for effective preventative maintenance and capital replacement forecasting programs will put us ahead of the curve compared to most municipalities.
- Most municipalities have similar programs for New Construction; however some rely on external project management for large projects.
- Services provided by Facilities and Construction Management in 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

- Manage municipal facility development. The ten year capital forecast will be presented to Council in the first quarter of 2013 and will include new facilities and major renovations. The timing for these projects will be tied to the rate of growth and the availability of funding. Many of these projects are multi-year and require qualified, in-house, professional project management staff for design development, construction tendering and project administration. External project management consulting firms have typically cost significantly more than in-house services. This initiative speaks to Council's strategic goal to be accountable in everything we do.
- Buildings asset management implementation: Staff resources must be committed to design and implement the remaining stages of the buildings asset management system (preventative maintenance programs, performance metrics, work order case management, etc.). Two town facilities are currently piloting the work order system, and we expect to bring all town facilities on-line during this time frame. This initiative speaks to Council's strategic goal to continuously improve our programs and services.
- Aging facilities and infrastructure deficit: The service impact is felt in all areas of repairs and maintenance with the most significant impact in the area of civil and architectural projects. With the full implementation of the asset management work order management system, staff resources are required to manage work orders and service requests (both planned and unplanned maintenance and repairs) and to plan and coordinate the work for the town's 100+ facilities. This initiative speaks to Council's strategic goals to continuously improve our programs and services and to be the most livable town in Canada.
- Growing client expectations for project management services and oversight of preventative maintenance programs: With the full implementation of the buildings asset management system, the Facilities Maintenance and Repair division and the Facilities Operations division are accountable for all state of good repair and preventative maintenance programs and standards for all town buildings. This initiative speaks to Council's strategic goals to continuously improve our programs and services and to be accountable in everything we do.
- Ongoing regulatory change: new standards, guidelines and regulations are being developed by the provincial government to support the new accessibility legislation (AODA) which became law in 2005. The new built environment standard is expected to become law by the end of 2012, early 2013. To ensure that the town is in compliance with the legislation, we are required to dedicate significant staff and financial resources over the next 10 years to eliminate physical barriers in our facilities. This initiative speaks to Council's strategic goals to provide outstanding service to our residents and businesses and to be the most livable town in Canada.
- Growing focus on energy costs and management: Staff support is required to effectively implement the town's energy management system using the AMO Energy Management Tool (partnering with the Environmental Policy department). This initiative speaks to Council's strategic goal to be environmentally sustainable.
- Centralized and standardized execution and monitoring of construction projects: we will continue to develop our Project/Portfolio Management Office with procedures, guidelines and project management templates to strive toward zero defects in our projects. This initiative speaks to Council's strategic goals to continuously improve our programs and services, to provide outstanding service to our residents and businesses, to be fiscally and environmentally sustainable and to be accountable in everything we do.

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
EXPENSES:							
Personnel, Services & Benefits	1,634,000	1,653,000	0	0	1,653,000	19,000	1.2%
Materials & Supplies	443,800	528,100	0	0	528,100	84,300	19.0%
Capital Out Of Operations	3,600	3,300	0	0	3,300	(300)	(8.3%)
Purchased Services	536,900	902,700	0	(6,000)	896,700	359,800	67.0%
Payments & Grants	300	300	0	0	300	0	0.0%
Internal Expenses & Transfers	11,900	8,300	0	0	8,300	(3,600)	(30.3%)
Total EXPENSES	2,630,500	3,095,700	0	(6,000)	3,089,700	459,200	17.5%
REVENUES:							
External Revenues	26,600	14,200	0	0	14,200	(12,400)	(46.6%)
Internal Recovery & Fund Transfers	320,000	469,500	0	0	469,500	149,500	46.7%
Total REVENUES	346,600	483,700	0	0	483,700	137,100	39.6%
TAX LEVY	2,283,900	2,612,000	0	(6,000)	2,606,000	322,100	14.1%

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 Facilities and Construction Management program has increased by \$322,100 or 14.1%. The main drivers for this change are the following.

- Purchased Services have increased by \$359,800 of which \$150,000 is attributed to the cost to lease the swing space at Oakville Hydro due to Town Hall renovations; \$90,000 is attributed to interim funding for hiring external contractors in lieu of full-time building operators to enable preventative maintenance and daily operations at the Transit facilities, Central Operations, Oakville Centre, and the parking garage; \$72,000 is attributed to security services for the three school sites (Linbrook, Brantwood and Chisholm) purchased by the town.
- Materials and Supplies have increased by \$84,300 primarily due to the cost of utilities at the three school sites and the old post office building purchased by the town.
- Internal Recovery & Fund Transfers have increased by \$149,500 due to a transfer of \$150,000 from Hydro Operations reserve to offset the cost to lease the swing space at Oakville Hydro and a minor adjustment of \$500 in internal labour recovery.

2014 - 2015 Expenditure Summary

	2013 Requested Budget	2014 Forecast Base Budget	2013-2014 Change (%)	2015 Forecast Base Budget	2014-2015 Change (%)
GROSS EXPENDITURES					
Facilities & Construction Management:					
Administration	221,700	223,800	0.9%	226,100	1.0%
Facilities Maintenance & Repairs	669,000	677,300	1.2%	686,000	1.3%
Facilities Operations	2,028,100	2,056,800	1.4%	2,081,000	1.2%
New Construction	170,900	172,600	1.0%	174,400	1.0%
Total GROSS EXPENDITURES	3,089,700	3,130,500	1.3%	3,167,500	1.2%
TAX LEVY					
Facilities & Construction Management:					
Administration	74,400	73,600	(1.1%)	72,900	(1.0%)
Facilities Maintenance & Repairs	667,700	676,000	1.2%	684,700	1.3%
Facilities Operations	1,863,900	1,892,500	1.5%	1,916,700	1.3%
New Construction	0	0	0.0%	0	0.0%
Total TAX LEVY	2,606,000	2,642,100	1.4%	2,674,300	1.2%
GROSS EXPENDITURES by Type					
Personnel Services & Benefits	1,653,000	1,675,200	1.3%	1,696,800	1.3%
Materials & Supplies	528,100	541,000	2.4%	550,700	1.8%
Purchased Services	896,700	902,300	0.6%	907,900	0.6%
Internal Charges	2,500	2,600	4.0%	2,700	3.8%
Other Expenditures	300	300	0.0%	300	0.0%
Minor Capital & Transfer to Reserves	9,100	9,100	0.0%	9,100	0.0%
Total EXPENDITURES	3,089,700	3,130,500	1.3%	3,167,500	1.2%
REVENUES by Type					
Activity Revenue	14,200	14,300	0.7%	14,300	0.0%
Internal Recoveries	319,500	324,100	1.4%	328,900	1.5%
Grants	0	0	0.0%	0	0.0%
Other Revenue	150,000	150,000	0.0%	150,000	0.0%
Total REVENUES	483,700	488,400	1.0%	493,200	1.0%
TAX LEVY	2,606,000	2,642,100	1.4%	2,674,300	1.2%

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. Facilities and Construction Management was able to reduce its capital budget significantly from what was submitted as part of the 2012-21 Capital Forecast. The 2013 budget for Facilities and Construction Management was created using the JD Edwards Asset Management system, providing for more accurate and detailed forecasting, and ensuring a manageable workload for the department. As well, the budget for Municipal Building Renovations was reduced from \$4,062,000 to \$900,000 as the renovation work plan was adjusted during the year. Facilities and Construction Management will continue to work with the Facility Managers to ensure a state of good repair of all town facilities and provide for necessary accessibility renovations.

	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		
Facilities and Construction Management												
42101301 Facility Repairs	200,000				200,000							200,000
42101302 Town Hall Capital Replacement	91,600				91,600							91,600
42101304 Energy Management Large Buildings	113,000						113,000					113,000
42101305 Municipal Building Renovations	900,000								900,000			900,000
42101306 HVAC - Various Locations	575,000				575,000							575,000
42101307 Drive, Pavement - Various Locations	620,000								620,000			620,000
42101308 Roof Replacement - Various Locations	331,600				331,600							331,600
42101309 Properties under 12,000 SF Maintenance & Repair	435,600								435,600			435,600
42101310 Heritage Building Maintenance & Repair	200,100								200,100			200,100
42101311 Architectural - Others	102,000				102,000							102,000
42101312 Mechanical Commission	65,000				65,000							65,000
42101313 Roofs - Minor Repairs	25,000				25,000							25,000
42101314 Accessibility Improvements	500,000							500,000				500,000
42101315 Accomodation Needs	100,000								100,000			100,000
42101316 Asbestos Monitoring and Remediation	35,000							20,000	15,000			35,000
42101318 Electrical Safety Authority Inspections	21,000								21,000			21,000
42101319 Electrical - Various Locations	160,000				160,000							160,000
Total Facilities and Construction Management	4,474,900				1,550,200		113,000	520,000	2,291,700			4,474,900

Service: Administration

Mission

To provide administrative support to the management team in the planning, development and implementation of programs.

Major Responsibilities

- Supervise administrative support staff serving the director, the management team and department staff
- Administration of the asset management work order system (JD Edwards-Buildings Module) ensuring that it is managed in accordance with internal/external standards and all regulatory compliances.
- Identify and establish policies, procedures and best practices for facility asset management, establish performance metrics and measurements and develop opportunities for process improvements.

Strategic Priorities (Initiatives)

- The Administrative Services division was established in 2011 as the final stage in the department's 2008 organization plan. The reorganization of existing staff into this division will be fully implemented in 2013.
- The JDE facilities work order module will be launched in 2012 and fully implemented over the next few years. The successful initiation of this system will address Council's strategic goals to be accountable in everything we do, to be environmentally and fiscally responsible and to continuously improve our programs and services.

Key Outcomes

Administrative Services is a new service area within the department and as such does not have any established metrics. The following are three key outcomes that will be explored in 2013:

- Provide department and facility managers with timely access to asset information; in 2013 target 90% of requests for information to be provided within three business days.
- Provide timely resolution of deficiency reports, operational complaints and service requests; in 2013, target 90% to be resolved to satisfaction of originator within three business days.
- Provide accommodating hotel services at Town Hall (this service will be transferred in 2012 from the Facilities Operations division); 2012 target is 90% customer satisfaction.

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
EXPENSES:									
Personnel Services & Benefits	188,100	191,000	0	0	191,000	2,900	1.5%	193,100	195,400
Materials & Supplies	3,600	3,700	0	0	3,700	100	2.8%	3,700	3,700
Purchased Services	27,300	26,500	0	(1,800)	24,700	(2,600)	(9.5%)	24,700	24,700
Internal Charges	0	0	0	0	0	0	0.0%	0	0
Other Expenditures	300	300	0	0	300	0	0.0%	300	300
Minor Capital & Transfer to Reserves	2,000	2,000	0	0	2,000	0	0.0%	2,000	2,000
Total EXPENSES	221,300	223,500	0	(1,800)	221,700	400	0.2%	223,800	226,100
REVENUES:									
Activity Revenue	0	0	0	0	0	0	0.0%	0	0
Internal Recoveries	147,200	147,300	0	0	147,300	100	0.1%	150,200	153,200
Grants	0	0	0	0	0	0	0.0%	0	0
Other Revenue	0	0	0	0	0	0	0.0%	0	0
Total REVENUES	147,200	147,300	0	0	147,300	100	0.1%	150,200	153,200
TAX LEVY	74,100	76,200	0	(1,800)	74,400	300	0.4%	73,600	72,900
TAX LEVY By Activity:									
Administration	74,100	76,200	0	(1,800)	74,400	300	0.4%	73,600	72,900
TAX LEVY	74,100	76,200	0	(1,800)	74,400	300	0.4%	73,600	72,900

2013 Key Budget Drivers

- Personnel costs have increased by \$2,900 due to changes in benefit requirements.
- Budget efficiencies of \$1,800 relate to savings for blackberry charges to reflect a lower-cost contract.

2014 - 2015 Budget Forecast Highlights

- Budgets reflect inflationary increases only.

Service: Facilities Maintenance and Repairs

Mission

To provide technical expertise and effective, functional project management services to facility user departments in an energy efficient, fully accessible, and sustainable manner.

Major Responsibilities

- Manage the state of good repair program for all town owned facilities, providing for the planned replacement of building components and systems at the end of their useful life cycle.
- Provide project management services for construction projects at town owned facilities for barrier removal projects, energy management projects and minor renovations.
- Provide client departments with technical expertise for all aspects of building systems.
- Deliver special projects of corporate importance such as: accommodation studies, compliance with accessibility and hazardous materials legislation, administration and implementation of facility design and maintenance standards, facility audits, etc.

Strategic Priorities (Initiatives)

- The Facilities Maintenance and Repairs division is challenged by a significant workload increase due to aging facilities and infrastructure deficit, a growing focus on energy costs and energy management, and ongoing regulatory changes (e.g. accessibility legislation). In addition, due to municipal growth, the town has invested significantly in new facilities in the past few years, increasing the total floor area in our buildings portfolio by 69%, going from 1.3 million to 2.2 million square feet of floor space. This division is responsible for the state of good repair program for all town buildings, managing all planned major repairs and replacements affecting the building envelopes, structural components, mechanical systems, electrical systems and hard landscaping. As well, our new buildings are all built to an increased sustainability standard, and have complex mechanical and building systems that must be maintained. This initiative speaks to Council's strategic goals to continuously improve our programs and services, to be fiscally and environmentally sustainable and to provide outstanding service to our residents and businesses.
- In 2013, together with the Facilities Operations division, we will fully implement the asset management work order program (JD Edwards-Buildings module) allowing for greater accountability with respect to cost and scheduling for all phases of repairs, maintenance and construction projects. This data base/work order management program will facilitate a comprehensive preventative maintenance and state of good repair program for all town owned facilities. This will ensure that building systems and components are maintained to perform to their fullest capacity throughout their useful life cycle, thus preventing failures before they occur. This initiative speaks to Council's strategic goals to continuously improve our programs and services, to be fiscally and environmentally sustainable and to be accountable in everything that we do.

Key Outcomes

In 2012, Facilities Maintenance and Repairs successfully met the following outcomes:

- 80% of the projects completed in 2012 were planned and scheduled (the balance resulting from corrective maintenance/repairs or unplanned projects).
- Completed 90% of the annual planned work plan for capital replacements
- Removed \$400,000 worth of barriers to accessibility throughout town facilities including new visual alarms signals throughout our facilities and removing barriers in one set of the public washrooms at Joshua's Creek Arena and at River Oaks Community Centre.

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
EXPENSES:									
Personnel Services & Benefits	640,300	650,300	0	0	650,300	10,000	1.6%	658,500	667,200
Materials & Supplies	0	0	0	0	0	0	0.0%	100	100
Purchased Services	18,300	18,700	0	0	18,700	400	2.2%	18,700	18,700
Internal Charges	0	0	0	0	0	0	0.0%	0	0
Other Expenditures	0	0	0	0	0	0	0.0%	0	0
Minor Capital & Transfer to Reserves	0	0	0	0	0	0	0.0%	0	0
Total EXPENSES	658,600	669,000	0	0	669,000	10,400	1.6%	677,300	686,000
REVENUES:									
Activity Revenue	0	0	0	0	0	0	0.0%	0	0
Internal Recoveries	1,300	1,300	0	0	1,300	0	0.0%	1,300	1,300
Grants	0	0	0	0	0	0	0.0%	0	0
Other Revenue	0	0	0	0	0	0	0.0%	0	0
Total REVENUES	1,300	1,300	0	0	1,300	0	0.0%	1,300	1,300
TAX LEVY	657,300	667,700	0	0	667,700	10,400	1.6%	676,000	684,700
TAX LEVY By Activity:									
Facility Maintenance & Repairs	657,300	667,700	0	0	667,700	10,400	1.6%	676,000	684,700
TAX LEVY	657,300	667,700	0	0	667,700	10,400	1.6%	676,000	684,700

2013 Key Budget Drivers

- Personnel costs have increased by \$10,000 due to changes in benefit requirements.

2014 - 2015 Budget Forecast Highlights

- Budgets reflect inflationary increases only.

Service: Facilities Operations

Mission

To maintain and support a safe, welcoming, secure, clean, reliable and comfortable environment in town facilities so that programs are delivered efficiently and effectively, and building infrastructure value is maintained.

Major Responsibilities

- Facilities Operations maintains and supports a safe, welcoming, secure, clean, reliable and comfortable environment in many of the town's facilities including Town Hall, Oakville Public Library branches, Oakville Transit facilities and Central Operations, so that programs are delivered efficiently and effectively and building infrastructure value is maintained.
- We maintain the general health of town buildings by managing an effective preventative maintenance program and by providing facility user departments with standards and support for daily operations, minor repairs, service contract management, health & safety and security.

Strategic Priorities (Initiatives)

- In 2013, together with the Facilities Maintenance and Repairs division, we will fully implement the new asset management work order program (JD Edwards-Buildings module) allowing for greater accountability with respect to cost and scheduling for all phases of repairs, maintenance and construction projects. This data base/work order management program will facilitate a comprehensive preventative maintenance and state of good repair program for all town owned facilities. This will ensure that building systems and components are maintained to perform to their fullest capacity throughout their useful life cycle, thus preventing failures before they occur. This initiative speaks to Council's strategic goals to continuously improve our programs and services, to be fiscally and environmentally sustainable and to be accountable in everything that we do.
- In 2012, we reviewed and upgraded Oakville Public Library facilities to meet or exceed all Occupational Health & Safety Act and Ontario Fire Code legislative requirements. In 2013, we will continue to maintain this standard. This initiative speaks to Council's strategic goals to continuously improve our programs and services and to be accountable in everything that we do.
- In 2013 we will operate the new Oakville Transit facility as efficiently as possible while working with the New Construction division to identify and have corrected all construction deficiencies and warranty items. This initiative speaks to Council's strategic goals to be fiscally and environmentally sustainable and to be accountable in everything that we do.

Key Outcomes

In 2012, Facilities Operations successfully met the following outcomes:

- We piloted the new asset management work order program (JD Edwards-Buildings module) in two facilities, and continue to work with Asset Management staff to fully implement the program in 2013.
- We reviewed and upgraded Oakville Public Library facilities to meet or exceed all Occupational Health & Safety Act and Ontario Fire Code legislative requirements.
- We assumed operational responsibility for three newly acquired former school buildings as well as the former post office building.

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
EXPENSES:									
Personnel Services & Benefits	664,300	667,300	0	0	667,300	3,000	0.5%	677,500	686,300
Materials & Supplies	438,600	522,500	0	0	522,500	83,900	19.1%	535,300	545,000
Purchased Services	464,300	830,500	0	(500)	830,000	365,700	78.8%	835,600	841,200
Internal Charges	6,100	2,500	0	0	2,500	(3,600)	(59.0%)	2,600	2,700
Other Expenditures	0	0	0	0	0	0	0.0%	0	0
Minor Capital & Transfer to Reserves	5,800	5,800	0	0	5,800	0	0.0%	5,800	5,800
Total EXPENSES	1,579,100	2,028,600	0	(500)	2,028,100	449,000	28.4%	2,056,800	2,081,000
REVENUES:									
Activity Revenue	26,600	14,200	0	0	14,200	(12,400)	(46.6%)	14,300	14,300
Internal Recoveries	0	0	0	0	0	0	0.0%	0	0
Grants	0	0	0	0	0	0	0.0%	0	0
Other Revenue	0	150,000	0	0	150,000	150,000	100.0%	150,000	150,000
Total REVENUES	26,600	164,200	0	0	164,200	137,600	517.3%	164,300	164,300
TAX LEVY	1,552,500	1,864,400	0	(500)	1,863,900	311,400	20.1%	1,892,500	1,916,700
TAX LEVY By Activity:									
Facilities Operations	1,552,500	1,864,400	0	(500)	1,863,900	311,400	20.1%	1,892,500	1,916,700
TAX LEVY	1,552,500	1,864,400	0	(500)	1,863,900	311,400	20.1%	1,892,500	1,916,700

2013 Key Budget Drivers

- Materials and Supplies have increased by \$83,900 primarily due to the cost of utilities at the three school sites and the old post office building purchased by the town.
- Purchased Services have increased by \$365,700 which includes the following: \$150,000 is attributed to the cost to lease the swing space at Oakville Hydro due to Town Hall renovations; \$103,000 is attributed to security services and minor maintenance and repairs for the three school sites (Linbrook, Brantwood and Chisholm) and the old post office building purchased by the town; \$90,000 is attributed to interim funding for hiring external contractors in lieu of full-time building operators to enable preventative maintenance and daily operations at the Transit facilities, Central Operations, Oakville Centre, and the parking garage.
- Other Revenue has increased by \$150,000 due to a transfer from Hydro Operations reserve to offset the cost to lease the swing space at Oakville Hydro.
- Activity Revenue has decreased by \$12,400 primarily due to a reduction in room rental activity at Town Hall.
- Budget efficiencies of \$500 relate to savings on insurance.

2014 - 2015 Budget Forecast Highlights

- Budgets reflect inflationary increases only.

Service: New Construction

Mission

To provide technical expertise and effective project management for the design, construction, commissioning and warranty administration for all new town buildings and the major renovation or demolition of all existing Town buildings.

Major Responsibilities

- The New Construction division manages the design development, tendering, contract administration, commissioning and warranty for all new buildings and those undergoing major renovations, using procedures and control templates developed through our Project/Portfolio Management Office.
- We assist user departments with strategic planning of new projects, and provide technical, functional and budget validation services to facility user departments for their new facilities as well as the major renovation or demolition of existing facilities.

Strategic Priorities (Initiatives)

- In 2012 - 2013 the New Construction division will complete the implementation of our centralized Project/Portfolio Management Office to monitor all of our projects, followed with the application of continuous improvement practices (eliminate defects) in the provision of our services. This initiative speaks to Council's strategic goals to continuously improve our programs and services, to provide outstanding service to our residents and businesses, to be fiscally and environmentally sustainable and to be accountable in everything that we do.
- We will also initiate the Phase 1 Renovations to Town Hall, the construction of the North Operations Depot and Fire Hall #9, as well as the design for the renovation of the Bronte Marina building.
- As part of a new service established in 2008, the challenge facing the New Construction division is developing a sustainable complement of qualified, professional project management staff. The town's capital forecast predicts numerous new construction and major renovation projects. These multi-year projects require qualified, in-house, professional project management staff. External project management consulting firms have historically cost significantly more than in-house services. Our challenge is to attract and retain qualified professionals to create a sustainable team within the division. This initiative speaks to Council's strategic goals to be fiscally sustainable, to be accountable in everything we do, to continuously improve our programs and services and to provide outstanding service to our residents and businesses.

Key Outcomes

In 2012, New Construction successfully met the following outcomes:

- Provided an effective, sustainable construction program as measured by the successful completion of :
 - Queen Elizabeth Park Community and Cultural Center;
 - Various smaller projects like the Transit lunch facility at uptown core and the complete renovation of Fire Hall #3.
- Completed the Master Accommodation Plan for Town Hall.

- Initiated the design process for:
 - Phase 1 Renovations to Town Hall;
 - North Operations Depot and Fire Hall #9

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
EXPENSES:									
Personnel Services & Benefits	141,300	144,400	0	0	144,400	3,100	2.2%	146,100	147,900
Materials & Supplies	1,600	1,900	0	0	1,900	300	18.8%	1,900	1,900
Purchased Services	27,000	27,000	0	(3,700)	23,300	(3,700)	(13.7%)	23,300	23,300
Internal Charges	0	0	0	0	0	0	0.0%	0	0
Other Expenditures	0	0	0	0	0	0	0.0%	0	0
Minor Capital & Transfer to Reserves	1,600	1,300	0	0	1,300	(300)	(18.8%)	1,300	1,300
Total EXPENSES	171,500	174,600	0	(3,700)	170,900	(600)	(0.3%)	172,600	174,400
REVENUES:									
Activity Revenue	0	0	0	0	0	0	0.0%	0	0
Internal Recoveries	171,500	170,900	0	0	170,900	(600)	(0.3%)	172,600	174,400
Grants	0	0	0	0	0	0	0.0%	0	0
Other Revenue	0	0	0	0	0	0	0.0%	0	0
Total REVENUES	171,500	170,900	0	0	170,900	(600)	(0.3%)	172,600	174,400
TAX LEVY	0	3,700	0	(3,700)	0	0	0.0%	0	0
TAX LEVY By Activity:									
New Construction	0	3,700	0	(3,700)	0	0	0.0%	0	0
TAX LEVY	0	3,700	0	(3,700)	0	0	0.0%	0	0

2013 Key Budget Drivers

- Personnel costs have increased by \$3,100 due to changes in benefit requirements.
- Budget efficiencies of \$3,700 relate primarily to savings for blackberry charges to reflect lower-cost contracts and a reduction in the planned use of external consulting services.

2014 - 2015 Budget Forecast Highlights

- Budgets reflect inflationary increases only.

