



Program: Political Governance

Program Based Budget

2013 - 2015

Program: Political Governance

Vision Statement:

To be the most livable town in Canada.

Mission Statement:

We create and preserve Canada's most livable community that enhances the natural, cultural, social and economic environments. We achieve this by continuously improving programs and services that are both accessible and environmentally and fiscally sustainable.

We are highly valued and widely celebrated due to the innovative and outstanding way we satisfy the needs of our residents, businesses and employees. As a result, the process is as fulfilling as the outcome.

We ensure our staff receives the same level of respect, commitment and caring that they are expected to deliver to the community.

Program Description

The Political Governance program supports the Mayor and Members of Council who are elected to ensure the short and long-term well-being of the community by effectively governing the Corporation of the Town of Oakville. Governance responsibilities include strategic planning and priority setting, ensuring accountability and transparency, maintaining financial integrity, establishing internal controls and policy and representing public interest.

Mayor and Council and Secretariat Services provide investigative resources and clerical services to the Mayor and Members of Council to enable them to address ongoing issues and constituent matters including the production of the "Let's Talk Oakville" newsletter.

Council and Committee Services perform functions in compliance with Council approved policies and legislation, including those relating to transparency and accountability in the governing process. The program provides meeting services to Council and its boards and committees, facilitates the implementation of policies and procedures, and administers municipal elections.

Print and Mail Services provide a centralized printing operation and manages the internal and external distribution of all non-electronic mail for the corporation.

Program Services

Political Governance provides activities through the following services:

- Mayor and Council and Secretariat Services
- Council and Committee Services
- Print and Mail Services

Staffing Overview

Program: Political Governance	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:							
Mayor and Council and Secretariat	1.0	1.0				1.0	0.0
Council and Committee Services	7.6	7.0				7.0	0.0
Print and Mail Services	0.0	3.0		0.1	0.2	3.3	0.3
Total Political Governance	8.6	11.0	0.0	0.1	0.2	11.3	0.3

- Part-time hours in Mail Services have increased due to a reallocation from Financial Services (0.2 FTE) and an increase (0.1 FTE) for a part-time student to cover off the vacation period for the full-time mail position.

Program Services Budget Overview

Program: Political Governance	2012 Restated		2013 Requested		Net Change 2013 vs 2012	Net Change 2013 vs 2012 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Services/Activities:						
Mayor and Council and Secretariat	1,402,600	1,402,600	1,442,700	1,442,700	40,100	2.9%
Council and Committee Services	1,121,000	1,121,000	1,247,200	1,247,200	126,200	11.3%
Print and Mail Services	501,600	486,000	520,800	504,500	18,500	3.8%
Total Political Governance	3,025,200	3,009,600	3,210,700	3,194,400	184,800	6.1%

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 Political Governance program has increased by \$184,800 or 6.1%. Council and Committee Services have increased the transfer to the election reserve to enable internet voting in 2014 and address increased costs for the contribution rebate program. The program has also increased to accommodate the initial installment costs for election equipment upon award of the tender in 2013. Print and Mail Services reflects the increase required to address additional courier services to incorporate new facilities and facilitate court requirements.

Level of Services Offered

- Oakville is one of only a few municipalities who provide a contribution rebate program for municipal elections.
- Other services provided under Political Governance 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

- Mayor and Council and Secretariat will work to control growth and keep up with the facility and service needs of residents, supporting the strategic goal of continuous improvement of programs and services.
- Mayor and Council and Secretariat will work to keep tax increases in line with the rate of inflation and will continue to use program-based, performance-based budgeting to determine appropriate spending, supporting the strategic goal of fiscal sustainability.
- Mayor and Council and Secretariat will enhance Council's presence and outreach in the community as well as its knowledge base, supporting the strategic goals of accountability, innovation and continuous improvement of programs and services.
- Mayor and Council and Secretariat will publish a town-wide Council newsletter, "Let's Talk Oakville," twice a year, supporting the strategic goals of accountability, innovation and continuous improvement of programs and services.
- Council and Committee Services will support transparency and openness by ensuring council and committee documentation is publicly available
- Council and Committee Services in partnership with Information Systems + Solutions will continue to research potential improvements to the search functionality for web postings relating to the Electronic Agenda Management System (EAMS).
- Council and Committee Services in partnership with Information Systems + Solutions will continue to develop portals and annotation capabilities to enable the introduction of paperless agendas supporting the goals of innovation and continuous improvement of programs and services.
- Council and Committee Services will coordinate the review of requirements for the introduction of corporate policies, and ensure ongoing reviews take place every 5 years, supporting the strategic goals of accountability and continuous improvement of programs and services.
- Council and Committee Services will address internet voting options for consideration during the 2014 municipal election, supporting the strategic goals of innovation and continuous improvement of programs and services.
- Council and Committee Services shall initiate an RFP process to secure voting equipment for the 2014 municipal election, supporting the goal of accountability and continuous improvement of programs and services.
- Print and Mail Services will continue establishing tracking systems to measure print and mail requirements within the corporation to enable efficiency reviews and enhanced performance, supporting the goals of accountability and continuous improvement of programs and 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
EXPENSES:							
Personnel Services & Benefits	2,166,700	2,227,200	0	(3,800)	2,223,400	56,700	2.6%
Materials & Supplies	213,000	211,300	0	(5,900)	205,400	(7,600)	(3.6%)
Capital Out Of Operations	5,000	5,000	0	0	5,000	0	0.0%
Purchased Services	444,900	511,600	0	(2,200)	509,400	64,500	14.5%
Payments & Grants	12,000	9,000	0	0	9,000	(3,000)	(25.0%)
Internal Expenses & Transfers	183,600	258,500	0	0	258,500	74,900	40.8%
Total EXPENSES	3,025,200	3,222,600	0	(11,900)	3,210,700	185,500	6.1%
REVENUES:							
External Revenues	4,800	5,200	0	0	5,200	400	8.3%
Internal Recovery & Fund Transfers	10,800	11,100	0	0	11,100	300	2.8%
Total REVENUES	15,600	16,300	0	0	16,300	700	4.5%
TAX LEVY	3,009,600	3,206,300	0	(11,900)	3,194,400	184,800	6.1%

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 Political Governance program has increased by \$184,800 or 6.1%. The main drivers for this change are the following:

- Personnel Services & Benefits have increased by \$56,700 due to wage and benefit increases for members of Council and staffing for election related activities.
- Purchased Services have increased by \$64,500 which includes initial equipment rental costs of \$85,000 to enable the award of the tender for election voting equipment in 2013. The offset is a reduction of \$45,000 from 2012 recognizing the completion of the ward boundary review and procurement of the voters' list software program. In addition, \$15,000 has been added to Council professional development following Council's recommendation as part of the June 2012 quarterly report.
- Internal Expenses & Transfers have increased by \$74,900 due to an increase in the transfer to the election reserve to address internet voting requirements and inflation.

2014 - 2015 Expenditure Summary

	2013 Requested Budget	2014 Forecast Base Budget	2013-2014 Change (%)	2015 Forecast Base Budget	2014-2015 Change (%)
GROSS EXPENDITURES					
Political Governance:					
Mayor and Council and Secretariat	1,442,700	1,476,100	2.3%	1,507,200	2.1%
Council and Committee Services	1,247,200	1,908,200	53.0%	1,380,100	(27.7%)
Print and Mail Services	520,800	525,800	1.0%	529,700	0.7%
Total GROSS EXPENDITURES	3,210,700	3,910,100	21.8%	3,417,000	(12.6%)
TAX LEVY					
Political Governance:					
Mayor and Council and Secretariat	1,442,700	1,476,100	2.3%	1,507,200	2.1%
Council and Committee Services	1,247,200	1,346,200	7.9%	1,380,100	2.5%
Print and Mail Services	504,500	509,200	0.9%	513,100	0.8%
Total TAX LEVY	3,194,400	3,331,500	4.3%	3,400,400	2.1%
GROSS EXPENDITURES by Type					
Personnel Services & Benefits	2,223,400	2,564,000	15.3%	2,334,800	(8.9%)
Materials & Supplies	205,400	412,700	100.9%	207,500	(49.7%)
Purchased Services	509,400	757,900	48.8%	432,200	(43.0%)
Internal Charges	0	0	0.0%	0	0.0%
Other Expenditures	9,000	9,000	0.0%	109,000	1,111.1%
Minor Capital & Transfer to Reserves	263,500	166,500	(36.8%)	333,500	100.3%
Total EXPENDITURES	3,210,700	3,910,100	21.8%	3,417,000	(12.6%)
REVENUES by Type					
Activity Revenue	5,200	17,200	230.8%	5,200	(69.8%)
Internal Recoveries	11,100	11,400	2.7%	11,400	0.0%
Grants	0	0	0.0%	0	0.0%
Other Revenue	0	550,000	100.0%	0	(100.0%)
Total REVENUES	16,300	578,600	3,449.7%	16,600	(97.1%)
TAX LEVY	3,194,400	3,331,500	4.3%	3,400,400	2.1%

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.

Service: Mayor and Council and Secretariat Services

Mission

As the governing body for the Corporation of the Town of Oakville, the Mayor and Council provide overall direction to the corporation, oversee the conduct of the corporation's business and supervise senior management, which is responsible for day-to-day operations.

Major Responsibilities

- The role of Mayor as head of Council is established in Sections 225 and 226.1 of the *Municipal Act*.
- The role of Council is established in Section 224 of the *Municipal Act*.
- Council Secretariat Services support the Mayor and Members of Council through inquiry and complaint handling, administrative and reception support, research and report writing, issuance of news releases and Mayor and Council website content management.

The Mayor and Council have fulfilled their governing responsibilities by establishing the strategic direction for the corporation, implementing new policies to enhance accountability and transparency, ensuring the financial integrity of the corporation by approving audited financial statements, establishing internal controls through a new internal audit function and representing the public interest openly and transparently through the Committee and Council meeting process. As the governing body for the corporation, their results can be identified as the overall accomplishments of the corporation.

Strategic Priorities (Initiatives)

- Work to control growth via the town's key growth control tool, the Livable Oakville Official Plan, and keep up with the facility and service needs of residents, supporting the strategic goal of continuous improvement of programs and services.
- Work to keep tax increases in line with the rate of inflation and continue to use program-based, performance-based budgeting to determine appropriate spending, supporting the strategic goal of fiscal sustainability.
- Enhance Council's presence and outreach through participation at town events, residents association meetings and monthly community leaders roundtable meetings, supporting the strategic goals of accountability, innovation and continuous improvement of programs and services.
- Encourage ongoing and meaningful public engagement via various channels (e.g., public forums, focus groups, on-line/email, social media, etc.) on town programs and services as well as significant policy issues, supporting the strategic goals of accountability, innovation and continuous improvement of programs and services.
- Increase Council's knowledge base on good governance/best practices and policy issues through attendance at Federation of Canadian Municipalities (FCM) and Association of Municipalities of Ontario (AMO) conferences and events, supporting the strategic goals of innovation and continuous improvement of programs and services.
- Publicly promote Council's accomplishments in the previous year and agenda going forward through the delivery of the annual Status of the Town Report, supporting the strategic goals of accountability, innovation and continuous improvement of programs and services.
- Publish biannual editions of town-wide Council newsletter "Let's Talk Oakville," supporting the strategic goals of accountability, innovation and continuous improvement of programs and services.

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	1,144,400	1,166,800	0	0	1,166,800	22,400	2.0%	1,196,800	1,227,800
Materials & Supplies	82,900	85,600	0	0	85,600	2,700	3.3%	88,900	88,900
Purchased Services	166,300	181,400	0	(100)	181,300	15,000	9.0%	181,400	181,500
Internal Charges	0	0	0	0	0	0	0.0%	0	0
Other Expenditures	9,000	9,000	0	0	9,000	0	0.0%	9,000	9,000
Minor Capital & Transfer to Reserves	0	0	0	0	0	0	0.0%	0	0
Total EXPENSES	1,402,600	1,442,800	0	(100)	1,442,700	40,100	2.9%	1,476,100	1,507,200
REVENUES:									
Activity Revenue	0	0	0	0	0	0	0.0%	0	0
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	0	0	0	0	0	0.0%	0	0
Total REVENUES	0	0	0	0	0	0	0.0%	0	0
TAX LEVY	1,402,600	1,442,800	0	(100)	1,442,700	40,100	2.9%	1,476,100	1,507,200
TAX LEVY By Activity:									
Mayor & Council & Secretariat:									
Mayor & Council & Secretariat	1,326,400	1,364,100	0	(100)	1,364,000	37,600	2.8%	1,394,300	1,425,400
Council & Ward Newsletters	76,200	78,700	0	0	78,700	2,500	3.3%	81,800	81,800
TAX LEVY	1,402,600	1,442,800	0	(100)	1,442,700	40,100	2.9%	1,476,100	1,507,200

2013 Key Budget Drivers

- Personnel Services & Benefits have increased by \$22,400 to reflect increases for wages and benefits for members of Council.
- Purchased Services have increased by \$15,000 for Council professional development following Council's recommendation as part of the June 2012 quarterly report.
- Budget efficiencies of \$100 relate to savings on insurance.

2014 - 2015 Budget Forecast Highlights

- Budgets reflect inflationary increases only.

Service: Council and Committee Services

Mission

To ensure accountability by facilitating the meeting process for Council and its committees, in accordance with legislation; administering the municipal election process in accordance with legislation; and facilitating the corporate policy and procedure review.

Major Responsibilities

- Facilitate Council, P&D Council, standing committee and council subcommittee and advisory committee meetings in accordance with the Procedure By-law, including compilation and distribution of agendas, attendance at meetings, preparation of minutes and issuance of correspondence and dispositions.
- Facilitate the review of corporate policies and procedures for council approval/receipt and maintain updated documentation on town website.
- Administer the requirements of the municipal election in accordance with legislative requirements.

Strategic Priorities (Initiatives)

- Council and Committee Services is responsible for meetings and documentation and will:
 - Partner with Information Systems + Solutions to research means to improve search functionality and accessibility features of web postings relating to the Electronic Agenda Management System, supporting the goals of innovation and continuous improvement of programs and services.
 - Continue to explore the potential for paperless agendas to be realized through the use of portals, supporting the goals of innovation and continuous improvement of programs and services,
 - Continue to assist departments in the review of corporate policies and procedures, supporting the goals of accountability and continuous improvement of programs and services.
- Council and Committee Services is responsible for the administration of the municipal election and in 2013 will:
 - Analyze and improve the voter's list management software for use in future elections, supporting the strategic goals of innovation and continuous improvement of programs and services.
 - Address the potential for internet voting to be introduced during the 2014 municipal election, supporting the strategic goals of innovation and continuous improvement of programs and services.
 - Issue an RFP and select a vendor to provide voting methods, systems and equipment for the 2014 municipal election.

Key Outcomes

- Legislative requirements to ensure the integrity of Council and committee meetings met as measured by the number of challenges to Council decisions due to improper notification/procedures and the number of substantiated closed meeting investigation requests.
- Systems to be in place to facilitate the 2014 municipal election supporting accountability and meeting legislative requirements.
- Transparency and accountability principles met through posting of documentation to the town website in accordance with Procedure By-law provisions.

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	810,500	837,200	0	(3,800)	833,400	22,900	2.8%	1,143,800	879,900
Materials & Supplies	21,800	12,200	0	(400)	11,800	(10,000)	(45.9%)	214,800	9,600
Purchased Services	110,600	153,800	0	(1,800)	152,000	41,400	37.4%	396,600	70,600
Internal Charges	0	0	0	0	0	0	0.0%	0	0
Other Expenditures	3,000	0	0	0	0	(3,000)	(100.0%)	0	100,000
Minor Capital & Transfer to Reserves	175,100	250,000	0	0	250,000	74,900	42.8%	153,000	320,000
Total EXPENSES	1,121,000	1,253,200	0	(6,000)	1,247,200	126,200	11.3%	1,908,200	1,380,100
REVENUES:									
Activity Revenue	0	0	0	0	0	0	0.0%	12,000	0
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	0	0	0	0	0	0.0%	550,000	0
Total REVENUES	0	0	0	0	0	0	0.0%	562,000	0
TAX LEVY	1,121,000	1,253,200	0	(6,000)	1,247,200	126,200	11.3%	1,346,200	1,380,100
TAX LEVY By Activity:									
Council & Committee:									
Council & Committee Services	886,100	889,000	0	(5,800)	883,200	(2,900)	(0.3%)	895,400	906,300
Election	234,900	364,200	0	(200)	364,000	129,100	55.0%	450,800	473,800
TAX LEVY	1,121,000	1,253,200	0	(6,000)	1,247,200	126,200	11.3%	1,346,200	1,380,100

2013 Key Budget Drivers

- Personnel Services and Benefits have increased by \$22,900 for election-related activities and other minor adjustments.
- Purchased Services have increased by \$41,400 which includes initial equipment rental costs of \$85,000 to enable the award of the tender for election voting equipment in 2013. The offset is a reduction of \$45,000 from 2012 recognizing the completion of the ward boundary review and procurement of the voters' list software program.
- Minor Capital & Transfer to Reserves have increased by \$74,900 due to an increase in the transfer to the election reserve in preparation of funding 2014 and 2018 elections.
- Budget efficiencies of \$6,000 relate primarily to overtime and miscellaneous purchases.

2014 - 2015 Budget Forecast Highlights

- In 2014, expense increases reflect the costs of the election year including property rental, equipment and software. The transfer to the election reserve is eliminated. Also, expenses reflect requirement to provide new Council members with equipment in accordance with corporate policy.
- In 2015, the election budget reflects \$100,000 anticipated costs of rebate program and a \$70,000 increase in transfer to the Election reserve for the 2018 election year.

Service: Print and Mail Services

Mission

To consistently deliver quality and efficient corporate print and mail services on a timely basis in support of the initiatives and goals of the corporation.

Major Responsibilities

- Provide a centralized printing operation for the corporation.
- Manage the internal and external distribution of all non-electronic mail for the corporation.

Strategic Priorities (Initiatives)

- Continued review and enhancement of tracking systems for print and mail services introduced in 2012 which will enable oversight and ability to provide feedback to departments on print and mail use, supporting the strategic goals of accountability and fiscal responsibility.
- Ongoing challenge to address technological advancements, environmental sustainability through the use of recycled paper and incorporate improvements into print and mail systems, supporting the strategic goal of innovation and environmental sustainability.

Key Outcomes

- Maintain same day service to the corporation for print and mail requests where possible.
- Established tracking system to assess efficiencies for print and mail services implementation.

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	211,800	223,200	0	0	223,200	11,400	5.4%	223,400	227,100
Materials & Supplies	108,300	113,500	0	(5,500)	108,000	(300)	(0.3%)	109,000	109,000
Purchased Services	168,000	176,400	0	(300)	176,100	8,100	4.8%	179,900	180,100
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	13,500	13,500	0	0	13,500	0	0.0%	13,500	13,500
Total EXPENSES	501,600	526,600	0	(5,800)	520,800	19,200	3.8%	525,800	529,700
REVENUES:									
Activity Revenue	4,800	5,200	0	0	5,200	400	8.3%	5,200	5,200
Internal Recoveries	10,800	11,100	0	0	11,100	300	2.8%	11,400	11,400
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	15,600	16,300	0	0	16,300	700	4.5%	16,600	16,600
TAX LEVY	486,000	510,300	0	(5,800)	504,500	18,500	3.8%	509,200	513,100
TAX LEVY By Activity:									
Print Centre/Mail Services:									
Print Centre Operations	320,500	346,800	0	(300)	346,500	26,000	8.1%	348,900	351,600
Internal/External Mail Services	165,500	163,500	0	(5,500)	158,000	(7,500)	(4.5%)	160,300	161,500
TAX LEVY	486,000	510,300	0	(5,800)	504,500	18,500	3.8%	509,200	513,100

2013 Key Budget Drivers

- Personnel costs have increased by \$11,400 due to a reallocation and addition of part-time hours for corporate mail service and other minor adjustments.
- Purchased Services increased by \$8,100 due to a reallocation from other service areas to reflect resource needs in corporate mail service.
- Budget efficiencies of \$5,800 relate primarily to savings on office supplies.

2014 - 2015 Budget Forecast Highlights

- Budgets reflect inflationary increases only.

