



**Program: Administrative Executive Management**

**Program Based Budget**

**2016 – 2018**

**Program: Administrative Executive Management**

**Vision Statement:**

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

**Mission Statement:**

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

## Program Description

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

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

## Program Services

The CAO Office provides services through the CAO/Executive Management Team and the Internal Audit program.

<b>Program: Administrative Executive Management Services/Activities:</b>	<b>2014 Approved FTE</b>	<b>2015 Approved FTE</b>	<b>2016 Capital Impact</b>	<b>2016 Service Level Change</b>	<b>2016 Reallocation of Staff</b>	<b>2016 Total FTE</b>	<b>Net Change 2016 vs 2015</b>
CAO's Office	3.0	3.0				3.0	0.0
Commissioners & Office Support	6.0	6.0				6.0	0.0
Internal Audit	1.0	1.0				1.0	0.0
<b>Total Administrative Executive Management</b>	<b>10.0</b>	<b>10.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>10.0</b>	<b>0.0</b>

## Program Services Budget Overview

Services/Activities:	2015 Restated		2016 Requested		Net Change 2016 vs 2015	Net Change 2016 vs 2015 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
CAO/Executive management	1,665,100	1,665,100	1,671,600	1,671,600	6,500	0.4%
Internal Audit	195,500	152,000	199,600	154,100	2,100	1.4%
<b>Total</b>	<b>1,860,600</b>	<b>1,817,100</b>	<b>1,871,200</b>	<b>1,825,700</b>	<b>8,600</b>	<b>0.5%</b>

Overall the Administration Executive Management program has increased by 0.5% or \$8,600, mainly due to inflationary increases.

# Key Performance Indicators

## 1. Percentage of gross operating budget

2011	2012	2013	2014	2015
1.2%	1.2%	1.1%	0.9%	0.9%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

## 2. Percentage of total FTEs

2011	2012	2013	2014	2015
0.8%	0.8%	0.8%	0.6%	0.6%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTE's.				
<b>How Calculated:</b> Total program FTEs including part-time / Total town FTEs including part-time				

## 3. Annual overall tax rate increase

2011	2012	2013	2014	2015
2.6%	2.9%	1.6%	0.7%	1.6%
<b>Why Important:</b> Overall tax rate increase is the increase residents see on their tax bill.				
<b>How Calculated:</b> Based on overall tax increase as identified in Region of Halton annual tax policy report.				

## 4. Percentage of citizens surveyed satisfied with town programs and services

2011	2012	2013	2014	2015
87%	87%(2011 survey)	88%	88% (2013 survey)	85%
<b>Why Important:</b> The town is committed to surveying its residents to provide statistically valide measures of satisfaction. This data assists Council and town staff in allocating program funds to meet public expectations.				
<b>How Calculated:</b> Pollara Strategic Insights conducts a 20 minute survey of 800 residents every two years on behalf of the town to produce survey results that are accurate to within 3.5 per cent, 19 times out of 20.				

## 5. Employee turnover rate

2011	2012	2013	2014	2015
1.5%	2.3%	3.9%	3.3%	4.2%
<b>Why Important:</b> Tracking employee turnover is important due to the financial costs associated with hiring, as well as impact on organizational effectiveness.				
<b>How Calculated:</b> Total employees leaving organization/Total program FTEs				

## Key Objectives (Initiatives) for 2016 – 2018

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

- Ongoing review of town business processes to maximize effective and efficient use of online service delivery channels to ensure town provides its citizens with excellent value for their tax dollars.
- Preparing and implementing annual town operating and capital budgets and developing long-term capital forecasts that help Council to achieve its goals and maintain long-term financial stability of the town.

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

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

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

- Ongoing implementation of the Town of Oakville Management Framework to guide corporate decision-making.
- Providing Council with an annual review of progress toward Council's 2014 - 2018 Strategic Plan and ensuring the town business plans, budget and corporate performance management systems (TOPS) align with Council's strategic goals.
- Continue to support the development of the technology framework to transform the town into a knowledge driven organization.
- Continue to promote effective risk management, control and governance throughout the town via the Internal Audit function

## 2016 Program Budget Drivers

	2015 Restated Budget	2016 Base Budget	2016 Capital Budget Impact	2016 Service Adjustments	2016 Requested Budget	\$ Change From 2015	% Change From 2015
<b>Expenses:</b>							
Personnel Services & Benefits	1,676,900	1,659,200	0	0	<b>1,659,200</b>	(17,700)	(1.1%)
Materials & Supplies	4,000	4,000	0	0	<b>4,000</b>	0	0.0%
Capital Out Of Operations	900	900	0	0	<b>900</b>	0	0.0%
Purchased Services	178,800	207,100	0	0	<b>207,100</b>	28,300	15.8%
Internal Expenses & Transfers	0	0	0	0	<b>0</b>	0	0.0%
<b>Total Expenses</b>	<b>1,860,600</b>	<b>1,871,200</b>	<b>0</b>	<b>0</b>	<b>1,871,200</b>	<b>10,600</b>	<b>0.6%</b>
<b>Revenues:</b>							
External Revenues	43,500	45,500	0	0	<b>45,500</b>	2,000	4.6%
Internal Recovery & Fund Trsfs	0	0	0	0	<b>0</b>	0	0.0%
<b>Total Revenues</b>	<b>43,500</b>	<b>45,500</b>	<b>0</b>	<b>0</b>	<b>45,500</b>	<b>2,000</b>	<b>4.6%</b>
<b>Tax Levy</b>	<b>1,817,100</b>	<b>1,825,700</b>	<b>0</b>	<b>0</b>	<b>1,825,700</b>	<b>8,600</b>	<b>0.5%</b>

In 2016, the Administrative Executive Management program has increased by \$8,600 or 0.5%. The main drivers for this increase are the following:

- Personnel Services & Benefits decreased by \$17,700 due to compensation adjustments.
- Purchased Services has increased by \$28,300 to include fund in professional services to undertake various studies in 2016.
- External Revenues have been increased by \$2,000 to reflect projected recovery of internal audit services from Oakville Hydro.

## 2017 - 2018 Operating Budget Forecast

	2016 Requested Budget	2017 Forecast Budget	2016-2017 Change (%)	2018 Forecast Requested	2017-2018 Change (%)
<b>Gross Expenditures</b>					
Administrative Executive Management					
CAO/Executive Management	1,671,600	1,709,300	2.3%	1,751,600	2.5%
Internal Audit	199,600	204,600	2.5%	210,100	2.7%
<b>Total Gross Expenditures</b>	<b>1,871,200</b>	<b>1,913,900</b>	<b>2.3%</b>	<b>1,961,700</b>	<b>2.5%</b>
<b>Tax Levy</b>					
Administrative Executive Management					
CAO/Executive Management	1,671,600	1,709,300	2.3%	1,751,600	2.5%
Internal Audit	154,100	154,100	0.0%	159,600	3.6%
<b>Total Tax Levy</b>	<b>1,825,700</b>	<b>1,863,400</b>	<b>2.1%</b>	<b>1,911,200</b>	<b>2.6%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	1,659,200	1,701,900	2.6%	1,749,700	2.8%
Materials & Supplies	4,000	4,000	0.0%	4,000	0.0%
Purchased Services	207,100	207,100	0.0%	207,100	0.0%
Internal Charges	0	0	0.0%	0	0.0%
Other Expenditures	0	0	0.0%	0	0.0%
Minor Capital & Transfer To Reserves	900	900	0.0%	900	0.0%
<b>Total Expenditures</b>	<b>1,871,200</b>	<b>1,913,900</b>	<b>2.3%</b>	<b>1,961,700</b>	<b>2.5%</b>
<b>Revenues By Type</b>					
Activity Revenue	45,500	50,500	11.0%	50,500	0.0%
Internal Recoveries	0	0	0.0%	0	0.0%
Grants	0	0	0.0%	0	0.0%
Other Revenue	0	0	0.0%	0	0.0%
<b>Total Revenues</b>	<b>45,500</b>	<b>50,500</b>	<b>11.0%</b>	<b>50,500</b>	<b>0.0%</b>
<b>Tax Levy</b>	<b>1,825,700</b>	<b>1,863,400</b>	<b>2.1%</b>	<b>1,911,200</b>	<b>2.6%</b>

## 2017 - 2018 Budget Forecast Highlights

- Forecast includes inflationary increases for personnel services and benefits. Revenue forecast includes increased recovery expected in Internal Audit from Oakville Hydro.

## 2016 - 2018 Recommended Capital Budget

The Corporate Initiative projects consist of community enhancements and strategic priorities to the current Oakville Trafalgar Memorial Hospital site and the south central school sites. Funds have been budgeted for demolition of the buildings on the sites, for land use planning studies of the sites and to expand Brantwood Park. There are also several strategic priorities and an infrastructure renewal project to fund several Information Systems & Solutions orientated projects to address technology solutions for staff scheduling, Open Data and the replacement of our current CRM tool. In addition, there are capital funds for the Downtown Cultural Hub Phase 3, to explore funding through various partnerships and sponsorship program.

Operating impacts in 2016 and 2017 are for an additional FTE in Information Systems + Solutions and software maintenance for the Open Data project. In 2018, Staff Scheduling – Community Services will have additional operating impacts for software maintenance.

Administrative Executive Management	Classification	Capital Budget & Forecast			Operating Impact		
		2016	2017	2018	2016	2017	2018
21101602 Downtown Cultural Hub Phase 3	Strategic Priorities	1,000,000					
36101606 CRM Infrastructure Replacement	Infrastructure Renewal	686,000	172,000				
36101609 Open Data	Strategic Priorities	85,000	100,000		42,500	102,500	
36101702 Staff Scheduling - Community Services	Strategic Priorities		350,000				45,000
42101401 OTM Hospital Demolition	Strategic Priorities	4,180,000	7,500,000				
42101519 Brantwood School Demolition and Sitework	Strategic Priorities	525,000					
46601801 South Central Community Centre	Community Enhancements			250,000			
52211611 Brantwood Park expansion	Community Enhancements	105,000					
63101601 OTM Hospital Planning Studies	Strategic Priorities	150,000	200,000				
<b>Total Administrative Executive Management</b>		<b>6,731,000</b>	<b>8,322,000</b>	<b>250,000</b>	<b>42,500</b>	<b>102,500</b>	<b>45,000</b>