



**Program: Culture**

**Program Based Budget**

**2016 – 2018**

## Program: Culture

### **Vision Statement:**

Oakville is a community where culture inspires, engages and thrives and all residents are engaged in meaningful, diverse and accessible recreation and cultural experiences that foster individual, family and community wellbeing.

### **Mission Statement:**

To support the development of the creative and cultural community in Oakville by:

- Providing quality programs and services
- Enhancing community capacity
- Increasing access to program and services

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

## Cultural Services

Cultural Services is responsible for the management and programming of the Oakville Museum, Queen Elizabeth Park Community and Cultural Centre (QEPCCC) and the Oakville Centre for Performing Arts (OCPA) as well as providing administration, support, grants, and cultural planning. This requires 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. Cultural Services develops and recommends supporting policies, establishes and implements effective systems and procedures, and markets all services. Cultural Services also 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 \$3 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) Cultural Program and Facilities \*
- Oakville Galleries (Managed by the Board of the Oakville Galleries)

\* Additional QEPCCC budgets are covered in the Recreation Services budget under Recreation Programs and Operations

## Staffing Overview

<b>Program: Culture</b>	<b>2014 Approved FTE</b>	<b>2015 Approved FTE</b>	<b>2016 Capital Impact</b>	<b>2016 Service Adjustment</b>	<b>2016 Reallocation of Staff</b>	<b>2016 Total FTE</b>	<b>Net Change 2016 vs 2015</b>
<b>Services/Activities:</b>							
Administration, Support & Grants	1.7	1.7				1.7	0.0
Oakville Centre for the Performing Arts	15.7	15.7				15.7	0.0
Oakville Galleries	10.9	11.0		0.2		11.2	0.2
Oakville Museum	8.0	8.0				8.0	0.0
QEP Culture Centre	11.0	12.0				12.0	0.0
<b>Total Culture</b>	<b>47.3</b>	<b>48.4</b>	<b>0.0</b>	<b>0.2</b>	<b>0.0</b>	<b>48.6</b>	<b>0.2</b>

The Culture program increased their staff by 0.2 for a total of 48.6 FTE. This can be attributed to the following:

- In 2016, part-time hours equivalent to 0.2 FTE have been added at Oakville Galleries for the bilingual coordinator.

## 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		
Administration, Support & Grants	502,100	502,100	514,500	514,500	12,400	2.5%
Oakville Centre for the Performing Arts	2,327,000	888,000	2,391,300	916,900	28,900	3.3%
Galleries	907,100	333,800	953,200	344,700	10,900	3.3%
Museum	659,900	536,700	670,400	549,400	12,700	2.4%
QEP Cultural Centre	1,675,900	1,123,200	1,753,600	1,186,300	63,100	5.6%
<b>Total</b>	<b>6,072,000</b>	<b>3,383,800</b>	<b>6,283,000</b>	<b>3,511,800</b>	<b>128,000</b>	<b>3.8%</b>

Overall, the 2016 Culture program has increased by \$128,000 or 3.8%.

The major drivers of this increase include contractual and inflationary increases for wages and benefits and for supplies and services. Included are increases for: retail goods, professional fees and instructor and performer fees. The cost to maintain QEPCCC facility is shared amongst the activities within the centre. The additional cost apportioned to the QEP Cultural budget is \$80,800. Revenue budgets were adjusted where appropriate, based on trends and upcoming planned programs. Overall, revenue for federal grants, revenue from special events, studio/room rentals and concession revenue is increasing.

## Key Performance Indicators

### 1. Percentage of gross operating budget

2011	2012	2013	2014	2015
2.4%	2.5%	2.4%	2.4%	2.4%
<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
2.9%	3.3%	3.1%	3.1%	3.1%
<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. Square metres of cultural facilities per 1000 population

2011	2012	2013	2014	2015
28	64	64	63	63
<b>Why Important:</b> Appropriate provision of dedicated or specialized cultural facilities allows residents to be able to experience and partake cultural activity and for groups and organizations to have access to space.				
<b>How Calculated:</b> Total municipal space dedicated to culture. Total space of Gariloch Gallery, Oakville Museum and Coach House, Sovereign House, Thomas House, Oakville Historical Society, Old Post Office, Oakville Galleries at Centennial Square and OCPA. 50% or 6689 m2 of QEPCCC.				

### 4. Percentage of citizens satisfied with arts and cultural programs and venues

2011	2012	2013	2014	2015
82%	n/a	85%	n/a	83%
<b>Why Important:</b> Assess the satisfaction of residents with cultural programs and facilities.				
<b>How Calculated:</b> Report Card to Citizens – Biannual public survey				

### 5. Percentage of users reporting satisfaction with registered cultural programs

2011	2012	2013	2014	2015
n/a	n/a	85%	87%	88% YTD
<b>Why Important:</b> Reflects general resident satisfaction with registered cultural programs				
<b>How Calculated:</b> Results from customer feedback system for cultural registered programs at Oakville Museum, OCPA and QEPCCC				

## 6. Number of culture participants per 1000 population

2011	2012	2013	2014	2015
n/a	n/a	n/a	465	490
<b>Why Important:</b> Reflects uptake of cultural programs and services				
<b>How Calculated:</b> Annual attendance at Erchless Estate, OCPA and Oakville Galleries. Registered program participants at QEPCCC. Does not include events or exhibitions.				

## Key Objectives (Initiatives) for 2016 – 2018

- Implement Cultural Plan.
- Continue with the development of Downtown Oakville Cultural Hub project.
- Develop Public Art Strategy
- Continue to support and partner with arts and cultural organizations to build capacity in the community.
- On-going implementation of business and strategic plans for all services.
- Explore and implement mechanisms for engaging artists and the cultural community in cooperation with the Oakville Arts Council.
- Implementation of Oakville Museum Business Plan.
- Undertake Museum Coach House Study.

## 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	3,166,300	3,202,700	0	0	<b>3,202,700</b>	36,400	1.1%
Materials & Supplies	458,200	496,400	0	0	<b>496,400</b>	38,200	8.3%
Capital Out Of Operations	37,500	36,700	0	0	<b>36,700</b>	(800)	(2.1%)
Purchased Services	1,069,700	1,115,200	0	0	<b>1,115,200</b>	45,500	4.3%
Payments & Grants	277,300	288,200	0	0	<b>288,200</b>	10,900	3.9%
Internal Expenses & Transfers	1,063,000	1,143,800	0	0	<b>1,143,800</b>	80,800	7.6%
<b>Total Expenses</b>	<b>6,072,000</b>	<b>6,283,000</b>	<b>0</b>	<b>0</b>	<b>6,283,000</b>	<b>211,000</b>	<b>3.5%</b>
<b>Revenues:</b>							
External Revenues	2,649,400	2,750,200	0	0	<b>2,750,200</b>	100,800	3.8%
Internal Recovery & Fund Trsf	38,800	21,000	0	0	<b>21,000</b>	(17,800)	(45.9%)
<b>Total Revenues</b>	<b>2,688,200</b>	<b>2,771,200</b>	<b>0</b>	<b>0</b>	<b>2,771,200</b>	<b>83,000</b>	<b>3.1%</b>
<b>Tax Levy</b>	<b>3,383,800</b>	<b>3,511,800</b>	<b>0</b>	<b>0</b>	<b>3,511,800</b>	<b>128,000</b>	<b>3.8%</b>

In 2016, the net budget for the Culture program has increased by 3.8% or \$128,000. The main drivers for this increase include the following:

- Personnel Services and Benefits have increased by \$36,400. The inflation for salaries and benefits has been offset with savings in hourly rate for part-time staff at QEPCCC and new staff hired at a reduced starting rate.
- Materials and Supplies have been increased by \$38,200 for fuel and retail purchases.
- Capital out of Operations has been decreased by \$800 for reductions in electrical and lighting equipment.
- Purchased Services have increased by \$45,500 due to increases for professional fees, instructor and performer fees and advertisements.
- Payments and Grants have increased by 10,900 for anticipated increases to municipal grants and exhibition fees for the Galleries.
- Internal Expenses and Transfers have increased by \$80,800 to recognize Culture's share of the cost for facility operation and maintenance of QEPCCC.
- External Revenues have increased by \$100,800 based on current trends, revenue from special events, concession, federal grants and studio and room rental have been trending higher.
- Internal Recoveries has decreased by \$17,800 to reduce the transfer from the Innovation Reserve for OCPA.

## 2017 - 2018 Operating Budget Forecast

	2016 Requested Budget	2017 Forecast Requested Budget	2016-2017 Change (%)	2018 Forecast Requested Budget	2017-2018 Change (%)
<b>Gross Expenditures</b>					
Culture					
Administration, Support & Grants	514,500	527,100	2.4%	540,900	2.6%
Oakville Centre For The Performing Arts	2,391,300	2,503,900	4.7%	2,569,000	2.6%
Oakville Galleries	953,200	968,900	1.6%	986,300	1.8%
Oakville Museum	670,400	685,300	2.2%	701,900	2.4%
QEP Cultural Centre	1,753,600	1,786,800	1.9%	1,822,500	2.0%
<b>Total Gross Expenditures</b>	<b>6,283,000</b>	<b>6,472,000</b>	<b>3.0%</b>	<b>6,620,600</b>	<b>2.3%</b>
<b>Tax Levy</b>					
Culture					
Administration, Support & Grants	514,500	527,100	2.4%	540,900	2.6%
Oakville Centre For The Performing Arts	916,900	950,500	3.7%	982,000	3.3%
Oakville Galleries	344,700	360,400	4.6%	377,800	4.8%
Oakville Museum	549,400	564,300	2.7%	580,900	2.9%
QEP Cultural Centre	1,186,300	1,202,600	1.4%	1,221,200	1.5%
<b>Total Tax Levy</b>	<b>3,511,800</b>	<b>3,604,900</b>	<b>2.7%</b>	<b>3,702,800</b>	<b>2.7%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	3,202,700	3,283,600	2.5%	3,373,500	2.7%
Materials & Supplies	496,400	510,000	2.7%	521,700	2.3%
Purchased Services	1,115,200	1,184,900	6.3%	1,205,400	1.7%
Internal Charges	1,077,400	1,094,500	1.6%	1,113,200	1.7%
Other Expenditures	288,200	295,000	2.4%	301,800	2.3%
Minor Capital & Transfer To Reserves	103,100	104,000	0.9%	105,000	1.0%
<b>Total Expenditures</b>	<b>6,283,000</b>	<b>6,472,000</b>	<b>3.0%</b>	<b>6,620,600</b>	<b>2.3%</b>
<b>Revenues By Type</b>					
Activity Revenue	2,252,800	2,356,100	4.6%	2,406,700	2.1%
Internal Recoveries	1,000	1,100	10.0%	1,200	9.1%
Grants	495,400	487,900	(1.5%)	487,900	0.0%
Other Revenue	22,000	22,000	0.0%	22,000	0.0%
<b>Total Revenues</b>	<b>2,771,200</b>	<b>2,867,100</b>	<b>3.5%</b>	<b>2,917,800</b>	<b>1.8%</b>
<b>Tax Levy</b>	<b>3,511,800</b>	<b>3,604,900</b>	<b>2.7%</b>	<b>3,702,800</b>	<b>2.7%</b>



## 2016-2018 Recommended Capital Budget

The Cultural Services capital forecast provides funds to ensure that cultural facilities are maintained to a state of good repair. In 2016, the Oakville Centre for the Performing Arts will replace its auditorium and studio booth consoles, some lighting and lighting controls and a scissor lift, all of which are beyond their useful life. Having completed a backlog of large capital projects, the Oakville Museum has a minimal capital budget for small repairs and maintenance and interiors. Queen Elizabeth Park Community and Cultural Centre also has minimal capital budgeted for 2016 with small amounts for maintenance, furniture and equipment.

Culture	Classification	Capital Budget & Forecast			Operating Impact		
		2016	2017	2018	2016	2017	2018
47101601 Oakville Centre - Repairs, Replacement	Infrastructure Renewal	218,000	161,000	251,000			
47101701 Oakville Centre - Acoustic System Replacement	Infrastructure Renewal		452,000				
47101702 OCPA - Replacement of Concert Grand Piano	Infrastructure Renewal		241,000				
47101802 Oakville Centre Lobby Expansion	Infrastructure Renewal			1,200,000			
47801601 Museum - Repairs and Maintenance	Infrastructure Renewal	5,000	18,000	5,000			
75101601 Galleries Collection	Infrastructure Renewal	12,000		12,000			
75101602 Galleries Equipment	Infrastructure Renewal	5,000		5,000			
<b>Total Culture</b>		<b>240,000</b>	<b>872,000</b>	<b>1,473,000</b>			

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

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### **Mission**

To enhance the quality of life of Oakville residents, we provide a range of cultural services and facilities including support for Oakville's creative sector, and the administration of the town's cultural grants, operations and assets.

### **Major Responsibilities**

- Ensure the effective, efficient and sustainable operation of the Oakville Centre for the Performing Arts, the Oakville Museum and QEPCCC through attention to development 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 Recreation and Culture Strategic Plan, Museum Business Plan, The OCPA Business Plan, the town of Oakville's Cultural Plan, and the Parks, Recreation, Culture and Library Master Plan.
- Provide support and services to external arts, culture and heritage groups through consultation and liaison; project development, organizational support and sustainability and administration of town grants.
- Provide support to the development of the Downtown Oakville Cultural Hub project.
- Management of the Corporate Art and Public Art Programs.

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

- On-going implementation of the Cultural Plan and Cultural Plan update.
- Support and liaison for community cultural organizations.
- Explore and implement mechanisms for engaging artists and the cultural community in cooperation with the Oakville Arts Council.
- Ensure highest standard of service delivery while implementing efficiencies where possible.
- Continue to develop and implement unique partnerships with the cultural community.
- On-going management of the Town of Oakville Corporate Art Collection and Public Art Initiatives.

## 2016 – 2018 Operating Budget Summary

	2015 Restated Budget	2016 Base Budget	2016 Capital Budget Impact	2016 Service Adjustments	2016 Requested Budget	\$ Change from 2015	% Change from 2015	2017 Forecast Budget	2018 Forecast Budget
<b>Expenses:</b>									
Personnel Services & Benefits	275,600	281,800	0	0	<b>281,800</b>	6,200	2.2%	288,700	296,800
Materials & Supplies	2,500	2,500	0	0	<b>2,500</b>	0	0.0%	2,500	2,500
Purchased Services	30,200	30,700	0	0	<b>30,700</b>	500	1.7%	30,700	30,700
Internal Charges	0	0	0	0	<b>0</b>	0	0.0%	0	0
Other Expenditures	188,900	194,600	0	0	<b>194,600</b>	5,700	3.0%	200,300	206,000
Minor Capital & Transfer To Reserves	4,900	4,900	0	0	<b>4,900</b>	0	0.0%	4,900	4,900
<b>Total Expenses</b>	<b>502,100</b>	<b>514,500</b>	<b>0</b>	<b>0</b>	<b>514,500</b>	<b>12,400</b>	<b>2.5%</b>	<b>527,100</b>	<b>540,900</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>502,100</b>	<b>514,500</b>	<b>0</b>	<b>0</b>	<b>514,500</b>	<b>12,400</b>	<b>2.5%</b>	<b>527,100</b>	<b>540,900</b>
<b>Tax Levy By Activity</b>									
Administration, Support & Grants	502,100	514,500	0	0	<b>514,500</b>	12,400	2.5%	527,100	540,900
<b>Tax Levy</b>	<b>502,100</b>	<b>514,500</b>	<b>0</b>	<b>0</b>	<b>514,500</b>	<b>12,400</b>	<b>2.5%</b>	<b>527,100</b>	<b>540,900</b>

## 2016 Key Budget Drivers

- Personnel Services and Benefits have increased by \$6,200, for inflation and budgeted adjustments.
- Purchased Services has increased by \$500 for contracted services, advertising and professional development.
- Other Expenditures is increasing by \$5,700 for municipal grants.

## 2017 - 2018 Budget Forecast Highlights

- The 2017 - 2018 Budget reflects inflationary increases only.

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

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### **Mission**

The Oakville Centre for the performing Arts mission is to provide the public with experiences and performances from the cultural world outside of the community and to foster an appreciation of the arts where culture inspires, engages and builds capacity for a sustainable audience where culture thrives within the community. All of our programs and activities are directed to achieving this mission.

The Oakville Centre is a leading edge performing arts venue servicing the community in many roles; as presenter, an educator and a venue. On any given day we provide a social and community focal point for live performance through our balanced program of touring and local acts in all genres. As educators, we provide teachers and their students the opportunities to experience the excitement of high quality theatre, music and dance - many that complement literacy, numeracy and other school curricula offering students rewarding moments that support their creative development. As a venue we provide the community with a place to exchange and share ideas and exposure them to creative experiences that inspire curiosity and understanding ensuring the Oakville Centre remains relevant, sustainable and dynamic.

The Oakville Centre is a town-owned, professional quality performing arts venue that exists to serve the performing arts needs of the residents of Oakville by:

- Presenting a diverse selection of Canadian and international artists that deliver meaningful cultural and artistic experiences designed to entertain, engage and inspire.
- Being a leader in community cultural development and community engagement through educational activities that provide conditions for creativity to flourish.
- Being strategic in program delivery to nurture the foundation for a sustainable audience in music, drama, spoken word, and comedy and a unique learning and family series.
- 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 and outreach programs.
- Support the growth of aspiring professional artists and Oakville arts organizations through mentoring and advising the local performing arts community.
- Providing a functional arts facility, superior customer service and technical expertise which support Oakville's arts organizations to grow and prosper
- Being a resource to help address community issues where arts can strengthen social cohesion by providing cultural activities that bring people together, promote well-being, new skills and increased participation and integration.
- Collaborate with some of the rental groups to harness their unique connections to niche market to co-present new series, all of which are critical to sustaining and strengthening the cultural development of the Centre and the community.
- Continue to assess and research best practices in the sector and evaluate patron experiences.

- 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)**

- Continue the implementation of the Strategic Review and Business Analysis and the Cultural Plan Update.
- Engage the community in meaningful cultural experiences through curated programming choices.
- Targeted artistic development initiatives such as dance outreach, all of which ensure participation, engagement, and involvement by the community.
- Focus on operational excellence, efficiently and entrepreneurial spirit to identify to new revenue sources and develop increased revenue from existing operations
- Contribute to the development of the Downtown Cultural Hub project.

## 2016 – 2018 Operating Budget Summary

	2015 Restated Budget	2016 Base Budget	2016 Capital Budget Impact	2016 Service Adjustments	2016 Requested Budget	\$ Change from 2015	% Change from 2015	2017 Forecast Budget	2018 Forecast Budget
<b>Expenses:</b>									
Personnel Services & Benefits	1,155,900	1,173,200	0	0	<b>1,173,200</b>	17,300	1.5%	1,203,300	1,236,300
Materials & Supplies	271,300	297,600	0	0	<b>297,600</b>	26,300	9.7%	310,000	320,500
Purchased Services	775,200	796,500	0	0	<b>796,500</b>	21,300	2.7%	864,900	884,700
Internal Charges	2,400	2,400	0	0	<b>2,400</b>	0	0.0%	2,400	2,400
Other Expenditures	38,200	39,200	0	0	<b>39,200</b>	1,000	2.6%	40,300	41,400
Minor Capital & Transfer To Reserves	84,000	82,400	0	0	<b>82,400</b>	(1,600)	(1.9%)	83,000	83,700
<b>Total Expenses</b>	<b>2,327,000</b>	<b>2,391,300</b>	<b>0</b>	<b>0</b>	<b>2,391,300</b>	<b>64,300</b>	<b>2.8%</b>	<b>2,503,900</b>	<b>2,569,000</b>
<b>Revenues:</b>									
Activity Revenue	1,320,200	1,340,900	0	0	<b>1,340,900</b>	20,700	1.6%	1,427,300	1,460,800
Internal Recoveries	1,000	1,000	0	0	<b>1,000</b>	0	0.0%	1,100	1,200
Grants	80,000	112,500	0	0	<b>112,500</b>	32,500	40.6%	105,000	105,000
Other Revenue	37,800	20,000	0	0	<b>20,000</b>	(17,800)	(47.1%)	20,000	20,000
<b>Total Revenues</b>	<b>1,439,000</b>	<b>1,474,400</b>	<b>0</b>	<b>0</b>	<b>1,474,400</b>	<b>35,400</b>	<b>2.5%</b>	<b>1,553,400</b>	<b>1,587,000</b>
<b>Tax Levy</b>	<b>888,000</b>	<b>916,900</b>	<b>0</b>	<b>0</b>	<b>916,900</b>	<b>28,900</b>	<b>3.3%</b>	<b>950,500</b>	<b>982,000</b>
<b>Tax Levy By Activity</b>									
Oakville Centre for the Performing Arts	888,000	916,900	0	0	<b>916,900</b>	28,900	3.3%	950,500	982,000
<b>Tax Levy</b>	<b>888,000</b>	<b>916,900</b>	<b>0</b>	<b>0</b>	<b>916,900</b>	<b>28,900</b>	<b>3.3%</b>	<b>950,500</b>	<b>982,000</b>

## 2016 Key Budget Drivers

- Personnel Services and Benefits has increased by \$17,300 due to inflation and adjustments.
- Materials & Supplies has increased by \$26,300. This is mostly due to adjustments made to refreshment supplies and utilities.
- Adjustments planned for instructor and performer fees, insurance and repairs and maintenance have provided for the increase of \$21,300 in Purchased Services.
- An increase for licenses and permits provides the \$1,000 change to Other Expenditures.
- As a result of the reductions to the electrical lighting budget, minor capital was reduced by \$1,600.
- Activity revenue budget has increased by \$20,700, increases to concession revenue and facility rental were offset with decreases to corporate sponsorship.
- Anticipated increases to both federal and provincial grant revenue has increased the budget by \$32,500.
- Reserve transfer of \$17,800 has been removed which results in a reduction to other revenue.

## 2017 - 2018 Budget Forecast Highlights

- Increases for personnel expenses reflect approved contractual increases and inflationary increases for salary and benefits. Additional increase for instructor and performer fees has been added for 2017 for upcoming shows and this is offset with anticipated ticket sales

## Service: Oakville Museum

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### Mission

For the benefit of residents and visitors, the Oakville Museum collects, presents, provides programs about, and preserves 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 throughout Oakville.
- Provide educational programs (school and community groups).
- Lead Doors Open Oakville

#### Community Engagement

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

#### Research

- Conduct original cultural and art historical research.

### Strategic Priorities (Initiatives)

- Continued implementation of museum five-year business plan.
- Institute a new Museum Development Committee model.
- Develop an enhanced community outreach and programming plan.
- Develop and begin implementation on 2017 Sesquicentennial programming
- Undertake Coach House Study.
- Contribute to the implementation of the Cultural Plan.

## 2016 – 2018 Operating Budget Summary

	2015 Restated Budget	2016 Base Budget	2016 Capital Budget Impact	2016 Service Adjustments	2016 Requested Budget	\$ Change from 2015	% Change from 2015	2017 Forecast Budget	2018 Forecast Budget
<b>Expenses:</b>									
Personnel Services & Benefits	539,700	547,600	0	0	<b>547,600</b>	7,900	1.5%	561,800	577,600
Materials & Supplies	74,600	80,400	0	0	<b>80,400</b>	5,800	7.8%	81,100	81,900
Purchased Services	44,600	41,400	0	0	<b>41,400</b>	(3,200)	(7.2%)	41,400	41,400
Internal Charges	0	0	0	0	<b>0</b>	0	0.0%	0	0
Other Expenditures	1,000	1,000	0	0	<b>1,000</b>	0	0.0%	1,000	1,000
Minor Capital & Transfer To Reserves	0	0	0	0	<b>0</b>	0	0.0%	0	0
<b>Total Expenses</b>	<b>659,900</b>	<b>670,400</b>	<b>0</b>	<b>0</b>	<b>670,400</b>	<b>10,500</b>	<b>1.6%</b>	<b>685,300</b>	<b>701,900</b>
<b>Revenues:</b>									
Activity Revenue	65,500	63,300	0	0	<b>63,300</b>	(2,200)	(3.4%)	63,300	63,300
Internal Recoveries	0	0	0	0	<b>0</b>	0	0.0%	0	0
Grants	57,700	57,700	0	0	<b>57,700</b>	0	0.0%	57,700	57,700
Other Revenue	0	0	0	0	<b>0</b>	0	0.0%	0	0
<b>Total Revenues</b>	<b>123,200</b>	<b>121,000</b>	<b>0</b>	<b>0</b>	<b>121,000</b>	<b>(2,200)</b>	<b>(1.8%)</b>	<b>121,000</b>	<b>121,000</b>
<b>Tax Levy</b>	<b>536,700</b>	<b>549,400</b>	<b>0</b>	<b>0</b>	<b>549,400</b>	<b>12,700</b>	<b>2.4%</b>	<b>564,300</b>	<b>580,900</b>
<b>Tax Levy By Activity</b>									
Oakville Museum	536,700	549,400	0	0	<b>549,400</b>	12,700	2.4%	564,300	580,900
<b>Tax Levy</b>	<b>536,700</b>	<b>549,400</b>	<b>0</b>	<b>0</b>	<b>549,400</b>	<b>12,700</b>	<b>2.4%</b>	<b>564,300</b>	<b>580,900</b>

## 2016 Key Budget Drivers

- Personnel Services and Benefits increase of \$7,900 reflects contractual increases and normal personnel adjustments.
- Materials & Supplies has increased by \$5,800 to reflect the past 3-year trends for utilities.
- Purchased Services has decreased by \$3,200 for reductions to insurance and advertising.
- Activity Revenue has been reduced by \$2,200 for reductions to program registration and sales.

## 2017 - 2018 Budget Forecast Highlights

- Personnel expenses reflect approved contractual increases for CUPE 1329 and inflationary increases for other groups and benefits.



## 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

#### 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 is maximized.
- Continuing to expand membership and patron programs.
- Seeking out corporate and individual support for programs and events wherever possible.

### Strategic Priorities (Initiatives)

- To complete the feasibility studies underway and contribute to the assessment process for the Downtown Cultural Hub project.
- To focus on maximizing individual and private sector contributions to ensure programs are fiscally sustainable.
- To continue the development of arts programming at satellite locations throughout Oakville in partnership with community organizations to enhance our social and cultural environment.

## 2016 – 2018 Operating Budget Summary

	2015 Restated Budget	2016 Base Budget	2016 Capital Budget Impact	2016 Service Adjustments	2016 Requested Budget	\$ Change from 2015	% Change from 2015	2017 Forecast Budget	2018 Forecast Budget
<b>Expenses:</b>									
Personnel Services & Benefits	598,300	606,900	0	0	<b>606,900</b>	8,600	1.4%	622,200	639,200
Materials & Supplies	107,900	114,000	0	0	<b>114,000</b>	6,100	5.7%	114,400	114,800
Purchased Services	141,700	168,100	0	0	<b>168,100</b>	26,400	18.6%	168,100	168,100
Internal Charges	10,000	10,000	0	0	<b>10,000</b>	0	0.0%	10,000	10,000
Other Expenditures	49,200	53,400	0	0	<b>53,400</b>	4,200	8.5%	53,400	53,400
Minor Capital & Transfer To Reserves	0	800	0	0	<b>800</b>	800	0.0%	800	800
<b>Total Expenses</b>	<b>907,100</b>	<b>953,200</b>	<b>0</b>	<b>0</b>	<b>953,200</b>	<b>46,100</b>	<b>5.1%</b>	<b>968,900</b>	<b>986,300</b>
<b>Revenues:</b>									
Activity Revenue	233,800	281,300	0	0	<b>281,300</b>	47,500	20.3%	281,300	281,300
Internal Recoveries	0	0	0	0	<b>0</b>	0	0.0%	0	0
Grants	337,500	325,200	0	0	<b>325,200</b>	(12,300)	(3.6%)	325,200	325,200
Other Revenue	2,000	2,000	0	0	<b>2,000</b>	0	0.0%	2,000	2,000
<b>Total Revenues</b>	<b>573,300</b>	<b>608,500</b>	<b>0</b>	<b>0</b>	<b>608,500</b>	<b>35,200</b>	<b>6.1%</b>	<b>608,500</b>	<b>608,500</b>
<b>Tax Levy</b>	<b>333,800</b>	<b>344,700</b>	<b>0</b>	<b>0</b>	<b>344,700</b>	<b>10,900</b>	<b>3.3%</b>	<b>360,400</b>	<b>377,800</b>
<b>Tax Levy By Activity</b>									
Oakville Galleries	333,800	344,700	0	0	<b>344,700</b>	10,900	3.3%	360,400	377,800
<b>Tax Levy</b>	<b>333,800</b>	<b>344,700</b>	<b>0</b>	<b>0</b>	<b>344,700</b>	<b>10,900</b>	<b>3.3%</b>	<b>360,400</b>	<b>377,800</b>

## 2016 Key Budget Drivers

- Increases to Personnel Services of \$8,600 are due to anticipated salary and benefit costs.
- Materials & Supplies increase of \$6,100 for paint supplies, utilities and miscellaneous supplies.
- Purchased Services has increased by \$26,700 for professional fees and contracted services.
- Other Expenditures increases of \$4,200 are for exhibition fees and copyright fees.
- Activity Revenue has increased by \$47,500 for revenue from special events and for program registration.
- Grants have decreased by \$12,300 for reductions to federal and provincial grants.

## 2017 - 2018 Budget Forecast Highlights

- Oakville Galleries are anticipating normal inflationary increases for 2017 and 2018.

## **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, memberships and drop-in programs and exhibitions.
- 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 of space for cultural groups and guilds in Oakville.
- Building and managing relationships with all user groups.
- Monitor staffing for appropriateness relative to the number of programs offered annually, thus decreasing overtime, lieu time and safety issues.
- Leading town run Culture Days programming
- Maintain facilities to the highest possible standard and undertake preventative maintenance in order to ensure viability of the facility at all times.

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

- Establish relationships and access arrangements with all user groups.
- Continue implementation of Operating Model and refine as needed.
- Work with the facility users to engage the community in events and activities at QEPCCC.
- Contribute to implementation of the Cultural Plan.

## 2016 – 2018 Operating Budget Summary

	2015 Restated Budget	2016 Base Budget	2016 Capital Budget Impact	2016 Service Adjustments	2016 Requested Budget	\$ Change from 2015	% Change from 2015	2017 Forecast Budget	2018 Forecast Budget
<b>Expenses:</b>									
Personnel Services & Benefits	596,800	593,200	0	0	<b>593,200</b>	(3,600)	(0.6%)	607,600	623,600
Materials & Supplies	1,900	1,900	0	0	<b>1,900</b>	0	0.0%	2,000	2,000
Purchased Services	78,000	78,500	0	0	<b>78,500</b>	500	0.6%	79,800	80,500
Internal Charges	984,200	1,065,000	0	0	<b>1,065,000</b>	80,800	8.2%	1,082,100	1,100,800
Other Expenditures	0	0	0	0	<b>0</b>	0	0.0%	0	0
Minor Capital & Transfer To Reserves	15,000	15,000	0	0	<b>15,000</b>	0	0.0%	15,300	15,600
<b>Total Expenses</b>	<b>1,675,900</b>	<b>1,753,600</b>	<b>0</b>	<b>0</b>	<b>1,753,600</b>	<b>77,700</b>	<b>4.6%</b>	<b>1,786,800</b>	<b>1,822,500</b>
<b>Revenues:</b>									
Activity Revenue	552,700	567,300	0	0	<b>567,300</b>	14,600	2.6%	584,200	601,300
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>552,700</b>	<b>567,300</b>	<b>0</b>	<b>0</b>	<b>567,300</b>	<b>14,600</b>	<b>2.6%</b>	<b>584,200</b>	<b>601,300</b>
<b>Tax Levy</b>	<b>1,123,200</b>	<b>1,186,300</b>	<b>0</b>	<b>0</b>	<b>1,186,300</b>	<b>63,100</b>	<b>5.6%</b>	<b>1,202,600</b>	<b>1,221,200</b>
<b>Tax Levy By Activity</b>									
QEP Cultural Centre	1,123,200	1,186,300	0	0	<b>1,186,300</b>	63,100	5.6%	1,202,600	1,221,200
<b>Tax Levy</b>	<b>1,123,200</b>	<b>1,186,300</b>	<b>0</b>	<b>0</b>	<b>1,186,300</b>	<b>63,100</b>	<b>5.6%</b>	<b>1,202,600</b>	<b>1,221,200</b>

### 2016 Key Budget Drivers

- Personnel Services and Benefits has decreased by \$3,600. Contractual increases have been included, however reductions made to instructor hours has mitigated the expense for 2016.
- Minimal increases are anticipated for purchased services and overall an increase of \$500 is budgeted for programming.
- Internal Charges have increased by \$80,800 to recognize Culture's share of the cost for facility operation and maintenance of QEPCCC.
- Activity Revenue has increased by \$14,600 for studio and room rentals and for membership fees.

### 2017 - 2018 Budget Forecast Highlights

- Personnel expenses reflect approved contractual increases for CUPE 1329 and inflationary increases for other groups and benefits. Activity Revenue has been increased to reflect anticipated rate increases.