



**Program: Capital Assets**

**Program Based Budget**

**2010 - 2012**

## Overview

<b>Program: Capital Assets</b>
<b>Vision:</b> To develop and maintain Town buildings that are safe, comfortable and welcoming to all.
<b>Mission Statement:</b> To provide technical expertise and effective project management in the areas of design, construction, and repairs and maintenance of Town buildings, in an energy efficient, fully accessible, sustainable manner.

## Introduction

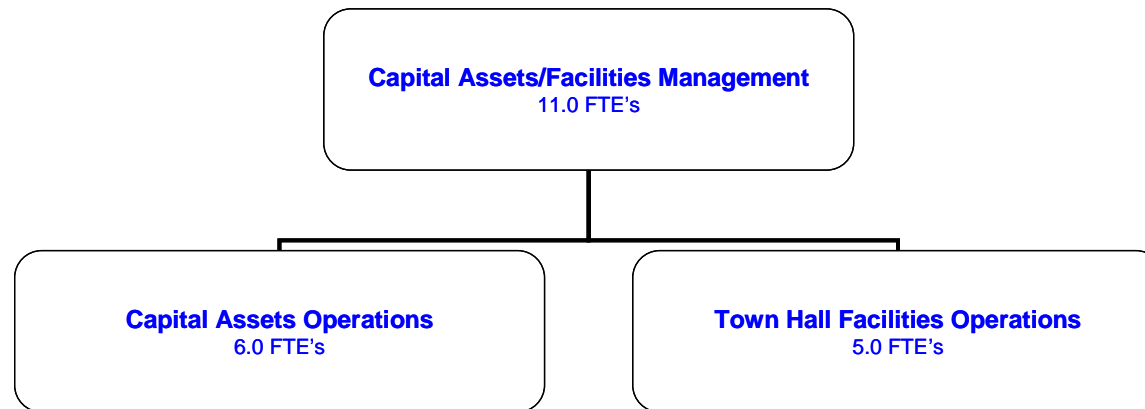
The Town of Oakville has a large and growing facility portfolio. Capital expenditures on major building projects will average about \$20 million per annum over the next ten years. In addition to municipal growth and related facility expansion plans, the Town is operating within a challenging and changing environment, as evidenced by aging facilities and infrastructure deficit, a growing focus on energy costs and energy management, growing client expectations, implementation of the PSAB legislation and asset management, and ongoing regulatory change (e.g. accessibility legislation). In the face of these work drivers, in 2008 the Facilities Maintenance group was expanded to become the Capital Assets Department.

The Capital Assets Department is responsible for the design, construction, maintenance and repair of all Town buildings. The department provides technical expertise and project management to the Town's facility user departments with regard to project development for new buildings as well as coordination of preventative facility maintenance, budget forecasting of repairs and maintenance, management of Town Hall operations (including custodial services, maintenance contract management, room booking and security), coordination of compliance with accessibility and environmental legislation, energy management and management of designated substances in buildings.

# Program Services

The Capital Assets Department provides the following services:

- ◆ Capital Assets Operations
  - Develop New Facilities (including major renovations and additions)
    - Design Standards and Specification Review
    - Construction Documents
    - Tendering Support
    - Construction Administration and Project Management
  - Maintain and Repair Existing Facilities
    - Preventative Maintenance Program
    - Standards and Specification Review
    - Architectural Services
    - Mechanical Services
    - Electrical Services
    - Building Accessibility
    - Energy Management
    - Compliance Services (Asbestos, etc.)
  - Systems and Administrative Support
    - Administrative Support
    - Facility Bookings
    - Asset Management Data Entry, Monitoring and Reporting
    - Information Management
    - Application Support
- ◆ Town Hall Facilities Operations
  - Operations and Set-Up
  - Contracts Management
  - Routine Repairs and Replacements
  - Minor Renovations and Moves



## Major Accomplishments in 2009

The following significant accomplishments were achieved in 2009:

- Completed organizational review of new department, established structure to develop a strategic, flexible, efficient and effective department
- Expanded and emphasized the project management capacity and capability of department staff
- Provided project management for Pine Glen Indoor Soccer facility
- Provided project management for North Park Quad Pad Arena project
- Provided project management for QE Park Community Centre
- Provided project management for the Oakville Transit Bus Garage
- Completed Phase 2 of an accessibility audit which reviewed all town facilities for barriers
- Completed several facility retrofits through the Energy Management program
- Completed Infrared scanning of electrical equipment
- Participated in and reviewed Building Conditions Assessments for 13 Town facilities
- Provided project management for the reconfiguration of main entrance to Town Hall and the new Customer Service counter (Service Oakville)
- New parking lot at Sir John Colborne Senior's Center
- In coordination with Environmental Services, completed Phase 2 of the Energy and Environmental Management System project
- Upgraded Building Automation Systems at various facilities
- Repairs / replacement of asphalt parking lots at various facilities
- Replaced supply and return HVAC units at the Oakville Centre main auditorium

## Program Significant Issues

The newly formed Capital Assets Department is operating within a challenging and changing environment. The drivers of changing work for the Capital Assets Department and our most significant issues can be summarized as:

- Municipal growth and related facility development; the 10 year capital forecast indicates about \$200 Million in new capital projects, including Fire stations, North Park Quad Pad Arena, QE Park Community Centre, North Park Community Centre, Cultural Facility and Gallery, Library, New library, Central library renovations, Transit facility, etc.. These projects will require additional in-house project management staff for design development and project administration.
- 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. Due to the large volume of work and lack of staff resources, several significant projects funded in the 2007 and 2008 Capital Budgets were not able to be completed.
- Growing focus on energy costs and management; Staff support is required to implement the Energy and Environmental Management System (EEMS).
- Growing client expectations for project management services and oversight of preventative maintenance programs;
- PSAB implementation; Staff resources must be committed to design and implement the remaining stages of the asset management systems (preventative maintenance, performance metrics, etc.)
- Ongoing regulatory change; new standards, guidelines and regulations being developed by the provincial government to support the new accessibility legislation (AODA) which became law in 2005. As result, staff will be required to dedicate a significant amount of time over the next several years with the Accessibility Committee and with the user departments in order to create the required policies and procedures and to eliminate accessibility barriers in order to ensure compliance with the new legislation.

## Strategic Objectives (Initiatives) for 2010 – 2012

Council's Strategic Goal/Area of Focus (If Applicable)	Department Strategic Objective	Guidelines for Deliverables	Expected Outcome/Timing	Program Service
To be accountable in everything we do	Ensure development of new facilities and major renovations are on time, on budget and of acceptable quality	Review project budget and schedule at milestone events with respect to program requirements and time constraints. Undertake the development of design standards for the construction of new facilities	Ongoing  March 2010	Capital Assets Operations
To enhance our natural environment	To reduce energy, water and sewer usage at all Town owned facilities	Completion and implementation of Energy Management studies for large and small buildings. Consolidation of BAS system at Town Hall, Joshua's Creek Arena and other facilities.	Phased between 2008 and 2012  Phased between 2008 and 2010	Capital Assets Operations
To continuously improve our programs and services.	Enhance the use, enjoyment and functionality of Town facilities.	Coordinate and monitor compliance with new accessibility legislation, standards and regulations.	New standards developed between 2007 and 2010. Permanent coordination and monitoring required	Capital Assets Operations

Council's Strategic Goal/Area of Focus (If Applicable)	Department Strategic Objective	Guidelines for Deliverables	Expected Outcome/Timing	Program Service
		Undertake the development of maintenance standards for Town facilities. Conduct regular surveys of Town Hall users regarding key services we provide.	December 2009. Phased 2009-2010  Ongoing since 2007	Town Hall Facilities Operations
To have programs and services that are fiscally sustainable.	Optimization of service life for the replacement of facility components for energy efficiency and reduced maintenance costs.	Undertake a review of maximum payback time for energy management projects in view of technological trends and utility costs. Undertake a review of replacement life span for various facility components relative to increased maintenance costs at or beyond end of life and impact on operations.	Ongoing  Ongoing	Capital Assets Operations  Capital Assets Operations
To ensure that our staff receives the same level of respect, commitment and caring that they are expected to deliver to the community.	To conduct ourselves in a professional manner and according to Town policies with regards to facility user departments and public needs in everything we do.	To conduct project "kick-start" meetings with facility user departments to coordinate work and review potential challenges associated with the development of the project. To conduct room booking surveys with the Town Hall users and continue to improve service.	Ongoing  Ongoing	Capital Assets Operations  Town Hall Facilities Operations

## Capital Assets 2010 Expenditure Summary by Program and Service

	2009 Budget	2009 YTD Actuals	2010 Base Budget	Base Budget Change (%)	2010 Requested Adjustments	2010 Requested Budget	2009 - 2010 Change (%)
<b>EXPENDITURE BY PROGRAM</b>							
Capital Assets							
Capital Asset Operations	619,000	595,506	624,600	0.9%	0	624,600	0.9%
Town Hall Facilities Operations	1,308,200	932,952	1,419,300	8.5%	0	1,419,300	8.5%
<b>Total EXPENDITURE BY PROGRAM</b>	<b>1,927,200</b>	<b>1,528,458</b>	<b>2,043,900</b>	<b>6.1%</b>	<b>0</b>	<b>2,043,900</b>	<b>6.1%</b>
<b>REVENUES</b>							
Activity Revenue	224,500	166,025	47,500	(78.8%)	0	47,500	(78.8%)
Internal Recoveries	1,300	177,744	1,300	0.0%	0	1,300	0.0%
<b>Total Revenues</b>	<b>225,800</b>	<b>343,769</b>	<b>48,800</b>	<b>(78.4%)</b>	<b>0</b>	<b>48,800</b>	<b>(78.4%)</b>
<b>Tax Levy Requirement</b>	<b>1,701,400</b>	<b>1,184,689</b>	<b>1,995,100</b>	<b>17.3%</b>	<b>0</b>	<b>1,995,100</b>	<b>17.3%</b>
<b>TAX LEVY BY PROGRAM</b>							
Capital Assets							
Capital Asset Operations	617,700	417,762	623,300	0.9%	0	623,300	0.9%
Town Hall Facilities Operations	1,083,700	766,927	1,371,800	26.6%	0	1,371,800	26.6%
<b>Total TAX LEVY BY PROGRAM</b>	<b>1,701,400</b>	<b>1,184,689</b>	<b>1,995,100</b>	<b>17.3%</b>	<b>0</b>	<b>1,995,100</b>	<b>17.3%</b>
<b>Gross Expenditures by Type</b>							
Salaries, Wages, Benefits	975,700	871,191	991,300	1.6%	0	991,300	1.6%
Materials & Supplies	467,700	332,180	455,600	(2.6%)	0	455,600	(2.6%)
Purchased Services	445,000	321,012	588,900	32.3%	0	588,900	32.3%
Internal Charges	0	134	0	0.0%	0	0	0.0%
Other Expenditures	300	74	300	0.0%	0	300	0.0%
Minor Capital & Transfer to Reserves	38,500	3,867	7,800	(79.7%)	0	7,800	(79.7%)
<b>Gross Operating Expenditures</b>	<b>1,927,200</b>	<b>1,528,458</b>	<b>2,043,900</b>	<b>6.1%</b>	<b>0</b>	<b>2,043,900</b>	<b>6.1%</b>

# Capital Assets

## 2011 – 2012 Expenditure Summary by Program and Service

	2010 Requested Budget	2011 Preliminary Base Budget	Base Budget Change (%)	2011 Requested Adjustments	2011 Forecast Requested Budget	2010-2011 Change (%)	2012 Forecast Base Budget	2012 Requested Adjustments	2012 Forecast Requested Budget	2011-2012 Change (%)
<b>EXPENDITURE BY PROGRAM</b>										
Capital Assets										
Capital Asset Operations	624,600	640,300	2.5%	0	640,300	2.5%	658,000	0	658,000	2.8%
Town Hall Facilities Operations	1,419,300	1,647,800	16.1%	0	1,647,800	16.1%	1,680,800	0	1,680,800	2.0%
<b>Total EXPENDITURE BY PROGRAM</b>	<b>2,043,900</b>	<b>2,288,100</b>	<b>11.9%</b>	<b>0</b>	<b>2,288,100</b>	<b>11.9%</b>	<b>2,338,800</b>	<b>0</b>	<b>2,338,800</b>	<b>2.2%</b>
<b>REVENUES</b>										
Activity Revenue	47,500	47,500	0.0%	0	47,500	0.0%	47,500	0	47,500	0.0%
Internal Recoveries	1,300	1,300	0.0%	0	1,300	0.0%	1,300	0	1,300	0.0%
<b>Total Revenues</b>	<b>48,800</b>	<b>48,800</b>	<b>0.0%</b>	<b>0</b>	<b>48,800</b>	<b>0.0%</b>	<b>48,800</b>	<b>0</b>	<b>48,800</b>	<b>0.0%</b>
<b>Tax Levy Requirement</b>	<b>1,995,100</b>	<b>2,239,300</b>	<b>12.2%</b>	<b>0</b>	<b>2,239,300</b>	<b>12.2%</b>	<b>2,290,000</b>	<b>0</b>	<b>2,290,000</b>	<b>2.3%</b>
<b>TAX LEVY BY PROGRAM</b>										
Capital Assets										
Capital Asset Operations	623,300	639,000	2.5%	0	639,000	2.5%	656,700	0	656,700	2.8%
Town Hall Facilities Operations	1,371,800	1,600,300	16.7%	0	1,600,300	16.7%	1,633,300	0	1,633,300	2.1%
<b>Total TAX LEVY BY PROGRAM</b>	<b>1,995,100</b>	<b>2,239,300</b>	<b>12.2%</b>	<b>0</b>	<b>2,239,300</b>	<b>12.2%</b>	<b>2,290,000</b>	<b>0</b>	<b>2,290,000</b>	<b>2.3%</b>
<b>Gross Expenditures by Type</b>										
Salaries, Wages, Benefits	991,300	1,015,400	2.4%	0	1,015,400	2.4%	1,044,700	0	1,044,700	2.9%
Materials & Supplies	455,600	567,600	24.6%	0	567,600	24.6%	584,500	0	584,500	3.0%
Purchased Services	588,900	697,000	18.4%	0	697,000	18.4%	701,500	0	701,500	0.6%
Other Expenditures	300	300	0.0%	0	300	0.0%	300	0	300	0.0%
Minor Capital & Transfer to Reserves	7,800	7,800	0.0%	0	7,800	0.0%	7,800	0	7,800	0.0%
<b>Gross Operating Expenditures</b>	<b>2,043,900</b>	<b>2,288,100</b>	<b>11.9%</b>	<b>0</b>	<b>2,288,100</b>	<b>11.9%</b>	<b>2,338,800</b>	<b>0</b>	<b>2,338,800</b>	<b>2.2%</b>

**2012 Identified Program Growth and Service Needs**

<b>Capital Assets</b>	<b>FTEs Full Time</b>	<b>FTEs Part Time</b>	<b>2012 One Time</b>	<b>2012 Growth</b>	<b>2012 Service Level Change</b>	<b>2012 New Service</b>	<b>2012 Impact</b>	<b>2013 Impact</b>	<b>2014 Impact</b>	<b>Annualized Impact</b>
<b>2012 Requests</b>										
FAC-2012-001 Architectural Services Coordinator-Accessibility	1.0		11,000	3,600			14,600			3,600
FAC-2012-002 Architectural Services Coordinator-Accessibility	1.0		11,000	3,600			14,600			3,600
FAC-2012-003 Administrative Assistant	1.0			80,500			80,500			80,500
FAC-2012-004 Project Manager New Construction	1.0			3,100			3,100			3,100
FAC-2012-005 Director, Capital Assets	1.0			4,300			4,300			4,300
FAC-2012-006 Project Coordinator New Construction	1.0			3,600			3,600			3,600
FAC-2012-007 Assistant Project Coordinator New Construction	1.0			2,800			2,800			2,800
FAC-2012-008 Building Operator	1.0		11,000	80,600			91,600			80,600
FAC-2012-009 Asset Management Coordinator	1.0		11,000	76,700			87,700			76,700
FAC-2012-010 Property Management Coordinator	1.0		11,000	107,100			118,100			107,100
<b>Total 2012 Requests</b>	<b>10.0</b>		<b>55,000</b>	<b>365,900</b>			<b>420,900</b>			<b>365,900</b>

# 2010 Recommended Capital Budget

COMMISSION/PROGRAM	Gross Cost	PROGRAM SPECIFIC FINANCING					CORPORATE FINANCING				TOTAL
		Development Charges	Equipment Reserves	Gas Tax Funding	Other Reserves	Funding Grants and Other Revenues	Local Infrastructure Reserve	Capital Reserve	Operating Contribution	Long Term Financing	PROPOSED FINANCING
<b>CORPORATE SERVICES</b>											
<b>Capital Assets</b>											
42100805 Energy Management Large Buildings	800,000			800,000							800,000
42100807 Municipal Bldg - Other Items	398,500						298,400	100,100			398,500
42100811 Municipal Building Replacement	2,500,000								2,500,000		2,500,000
42100840 Facilities Design & Maintenance Standard	50,000							50,000			50,000
42101001 Architectural - Others	60,000							22,000	38,000		60,000
42101002 Mechanical commissioning and balancing	65,000								65,000		65,000
42101003 Roof & Asphalt emergency repairs	90,000								90,000		90,000
42101004 Electrical Safety Authority Inspections	15,500								15,500		15,500
42101005 Town Hall Small Equipment Rpl	42,000								42,000		42,000
42101006 Accomodation Needs - New	150,000								150,000		150,000
42101007 Accessibility Improvements	350,000							350,000			350,000
42101008 Town Hall Repairs	75,000							63,900	11,100		75,000
42101009 Asbestos Monitoring and Remediation	15,000								15,000		15,000
42101010 HVAC - Various Locations	731,000			524,000				207,000			731,000
42101012 Electrical - Various Locations	44,000						44,000				44,000
42101013 Drive, Pavement - Various Locations	920,000							137,000	783,000		920,000
42101014 Roofs - Various Locations	383,000							118,000	265,000		383,000
42101015 Town Hall Furniture Replacement	100,000								100,000		100,000
42101016 Accessibility Audit	100,000							100,000			100,000
<b>TOTAL</b>	<b>\$ 6,889,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,324,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 342,400</b>	<b>\$ 1,148,000</b>	<b>\$ 4,074,600</b>	<b>\$ -</b>	<b>\$ 6,889,000</b>

## Service: Capital Assets Operations

### Mission:

To enhance the use and functionality of all Town facilities, we provide technical expertise and effective project management to facility user departments for the design and construction of new facilities and the planning and construction of renovations, preventative maintenance and repair projects to existing facilities, accessibility barrier removals and energy management.

### Purpose of Service:

To provide assistance to facility user departments with the planning, development and maintenance of their facilities as well as to coordinate compliance with accessibility and environmental legislation and the initiation and completion of studies, audits and surveys of corporate importance.

#### Service: Capital Assets Operations

Activity	Responsibilities	Current Service Level
Capital Assets Administration	Strategic planning of departmental activities, employee development, performance and conduct, defining goals and courses of action; fostering good working relations, effective communications, assigning, monitoring and reviewing work, assigning priorities, issuance of purchase orders, financial control, attendance tracking, etc.	Achieve efficient communication among project team members and customer satisfaction. All Capital Asset projects delivered on time and budget.
Project Management	Development and implementation of mechanical, electrical, energy management, architectural, civil engineering, and environmental projects ranging from small repairs to large replacements and renovations.	Strong coordination of services with facility user departments to ensure uninterrupted operation. Delivery of all projects on time and budget.
Special Projects	Delivery of special projects of corporate importance such as: accommodation studies, compliance with accessibility legislation, development and implementation of facility design and maintenance standards, facility audits, etc.	Compliance with all regulations and all phases of accessibility legislation. Delivery of all special projects on time and budget.

**Key Performance Indicators  
Capital Asset Operations - Facility Maintenance and Repairs**

CUSTOMER BENEFITS/IMPACTS	INDICATORS	Target FY09	Actual/Projected FY 09	Target FY 10
Effective and timely response to unscheduled maintenance and repair or emergencies.	• Average number of days to respond to client department.	1 business day	TBD	1 business day
	• Average number of days to initiate corrective action.	3 business days	TBD	3 business days
Provide technical expertise.	• Percent of clients who indicate Capital Assets provides accessible and reliable technical expertise.	98%	TBD	98%
Provide effective project management to client departments.	• Percent of clients who indicate Capital Assets meets client's expectations as defined in the project charter.	98%	TBD	98%

PROGRAM OUTCOMES	INDICATORS	Target FY09	Actual/Projected FY 09	Target FY 10
Effective preventative maintenance program.	• Percent of projects that are preventative / scheduled.	80%	88% (based on 6 months of data)	80%
	• Percent of projects that are unscheduled.	20%	12% (based on 6 months of data)	20%
Effective management of assets	• Percent of building components meeting or exceeding expected life.	80%	TBD	80%

**Key Performance Indicators  
Capital Asset Operations – Facility Proactive Programs**

CUSTOMER BENEFITS/IMPACTS	INDICATORS	Target FY09	Actual/Projected FY 09	Target FY 10
Effective and timely response to unscheduled maintenance and repair or emergencies.	• Average number of days to respond to client department.	1 business day	TBD	1 business day
	• Average number of days to initiate corrective action.	3 business days	TBD	3 business days

Provide technical expertise.	<ul style="list-style-type: none"> <li>Percent of clients who indicate Capital Assets provides accessible and reliable technical expertise.</li> </ul>	98%	TBD	98%
Provide effective project management to client departments.	<ul style="list-style-type: none"> <li>Percent of clients who indicate Capital Assets meets client's expectations as defined in the project charter.</li> </ul>	98%	TBD	98%

<b>PROGRAM OUTCOMES</b>	<b>INDICATORS</b>	<b>Target FY09</b>	<b>Actual/Projected FY 09</b>	<b>Target FY 10</b>
Continuous improvement of accessibility at Town facilities.	<ul style="list-style-type: none"> <li>\$ value of known barriers removed at Town facilities (based on 2007 Accessibility Audit). All barriers must be removed by 2025.</li> </ul>	\$350,000 of known barriers removed	\$200,000 (based on 6 months of data)	\$350,000 of known barriers removed
Ensure all replaced building components are considered for energy efficiency.	<ul style="list-style-type: none"> <li>Percent of building components considered for energy efficiency and sustainability.</li> </ul>	100%	TBD	100%
Effective green maintenance and repair program.	<ul style="list-style-type: none"> <li>Building components replaced with sustainable building components.</li> </ul>	100%	TBD	100%

**Key Performance Indicators  
Capital Asset Operations – New Construction**

<b>CUSTOMER BENEFITS/IMPACTS</b>	<b>INDICATORS</b>	<b>Target FY09</b>	<b>Actual/Projected FY 09</b>	<b>Target FY 10</b>
Provide technical expertise.	<ul style="list-style-type: none"> <li>Percent of clients who indicate Capital Assets provides accessible and reliable technical expertise.</li> </ul>	98%	TBD	98%
Provide effective project management to client departments.	<ul style="list-style-type: none"> <li>Percent of clients who indicate Capital Assets meets client's expectations as defined in the project charter.</li> </ul>	98%	TBD	98%

PROGRAM OUTCOMES	INDICATORS	Target FY09	Actual/Projected FY 09	Target FY 10
Effective green construction program.	<ul style="list-style-type: none"> <li>The construction of the North Park Quad Pad Arena is underway and on track for LEED certification.</li> <li>The renovation to the QE Park Recreation Centre is targeting LEED certification.</li> <li>The design of the new Transit facility is targeting LEED Silver.</li> </ul>	Implementation of sustainable design, construction and operations for all new buildings	N/A	LEED Silver
Construct functional buildings	<ul style="list-style-type: none"> <li>All new buildings to function as designed with all buildings systems contributing to sustainable and efficient operations.</li> </ul>	N/A	The Pine Glen Soccer Centre was completed on time and on budget. It has been fully operational since opening in January 2009 with no reported problems with the building systems.	North Park Quad Pad Arena to be completed on time and on budget, contributing to sustainable and efficient operations.

### Capital Assets Operations Budget Summary

	2009 Approved Budget	2009 YTD Actuals	2010 Base Budget	2009-2010 Base Budget Change (%)	2010 Recommended Adjustments	2010 2010 Budget	2009-2010 Change (%)	2011 Forecast Budget	2012 Forecast Budget
<b>By Expenditure Type</b>									
Salaries, Wages, Benefits	587,200	573,702	576,300	(1.9%)	0	576,300	(1.9%)	591,000	608,700
Materials & Supplies	3,100	1,904	3,100	0.0%	0	3,100	0.0%	3,100	3,100
Purchased Services	26,400	19,991	42,900	62.5%	0	42,900	62.5%	43,900	43,900
Other Expenditures	300	74	300	0.0%	0	300	0.0%	300	300
Minor Capital & Transfer to Reserves	2,000	0	2,000	0.0%	0	2,000	0.0%	2,000	2,000
<b>Gross Operating Expenditures</b>	<b>619,000</b>	<b>595,671</b>	<b>624,600</b>	<b>0.9%</b>	<b>0</b>	<b>624,600</b>	<b>0.9%</b>	<b>640,300</b>	<b>658,000</b>
Internal Recoveries	1,300	177,744	1,300	0.0%	0	1,300	0.0%	1,300	1,300
<b>Tax Levy Requirement</b>	<b>617,700</b>	<b>417,927</b>	<b>623,300</b>	<b>0.9%</b>	<b>0</b>	<b>623,300</b>	<b>0.9%</b>	<b>639,000</b>	<b>656,700</b>
<b>By Service Programs</b>									
Capital Asset Operations	617,700	417,927	623,300	0.9%	0	623,300	0.9%	639,000	656,700
<b>Service Total</b>	<b>617,700</b>	<b>417,927</b>	<b>623,300</b>	<b>0.9%</b>	<b>0</b>	<b>623,300</b>	<b>0.9%</b>	<b>639,000</b>	<b>656,700</b>

### Service Results Narrative:

The challenges faced by the Capital Assets Operations consist of significant workload increases in the area of repairs and maintenance of an increased number of facilities, the design development of a number of new facilities, the continued focus on energy management and ensuring compliance with accessibility legislation. The additional workload is caused by municipal growth, new legislation and the development and implementation of an improved preventative maintenance program and an asset management program.

### 2010 Plan

#### Service Base Budget Adjustments

Activity/Responsibility	Reason for Adjustment	Service Level	Department Objective	Cost
Capital Assets Operations	Adjust base budget for inflationary impact on salaries and benefits and purchased services	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$15,800
Capital Assets Operations	Reduce base budget due to re-organization of full-time positions	Maintain current service level	Ensure appropriate skilled staff to administer current program services	(\$26,700)
Capital Assets Operations	Adjust base budget for professional development, skills improvement and other purchased services to ensure sufficient funds to properly train full-time and contract staff.	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$16,500

### 2011 Plan

#### Service Base Budget Adjustments

Activity/Responsibility	Reason for Adjustment	Service Level	Department Objective	Cost
Capital Assets Operations	Adjust base budget for inflationary impact on salaries and benefits, and adjust budget for purchased services to reflect anticipated cost increases.	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$15,700

## 2012 Plan

### Service Base Budget Adjustments

Activity/Responsibility	Reason for Adjustment	Service Level	Department Objective	Cost
Capital Assets Operations	Adjust base budget for inflationary impact on salaries and benefits.	Maintain current service level	Ensure appropriate skilled staff to administer current program services	\$17,700

### Service: Town Hall Facilities Operations

#### Mission:

To benefit all Town Hall users, we maintain and support a safe, welcoming, secure, clean, reliable and comfortable environment so that programs are delivered efficiently and effectively and infrastructure value is maintained.

#### Purpose of Service:

To provide suitable accommodation to Town Hall staff, the public, Council and Provincial Courts.

#### Service: Town Hall Facilities Operations

Activity	Responsibilities	Current Service Level
Town Hall Facilities Operations	Operation and maintenance of Town Hall facilities including equipment maintenance, security, grounds keeping, cleaning, room booking, emergency management and staff accommodation.	Town Hall operating equipment is on a preventative maintenance basis with no planned service interruption for 2010. In spite of multiple challenges, we make staff accommodation a high priority in order to minimize impact on department operation.

#### Key Performance Indicators

##### Town Hall Operations - Maintenance and Repairs

CUSTOMER BENEFITS/IMPACTS	INDICATORS	Target FY09	Actual/Projected FY 09	Target FY 10
Provide a fully functional, welcoming, safe and secure workplace where business carries on uninterrupted and unhindered by facilities users.	<ul style="list-style-type: none"> <li>Client departments surveyed who report that business carried on uninterrupted and unhindered by issues.</li> </ul>	79-90% of clients agree or strongly agree	81%	79-90% of clients agree or strongly agree

PROGRAM OUTCOMES	INDICATORS	Target FY09	Actual/Projected FY 09	Target FY 10
Effective preventative maintenance program.	• Percent of projects that are preventative / scheduled.	80%	85%	80%
	• Percent of projects that are unscheduled.	20%	15%	20%
The facility is within WSIB standards at all times.	• Number of citations by Ministry of Labour inspectors concerning non-conformity to WSIB standards	Zero	Zero	Zero
To have council / courts / town department programs and services delivered without building cleaning / sanitary issues.	• Number of working days lost by council / courts / departments because of building issues.	5 days	0 days	5 days
Effective management of assets	• Percent of assets meeting or exceeding expected life.	80%	TBD	80%

**Key Performance Indicators  
Town Hall Operations – Hotel Services**

CUSTOMER BENEFITS/IMPACTS	INDICATORS	Target FY09	Actual/Projected FY 09	Target FY 10
Provide a fully functional, welcoming, safe and secure workplace where business carries on uninterrupted and unhindered by hotel services issues.	• Percent of client departments surveyed who report that the range of Town Hall hotel services were delivered uninterrupted and unhindered by issues.	70-90% of clients agree or strongly agree	84%	70-90% of clients agree or strongly agree
Provide accommodating hotel services at Town Hall	• Percent of Town Hall users surveyed who indicate that the venue booking, set up and general accommodation were agreeable or strongly agreeable.	70-90%	87%	70-90%
	• Percent of Town Hall users surveyed who indicate that the cafeteria and catering services offered at Town Hall were agreeable or strongly agreeable.	70-90%	71%	70-90%

PROGRAM OUTCOMES	INDICATORS	Target FY09	Actual/Projected FY 09	Target FY 10
Provide venue services including booking, set up and general accommodation that is unhindered by facility issues.	<ul style="list-style-type: none"> <li>Ratio of complaints to venue services used by internal and external customers.</li> </ul>	1 in 10	1 in 20	1 in 10
Provide catering and cafeteria services that are unhindered by facility issues.	<ul style="list-style-type: none"> <li>Ratio of issues / complaints to catering and cafeteria services used by internal and external customers.</li> </ul>	1 in 10	1 in 100	1 in 10

### Town Hall Facilities Operations Budget Summary

	2009 Approved Budget	2009 YTD Actuals	2010 Base Budget	2009-2010 Base Budget Change (%)	2010 Recommended Adjustments	2010 Budget	2009-2010 Change (%)	2011 Forecast Budget	2012 Forecast Budget
<b>By Expenditure Type</b>									
Salaries, Wages, Benefits	388,500	297,489	415,000	6.8%	0	415,000	6.8%	424,400	436,000
Materials & Supplies	464,600	330,481	452,500	(2.6%)	0	452,500	(2.6%)	564,500	581,400
Purchased Services	418,600	312,984	546,000	30.4%	0	546,000	30.4%	653,100	657,600
Internal Charges	0	134	0	0.0%	0	0	0.0%	0	0
Minor Capital & Transfer to Reserves	36,500	4,350	5,800	(84.1%)	0	5,800	(84.1%)	5,800	5,800
<b>Gross Operating Expenditures</b>	<b>1,308,200</b>	<b>945,438</b>	<b>1,419,300</b>	<b>8.5%</b>	<b>0</b>	<b>1,419,300</b>	<b>8.5%</b>	<b>1,647,800</b>	<b>1,680,800</b>
Activity Revenue	224,500	166,025	47,500	(78.8%)	0	47,500	(78.8%)	47,500	47,500
<b>Tax Levy Requirement</b>	<b>1,083,700</b>	<b>779,413</b>	<b>1,371,800</b>	<b>26.6%</b>	<b>0</b>	<b>1,371,800</b>	<b>26.6%</b>	<b>1,600,300</b>	<b>1,633,300</b>
<b>By Service Programs</b>									
Town Hall Facilities Operations	1,083,700	779,413	1,371,800	26.6%	0	1,371,800	26.6%	1,600,300	1,633,300
<b>Service Total</b>	<b>1,083,700</b>	<b>779,413</b>	<b>1,371,800</b>	<b>26.6%</b>	<b>0</b>	<b>1,371,800</b>	<b>26.6%</b>	<b>1,600,300</b>	<b>1,633,300</b>

### Service Results Narrative:

The proposed budget will enable the Town Hall Facilities Operations to provide suitable accommodation to Town Hall staff, the public, Council and Provincial Courts.

### 2010 Plan

### Service Base Budget Adjustments

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Town Hall Facilities Operations	Adjust base budget for inflationary impact on salaries and benefits, utilities and purchased services	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$34,700

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Town Hall Facilities Operations	Adjust base budget for materials and supplies and purchased services to reflect anticipated costs for 2010.	Maintain current service level	Ensure sufficient resources to administer current program services	(\$6,400)
Town Hall Facilities Operations	Remove budgeted transfer to capital fund for project that was being funded over three years and that is now fully funded.	Maintain current service level.	Ensure sufficient resources to administer current program services	(\$29,200)
Town Hall Facilities Operations	Remove budgeted rental revenue from Halton Court Services due to end of extended contract.	Maintain current service level	Enhance the use, enjoyment and functionality of Town facilities.	\$177,000
Town Hall Facilities Operations	Projected savings in hydro and gas costs due to the implementation of a capital project to reduce energy costs at Town Hall.	Maintain current service level	To reduce overall tax levy	(\$66,000)

### Capital Budget Impact

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Town Hall Facilities Operations	Budget created for maintenance of Police Building resulting from 42100811 Municipal Building Replacement capital project	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$178,000

### 2011 Plan

#### Service Base Budget Adjustments

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Town Hall Facilities Operations	Adjust base budget for inflationary impact on salaries and benefits, utilities and insurance, and adjust purchased services, materials and supplies to reflect anticipated cost increases	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$37,700

## Capital Budget Impact

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Town Hall Facilities Operations	Budget created for maintenance of Police Building resulting from 42100811 Municipal Building Replacement capital project	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$190,800

## 2012 Plan

### Service Base Budget Adjustments

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Town Hall Facilities Operations	Adjust base budget for inflationary impact on salaries and benefits, utilities, contracted services and insurance	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$33,000