



Program: Culture

Program Based Budget

2010 - 2012

Overview

Program: Culture
Vision Statement: To enrich the quality of life for individuals, families and the community through the provision of excellent quality cultural facilities, programs and services.
Mission Statement: Committed to providing a diverse range of cultural opportunities and services that preserve and enhance the quality of life for present and future generations, are innovative and accessible to all residents.

Introduction

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

Recreation and Culture

The Recreation and Culture Department provides services through the provision, management and programming of the Oakville Museum at Erchless Estate and the Oakville Centre for Performing Arts as well as providing administration, support and grants. This requires an excellent understanding of the community, its demographics and the changing needs of the residents as well as 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. The program develops and recommends supporting policies, establishes and implements effective systems and procedures and markets all services. The Culture program 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.

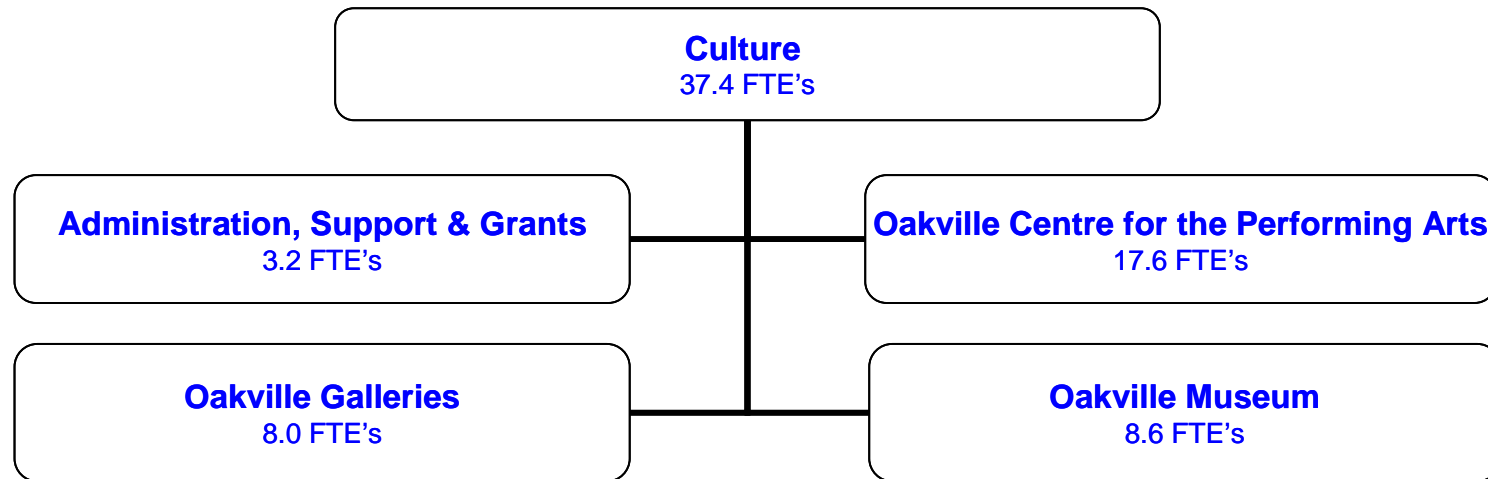
Oakville Galleries

The 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 the presentation, collection, preservation and interpretation of recent work produced in the visual and media arts. Oakville Galleries programs are created to explore and understand the historical, social and cultural context of the art of our time and engage artists and communities alike. The exhibitions, collection, educational programs and original research present new ways of seeing, representing and responding to life. Over the last 16 years, a compilation of contemporary art has evolved that is quickly gaining international recognition. Currently the total permanent collection contains more than 1,100 works of art valued at over \$2.6 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
- Oakville Galleries



Major Accomplishments in 2009

Cultural Administration

- Newcomers Coupon Book project launched
- Employee Survey Project
- Neyagawa Sister City 25th Anniversary Program developed and delivered (limited implementation)
- QEP Space planning
- Cultural Plan completed
- Arts Policy re-developed including public art and corporate art
- MOU developed with Art Works Oakville and revised and updated for Oakville Arts Council

Oakville Centre for the Performing Arts (OCPA)

- Received funding from the Ontario Arts Council as one of the lead organizations in the new Ontario Dances program
- OCPA completed an acoustic study of main theatre
- OCPA Strategic Plan developed

Oakville Museum

- Presents 1st Annual Emancipation Day picnic for community
- Underground Railroad exhibition installed
- 2 major temporary exhibitions developed: *Obscure, Odd and Obsolete* and *Now and Then*
- Erchless Facility Audit completed
- Provided a successful event at Canadian Open for travel writers

Oakville Galleries

- Produced nine temporary exhibitions, one of which is touring to museums in Ottawa, Montreal, Halifax and Sackville
- Launched new community-based programmes, including free drop-in workshops at the Oakville Public Library, and in-service art projects with Community Living Oakville and Halton Region Senior Services
- Developed educational partnerships with the Oakville Museum and McMichael Canadian Art Collection
- 3,000 children and youth participated in the Galleries' educational programmes
- Public programs were provided at the Galleries to a record level of attendance, including "Hometown Stories: Oakville Memories of War," offered in partnership with the Oakville Public Library, Oakville Centre for the Performing Arts, Oakville Museum, Joshua Creek Heritage Centre and Appleby College

Program Area Significant Issues

- Providing the staffing resources to implement recommendations made in the Cultural Plan
- Economic impact re: moving forward with hiring staff and completing capital projects
- Aging infrastructure and facilities management
- Meeting legislative requirements for accessibility

Strategic Objectives (Initiatives) for 2010 – 2012

Council's Strategic Goal/Area of Focus (If Applicable)	Program Strategic Objective	Guidelines for Deliverables	Expected Outcome/Timing	Program Service
To enhance our cultural environment	Determine need for cultural programs, services and infrastructure	Begin implementation of Cultural Plan recommendations Ongoing program evaluation	Ongoing	Administration
To enhance our social environment To be accountable in everything we do To enhance our cultural environment	Provide cultural events in partnership with the community	Design based on new financial models: unique challenges of non-profits in soft economy Enhanced membership and volunteer programs Black History Month celebrations Emancipation Day Picnic	Ongoing February 2010 August 2010	Administration Museum
To enhance our social environment To be accountable in everything we do To enhance our cultural environment	Increased cultural programming opportunities	Continue to build profile with and for community arts and heritage groups. Increase public programming and outreach at Museum including the use of satellite locations e.g. Doors Open Continue to add community connection component to Museum exhibitions. Optimize "Oakville First" policy for community group bookings at OCPA	Ongoing	Administration Museum OCPA Oakville Galleries
To have programs and services that are accessible To enhance our cultural environment	Facility upgrades	Commence implementation of recommendations of Space Usage Plan at Museum. Implement 10-year capital plan for Museum facilities Assessment of recommendations from audio quality research at OCPA Assess facilities for long-term design issues and viability of certain elements of structures	July 2009 Capital projects to commence as approved by Council Ongoing	Administration Museum Oakville Galleries OCPA

Council's Strategic Goal/Area of Focus (If Applicable)	Program Strategic Objective	Guidelines for Deliverables	Expected Outcome/Timing	Program Service
To have programs that are fiscally sustainable	Increase revenues	Continue to bring forward for consideration emerging grant programs including funding from Ministry of Culture and Creative Capitals fund Implementation of Museum's business Plan Implement Strategic Plan recommendations at OCPA including a re-balancing of programs to increase sustainability	Ongoing Ongoing	Administration Museum OCPA
To enhance our social environment To enhance our cultural environment	Partnership development	Administration to begin coordination of Roundtable for Culture Continue to match interests and initiatives in community Work with appropriate ministries and educational institutions to receive financial support for the hiring of summer students and interns OCPA to continue with programming and sponsorship development	Winter/Spring 2010 Ongoing Ongoing Ongoing	Administration Museum Oakville Galleries Administration Museum Tourism Oakville Galleries OCPA
To have programs and services that are accessible	Improve accessibility	Continue to optimize the use of universal design standards in exhibition design Continue to implement accessibility recommendations at Museum and OCPA	Ongoing Ongoing	Museum OCPA
To have programs that are fiscally sustainable	Seek external funding sources for project-based initiatives	Pursue federal and provincial grants as applicable to specific sectors Secure corporate sponsors for Museum's series of annual fundraisers	Ongoing	Administration Museum Oakville Galleries OCPA Tourism

2010 Expenditure Summary by Program and Service

	2009	2009	2010	Base	2010	2010	2009 - 2010
	2009	YTD	Base	Budget	Requested	Requested	Change
	Budget	Actuals	Budget	Change (%)	Adjustments	Budget	(%)
EXPENDITURE BY PROGRAM							
Culture							
Administration, Support & Grants	348,000	295,559	356,600	2.5%	0	356,600	2.5%
Oakville Centre for the Performing Arts	2,075,900	1,653,925	2,091,500	0.8%	0	2,091,500	0.8%
Oakville Galleries	876,700	612,459	946,700	8.0%	0	946,700	8.0%
Oakville Museum	653,200	468,749	665,900	1.9%	0	665,900	1.9%
Total EXPENDITURE BY PROGRAM	3,953,800	3,030,705	4,060,700	2.7%	0	4,060,700	2.7%
REVENUES							
Activity Revenue	1,584,500	1,223,366	1,584,000	0.0%	0	1,584,000	0.0%
Internal Recoveries	2,400	201	0	(100.0%)	0	0	(100.0%)
Grants	479,600	249,638	540,700	12.7%	0	540,700	12.7%
Other Revenue	10,000	6,667	10,000	0.0%	0	10,000	0.0%
Total Revenues	2,076,500	1,479,872	2,134,700	2.8%	0	2,134,700	2.8%
Tax Levy Requirement	1,877,300	1,550,833	1,926,000	2.6%	0	1,926,000	2.6%
TAX LEVY BY PROGRAM							
Culture							
Administration, Support & Grants	348,000	295,559	356,600	2.5%	0	356,600	2.5%
Oakville Centre for the Performing Arts	660,500	593,264	691,100	4.6%	0	691,100	4.6%
Oakville Galleries	368,100	240,681	369,400	0.4%	0	369,400	0.4%
Oakville Museum	500,700	421,316	508,900	1.6%	0	508,900	1.6%
Total TAX LEVY BY PROGRAM	1,877,300	1,550,833	1,926,000	2.6%	0	1,926,000	2.6%
Gross Expenditures by Type							
Salaries, Wages, Benefits	2,229,700	1,629,590	2,354,100	5.6%	0	2,354,100	5.6%
Materials & Supplies	392,000	303,393	399,100	1.8%	0	399,100	1.8%
Purchased Services	894,300	767,712	882,100	(1.4%)	0	882,100	(1.4%)
Internal Charges	22,200	1,885	11,400	(48.6%)	0	11,400	(48.6%)
Other Expenditures	330,300	274,498	332,800	0.8%	0	332,800	0.8%
Minor Capital & Transfer to Reserves	85,300	53,627	81,200	(4.8%)	0	81,200	(4.8%)
Gross Operating Expenditures	3,953,800	3,030,705	4,060,700	2.7%	0	4,060,700	2.7%

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 (%)
EXPENDITURE BY PROGRAM										
Culture										
Administration, Support & Grants	356,600	366,800	2.9%	0	366,800	2.9%	371,800	0	371,800	1.4%
Oakville Centre for the Performing Arts	2,091,500	2,124,400	1.6%	0	2,124,400	1.6%	2,160,900	0	2,160,900	1.7%
Oakville Galleries	946,700	959,900	1.4%	0	959,900	1.4%	973,300	0	973,300	1.4%
Oakville Museum	665,900	681,000	2.3%	0	681,000	2.3%	698,800	0	698,800	2.6%
Total EXPENDITURE BY PROGRAM	4,060,700	4,132,100	1.8%	0	4,132,100	1.8%	4,204,800	0	4,204,800	1.8%
REVENUES										
Activity Revenue	1,584,000	1,584,000	0.0%	0	1,584,000	0.0%	1,584,000	0	1,584,000	0.0%
Grants	540,700	540,700	0.0%	0	540,700	0.0%	540,700	0	540,700	0.0%
Other Revenue	10,000	10,000	0.0%	0	10,000	0.0%	10,000	0	10,000	0.0%
Total Revenues	2,134,700	2,134,700	0.0%	0	2,134,700	0.0%	2,134,700	0	2,134,700	0.0%
Tax Levy Requirement	1,926,000	1,997,400	3.7%	0	1,997,400	3.7%	2,070,100	0	2,070,100	3.6%
TAX LEVY BY PROGRAM										
Culture										
Administration, Support & Grants	356,600	366,800	2.9%	0	366,800	2.9%	371,800	0	371,800	1.4%
Oakville Centre for the Performing Arts	691,100	724,000	4.8%	0	724,000	4.8%	760,500	0	760,500	5.0%
Oakville Galleries	369,400	382,600	3.6%	0	382,600	3.6%	396,000	0	396,000	3.5%
Oakville Museum	508,900	524,000	3.0%	0	524,000	3.0%	541,800	0	541,800	3.4%
Total TAX LEVY BY PROGRAM	1,926,000	1,997,400	3.7%	0	1,997,400	3.7%	2,070,100	0	2,070,100	3.6%
Gross Expenditures by Type										
Salaries, Wages, Benefits	2,354,100	2,406,200	2.2%	0	2,406,200	2.2%	2,467,800	0	2,467,800	2.6%
Materials & Supplies	399,100	407,900	2.2%	0	407,900	2.2%	416,500	0	416,500	2.1%
Purchased Services	882,100	892,600	1.2%	0	892,600	1.2%	895,100	0	895,100	0.3%
Internal Charges	11,400	11,400	0.0%	0	11,400	0.0%	11,400	0	11,400	0.0%
Other Expenditures	332,800	332,800	0.0%	0	332,800	0.0%	332,800	0	332,800	0.0%
Minor Capital & Transfer to Reserves	81,200	81,200	0.0%	0	81,200	0.0%	81,200	0	81,200	0.0%
Gross Operating Expenditures	4,060,700	4,132,100	1.8%	0	4,132,100	1.8%	4,204,800	0	4,204,800	1.8%

2012 Identified Program Growth and Service Needs										
Culture	FTEs	FTEs	2012	2012	2012	2012	2012	2013	2014	Annualized
	Full Time	Part Time	One Time	Growth	Service Level Change	New Service	Impact	Impact	Impact	Impact
2012 Requests										
REC-2012-001 Public Art Collection restoration	0.0			0	1,500		1,500			1,500
REC-2012-002 F/T Support - Cultural Services	1.0			68,800			68,800			68,800
REC-2012-003 Artist in the Community/Public Art Program						25,000	25,000			25,000
REC-2012-005 Post Office Seasonal Opening					7,400		7,400			7,400
Total 2012 Requests	1.0			68,800	8,900	25,000	102,700			102,700

2010 Recommended Capital Budget

COMMISSION/PROGRAM	Gross Cost	PROGRAM SPECIFIC FINANCING					CORPORATE FINANCING				TOTAL PROPOSED FINANCING
		Development Charges	Equipment Reserves	Gas Tax Funding	Other Reserves	Funding Grants and Other Revenues	Local Infrastructure Reserve	Capital Reserve	Operating Contribution	Long Term Financing	
COMMUNITY SERVICES											
Culture Programs											
47101002 Oakville Centre- Repairs, Replacement	231,200				25,000		206,200				231,200
47801002 Museum - Repairs, Replacement	45,300						26,200		19,100		45,300
47801003 Museum - Furniture, Equipment Replcmnt	5,000						5,000				5,000
TOTAL	\$ 281,500	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ 237,400	\$ -	\$ 19,100	\$ -	\$ 281,500

Service: Administration, Support and Grants

Mission:

For the benefit of Oakville residents, in order to enhance their quality of life, we provide a range of services including support for Oakville's creative sector, and the administration of the Town's cultural grants, operations and assets.

Service: Administration, Support and Grants

Activity	Responsibilities	Current Service Level
Administration, Support and Grants – Internal	<p>Ensure that the effective, efficient and sustainable operation of the Oakville Centre for the Performing Arts and the Oakville Museum is undertaken through attention to development and expenditure of budgets, consulting on programming, marketing, human resource support, maintenance and development of infrastructure and exploring sources of external funding</p> <p>Ensure the fulfillment of recommendations made in the Cultural Plan, and the Parks, Recreation, Culture and Library Master Plan, as it pertains to culture</p>	<ul style="list-style-type: none"> • Staff management and support • Strategic planning • Monthly analysis of financial reports • Annual review of policies and procedures • Regular review of facilities including capital projects • Ongoing auditing of projects including RFP development and the meeting of benchmarks in execution • Reports and recommendations to both the Cultural Advisory Committee and Town Council • Annual review and update to cultural strategy for the execution of Master Plan recommendations
Administration, Support and Grants – External	<p>Provide support and services to external arts, culture and heritage groups through consultation and liaison; additional support at Town Hall for project development, organizational support; and sustainability and administration of Town grants</p>	<ul style="list-style-type: none"> • Ongoing relationship building with community groups and organizations • Continued professional development to ensure effective knowledge of current best practices • Supervision of the Community Cultural Grants process

Key Performance Outcomes and Indicators Administration, Support and Grants

CUSTOMER BENEFITS/IMPACTS	INDICATORS	Target FY 09	Actual/Projected FY 09	Target FY 10
Clear, understandable and usable policies, practices, programs,	<ul style="list-style-type: none"> • # of policies, practices, and procedures that are reviewed each year to ensure that 	N/A	N/A	10

CUSTOMER BENEFITS/IMPACTS	INDICATORS	Target FY 09	Actual/Projected FY 09	Target FY 10
services, statutes, procedures, practices and collective agreements that affect services' work.	they are clear, understandable and usable.			
Effective and efficient delivery of cultural programs and services	• % of citizens who report satisfaction with delivery of cultural services	N/A	N/A	85%
	• budget variance for each service	N/A	N/A	Within range of 2 to 3%
Funding for cultural groups that is effectively managed and provides appropriate support for arts groups	• Percentage of clients that felt their grant application was effectively dealt with	N/A	N/A	100%
	• Total funds disbursed by cultural group	N/A	N/A	\$98,000
Cultural resources that meet industry standards	• Oakville Museum qualifies for Ministry of Culture's Museum Assistance Program	N/A	N/A	Meets Qualifications
	• OCPA qualifies for the Arts Presentation Canada Programming grants through the Department of Canadian Heritage	N/A	N/A	Meets Qualificaitons

PROGRAM OUTCOMES	INDICATORS	Target FY 09	Actual/Projected FY 09	Target FY 10
Culture continues to grow and thrive in Oakville	• Number of groups applying for Town Cultural grants	N/A	N/A	24
	• Number of applications processed/supported	N/A	N/A	17

Administration, Support and Grants 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
By Expenditure Type									
Salaries, Wages, Benefits	145,500	114,508	157,300	8.1%	0	157,300	8.1%	161,200	166,000
Materials & Supplies	500	550	2,200	340.0%	0	2,200	340.0%	2,200	2,200
Purchased Services	21,500	5,511	11,700	(45.6%)	0	11,700	(45.6%)	18,000	18,200
Other Expenditures	180,500	180,500	180,500	0.0%	0	180,500	0.0%	180,500	180,500
Minor Capital & Transfer to Reserves	0	0	4,900	100.0%	0	4,900	100.0%	4,900	4,900
Gross Operating Expenditures	348,000	301,069	356,600	2.5%	0	356,600	2.5%	366,800	371,800
Tax Levy Requirement	348,000	301,069	356,600	2.5%	0	356,600	2.5%	366,800	371,800
By Service Programs									
Administration, Support & Grants	348,000	301,069	356,600	2.5%	0	356,600	2.5%	366,800	371,800
Service Total	348,000	301,069	356,600	2.5%	0	356,600	2.5%	366,800	371,800

Service Results Narrative:

The proposed budget will enable Administration to continue to support all cultural services through strategic planning and development of expertise. Administration will give leadership to the implementation of the Cultural Plan. The development of Queen Elizabeth Park will continue to have a significant focus.

2010 Plan

Service Base Budget Adjustments

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Administration	Increase base budget for inflation and merit impact on salaries and benefits, and purchased services	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$2,800
Administration	Adjust base budget for materials & supplies and purchased services to reflect anticipated expenses	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$9,300
Administration	Reduce base budget for contracted services	Maintain current service level	Reduce overall tax levy	(\$3,500)

2011 Plan

Service Base Budget Adjustments

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Administration	Increase and adjust base budget for inflation and merit impact on salaries and benefits, and purchased services	Maintain current service level	Ensure appropriate skilled staff to administer current program services	\$10,200

2012 Plan

Service Base Budget Adjustments

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Administration	Increase and adjust base budget for inflation and merit impact on salaries and benefits, and purchased services	Maintain current service level	Ensure appropriate skilled staff to administer current program services	\$5,000

Service: Oakville Centre for the Performing Arts (OCPA)

Mission:

We present programs of dance, music, story telling and theatre to residents in order to enhance quality of life.

Service: OCPA

Activity	Responsibilities	Current Service Level
Programming	<p>Program a multi-disciplined, sophisticated season of professional performing arts events</p> <p>Mentor and advise the local performing arts community who rent the theatre on the best path to success, while providing a high level of service to rental clients and patrons alike</p> <p>Monitor operation for issues around sustainability</p> <p>Collect evidence of patron's experiences through surveys</p>	<ul style="list-style-type: none"> • Ticket sales of approximately \$1,750,000 • Attendance figures of 76% of seats available • Operate at 30% professional programming to 70% community programming ratio • Rental income of approximately \$275,000 • Fund Big Ticket program through ticket sales \$515,000 and sponsorships \$104,000 • Rentals booked are currently inconsistent with the capacity of the facility regarding staffing (currently overbooked relative to staff) particularly in the box office and front of house operations • Considered one of Canada's best operated

Activity	Responsibilities	Current Service Level
		municipal theatres regarding programming, innovation and quality of service
Infrastructure	<p>Continue to monitor staffing for appropriateness relative to the number of programs offered annually, thus decreasing overtime, lieu time and safety issues</p> <p>Maintain facilities to the highest possible standard</p> <p>Undertake preventative maintenance in order to ensure viability of the facility at all times</p> <p>Continue to assess and research best practices regarding equipment and technology available for performing arts facilities</p>	<ul style="list-style-type: none"> • Long-term strategic/operational planning • Ongoing implementation of capital plans and accessibility recommendations • Ongoing assessment of facility capabilities relative to the for-profit marketplace • Ongoing maintenance
External Funding	Undertake ongoing research and grant applications in order to offset costs to the Town through funding for programming and infrastructure initiatives	<ul style="list-style-type: none"> • Grants received from Heritage Canada of approximately \$70,000 per annum

**Key Performance Outcomes and Indicators
Oakville Centre for the Performing Arts**

CUSTOMER BENEFITS/IMPACTS	INDICATORS	Target FY 09	Actual/Projected FY 09	Target FY 10
A set programs which represent the broadest possible range of live artistic experiences to the broadest possible number of patrons	<ul style="list-style-type: none"> • % of patrons surveyed reporting satisfaction with performances attended 	N/A	N/A	75%
Access to professional programs, community programs and a well equipped and maintained facility.	<ul style="list-style-type: none"> • Number of dates for presented shows 	N/A	N/A	75
	<ul style="list-style-type: none"> • Number of dates for community groups / shows 	N/A	N/A	180
	<ul style="list-style-type: none"> • Percentage of groups satisfied with the quality, appropriateness and cleanliness of the equipment and facilities 	N/A	N/A	75%

PROGRAM OUTCOMES	INDICATORS	Target FY 09	Actual/Projected FY 09	Target FY 10
Individuals and families in Oakville are actively engaged in performing arts experiences	<ul style="list-style-type: none"> • % of households attending (performing and in audience) the OCPA 	N/A	N/A	18%
Enhanced profile of and for the community	<ul style="list-style-type: none"> • Number of sponsors 	N/A	N/A	20

Oakville Centre for the Performing Arts 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
By Expenditure Type									
Salaries, Wages, Benefits	959,000	742,080	999,700	4.2%	0	999,700	4.2%	1,024,000	1,053,600
Materials & Supplies	244,300	202,521	238,700	(2.3%)	0	238,700	(2.3%)	244,100	249,400
Purchased Services	695,000	689,926	680,500	(2.1%)	0	680,500	(2.1%)	683,700	685,300
Internal Charges	1,400	933	1,400	0.0%	0	1,400	0.0%	1,400	1,400
Other Expenditures	104,400	67,368	99,400	(4.8%)	0	99,400	(4.8%)	99,400	99,400
Minor Capital & Transfer to Reserves	71,800	54,760	71,800	0.0%	0	71,800	0.0%	71,800	71,800
Gross Operating Expenditures	2,075,900	1,757,588	2,091,500	0.8%	0	2,091,500	0.8%	2,124,400	2,160,900
Activity Revenue	1,333,000	1,091,479	1,320,400	(0.9%)	0	1,320,400	(0.9%)	1,320,400	1,320,400
Internal Recoveries	2,400	201	0	(100.0%)	0	0	(100.0%)	0	0
Grants	70,000	18,000	70,000	0.0%	0	70,000	0.0%	70,000	70,000
Other Revenue	10,000	7,500	10,000	0.0%	0	10,000	0.0%	10,000	10,000
Tax Levy Requirement	660,500	640,408	691,100	4.6%	0	691,100	4.6%	724,000	760,500
By Service									
Programs									
Oakville Centre for the Performing Arts	660,500	640,408	691,100	4.6%	0	691,100	4.6%	724,000	760,500
Service Total	660,500	640,408	691,100	4.6%	0	691,100	4.6%	724,000	760,500

Service Results Narrative:

After 31 years of service to the community, the OCPA has matured into a sophisticated local institution, well recognized by the community, province and country as providing a unique blend of community and professional performances. The theatre has not had a significant expansion in that time and is struggling to meet the usage needs of a growing community. In 2009 the theatre experienced an approximate 10% decrease in ticket sales largely to do with a changing economy, consumer confidence and changes to patterns in spending. This downturn is approximately 50% less than that experienced by other performing arts venues across the country. This pattern is anticipated to cycle through over a three year period with the OCPA budgeting accordingly.

2010 Plan

Service Base Budget Adjustments

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Oakville Centre for the Performing Arts	Increase base budget for inflation and merit impact on salaries and benefits, inflation on utilities and	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program	\$34,100

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
	insurance		services	
Oakville Centre for the Performing Arts	Adjust base budget for salaries and benefits, purchased services and internal transfers	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$16,500
Oakville Centre for the Performing Arts	Decrease base budget by increasing revenue for service fees and reducing O.C. Resident Non-Profit Subsidy	Maintain current service level	Reduce overall tax levy	(\$20,000)

2011 Plan

Service Base Budget Adjustments

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Oakville Centre for the Performing Arts	Increase base budget for inflation and merit impact on salaries and benefits, inflation on utilities, telephone and office services and insurance	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$32,900

2012 Plan

Service Base Budget Adjustments

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Oakville Centre for the Performing Arts	Increase base budget for inflation and merit impact on salaries and benefits, inflation on utilities, telephone and office services and insurance	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$36,500

Service: Oakville Museum

Mission:

For the benefit of residents and visitors, we collect, preserve and present Oakville's heritage so that it can be known, understood, valued and celebrated.

Service: Oakville Museum

Activity	Responsibilities	Current Service Level
Programming	<p>Conservation: Maintenance of heritage buildings (non-capital) Conservation/development/maintenance of artifact collection Collection records management Achieving and maintaining provincial museum standards</p> <p>Presentation: Exhibitions Tours Educational programs (school and community groups) Research for potential exhibits and educational programs Museum shop</p> <p>Community Engagement: Outreach activities Development of volunteer program Maintaining development committee Revenue generation Securing operating and project grants</p>	<ul style="list-style-type: none"> • Projects currently back-logged pending results of facility audit • Maintenance of collection has been at basic acceptable levels regarding provincial standard • Basic catalogue of artifacts complete- supplemental research continues • Museum currently meets or exceeds all provincial standards • One major exhibition, two temporary exhibitions, four outreach exhibitions provided annually • Attendance for tours was 110% of projected attendance • Attendance for educational programs was 110% of projected attendance • In the retail operation current sales are over-projected at 40% • Volunteer program strategy being drafted in 2008 to be implemented in 2009 • Development Committee has been recruited and are now meeting 8 times a year • Development committee is researching membership options and developing a community-based fundraising strategy • Provincial operating grant was increased in 2007 with funding flat lined through 2009

Activity	Responsibilities	Current Service Level
Infrastructure	Stewardship of designated heritage buildings and landscape. Ensure appropriate staffing at the Museum	<ul style="list-style-type: none"> Implementation of Site Master Plan principles Facility audit (building condition and redevelopment options) completed for all heritage buildings Revision of 10 year Capital forecast undertaken Development of a multi-year business plan to support the implementation of the studies undertaken over the last 5 years
External Funding	Securing funding from sponsors, donors and other levels of government to augment programming and offset municipal contribution	<ul style="list-style-type: none"> Submissions for external funding (e.g. Doors Open applications in conjunction with the Oakville Historical Society raised \$24,000 from the Trillium Foundation, Halton Healthy Living Fund and the Community Foundation of Oakville) Development Committee to develop a strategic plan for the re-introduction of multiple special events

Key Performance Outcomes and Indicators Oakville Museum

CUSTOMER BENEFITS	INDICATORS	Target FY09	Actual/Projected FY 09	Target FY 10
A public collection that tells the story of the community	• % of visitors who report that they were satisfied with physical aspects of exhibits	N/A	N/A	85%
	• % of web site users who report satisfaction with content and ease of use	N/A	N/A	85%
PROGRAM OUTCOMES	INDICATORS	Target FY09	Actual/Projected FY 09	Target FY 10
Residents are actively engaged in Museum programs, exhibitions and events	• # of visits	N/A	N/A	5,000

Oakville Museum 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
By Expenditure Type									
Salaries, Wages, Benefits	500,100	404,167	516,800	3.3%	0	516,800	3.3%	529,600	545,500
Materials & Supplies	79,300	57,469	82,000	3.4%	0	82,000	3.4%	83,700	85,300
Purchased Services	60,800	27,729	63,100	3.8%	0	63,100	3.8%	63,700	64,000
Other Expenditures	1,000	112	1,000	0.0%	0	1,000	0.0%	1,000	1,000
Minor Capital & Transfer to Reserves	12,000	0	3,000	(75.0%)	0	3,000	(75.0%)	3,000	3,000
Gross Operating Expenditures	653,200	489,477	665,900	1.9%	0	665,900	1.9%	681,000	698,800
Activity Revenue	94,800	43,422	94,300	(0.5%)	0	94,300	(0.5%)	94,300	94,300
Grants	57,700	4,175	62,700	8.7%	0	62,700	8.7%	62,700	62,700
Tax Levy Requirement	500,700	441,880	508,900	1.6%	0	508,900	1.6%	524,000	541,800
By Service									
Programs									
Oakville Museum	500,700	441,880	508,900	1.6%	0	508,900	1.6%	524,000	541,800
Service Total	500,700	441,880	508,900	1.6%	0	508,900	1.6%	524,000	541,800

Service Results Narrative:

The proposed budget calls for modest, achievable increases in self-generated revenue through admissions, program fees, site rentals and gift shop sales. Major initiatives for 2010 will include:

- Implementing new tours and programs based on program review conducted in 2009
- Revising standard operating procedures based on mandate and policy review conducted in 2009
- Submitting new set of policies and procedures, which meet both municipal and provincial requirements, to Ministry of Culture
- Maintaining training and professional development set in 2009 for staff to meet provincial standards
- Maintaining new standard of 3, high quality changing exhibitions per year
- Installation of major new component to Underground Rail Road exhibition
- Completion of 1st year of 2 year collection digitization project
- Rejuvenation of the moribund volunteer and membership programs
- More aggressive, focused marketing for Museum site
- Continuing clearing backlog of non-capital building maintenance
- Aggressive pursuit of project and operating grants

The above initiatives will allow the site to provide greater levels of service through cost efficiencies and enhanced revenue generation.

2010 Plan

Service Base Budget Adjustments

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Oakville Museum	Increase base budget for inflation and merit impact on salaries and benefits, materials and supplies and purchased services to reflect increased costs	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$19,000
Oakville Museum	Adjust base budget by increasing materials & supplies and purchased services to reflect anticipated expenses	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$5,200
Oakville Museum	Decrease base budget by reducing budget for meeting expenses, office supplies, miscellaneous materials and increase revenue due to increase in Federal Grant	Maintain current service level	Reduce overall tax levy	(\$16,000)

2011 Plan

Service Base Budget Adjustments

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Oakville Museum	Increase base budget for inflation and merit impact on salaries and benefits and adjust budget for materials and supplies and purchased services to reflect increased costs	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$15,100

2012 Plan

Service Base Budget Adjustments

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Oakville Museum	Increase base budget for inflation and merit impact on salaries and benefits and adjust budget for materials and supplies and purchased services to reflect increased costs	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$17,800

Service: Oakville Galleries

Mission:

For the benefit of residents and visitors, we collect, preserve, provide programmes about, and present the art of our time in order to connect people to contemporary culture and ideas.

Service: Oakville Galleries

Activity	Responsibilities	Current Service Level
Programming	<p>Conservation: Conservation/development/maintenance of permanent collection Collection records management Achieving and maintaining museum standards</p> <p>Presentation: Exhibitions Educational programs (school and community groups)</p> <p>Community Engagement: Outreach activities</p>	<ul style="list-style-type: none"> Recent additions to permanent collection valued at over \$70,000 Necessary conservation undertaken on all priority objects Re-docuemntation and re-cataloguing of collection to be completed in early 2010 Meets most industry standards, except for facilities' poor environmental controls Eight to ten exhibitions presented annually Over 100 art classes, camps and in-class programs per year Attendance at public programmes met or exceeded expectations Implementation of off-site programmes throughout Oakville commenced in 2009, to continue throughout 2010

Activity	Responsibilities	Current Service Level
	Development of volunteer program Revenue generation Research: Original cultural and art historical research	<ul style="list-style-type: none"> Volunteer program being developed in 2009 for implementation in 2010 Fundraising committee offers two primary fundraisers per year: summer gala and fall art tour Seven essays, two booklets and four eNewsletters produced A service agreement between the Town and Oakville Galleries outlines service expectations required to receive the operating grant from the Town
Infrastructure	Maintain facilities to the highest possible standard Ensure appropriate staffing at the Galleries	<ul style="list-style-type: none"> Facility plan audit (building condition) completed Ongoing maintenance Management structure review to be completed in 2010
External Funding	Securing funding from sponsors, donors and other levels of government to augment programming offset municipal contribution	<ul style="list-style-type: none"> Operating grants received from the Canada Council for the Arts of approximately \$200,000 per annum, and from the Ontario Arts Council of approximately \$105,000 per annum Project grants received from Ontario Trillium Foundation, Community Foundation of Oakville, Veterans Affairs Canada, Young Canada Works and other agencies

Key Performance Outcomes and Indicators Oakville Galleries

CUSTOMER BENEFITS	INDICATORS	Target FY09	Actual/Projected FY 09	Target FY 10
An innovative roster of exhibitions, programs and events	<ul style="list-style-type: none"> % of visitors who report that they were satisfied with exhibitions, programs and events presented 	N/A	N/A	75%
An art education program that provides local children and youth with core arts education	<ul style="list-style-type: none"> % of teachers and guardians who report they were satisfied with art education programs 	N/A	N/A	75%
A permanent collection that reflects local and international concerns	<ul style="list-style-type: none"> % of visitors who report satisfaction with the holdings of Oakville Galleries 	N/A	N/A	75%

PROGRAM OUTCOMES	INDICATORS	Target FY09	Actual/Projected FY 09	Target FY 10
Awareness, appreciation and accessibility of the visual and media arts.	<ul style="list-style-type: none"> % of residents surveyed who report that their awareness and appreciation of the visual and media arts has been enhanced as a result of exhibits, programs and events at Oakville Galleries 			75%

Oakville Galleries 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
By Expenditure Type									
Salaries, Wages, Benefits	625,100	442,435	680,300	8.8%	0	680,300	8.8%	691,400	702,700
Materials & Supplies	67,900	46,985	76,200	12.2%	0	76,200	12.2%	77,900	79,600
Purchased Services	117,000	110,437	126,800	8.4%	0	126,800	8.4%	127,200	127,600
Internal Charges	20,800	952	10,000	(51.9%)	0	10,000	(51.9%)	10,000	10,000
Other Expenditures	44,400	32,164	51,900	16.9%	0	51,900	16.9%	51,900	51,900
Minor Capital & Transfer to Reserves	1,500	1,052	1,500	0.0%	0	1,500	0.0%	1,500	1,500
Gross Operating Expenditures	876,700	634,025	946,700	8.0%	0	946,700	8.0%	959,900	973,300
Activity Revenue	156,700	145,966	169,300	8.0%	0	169,300	8.0%	169,300	169,300
Grants	351,900	234,613	408,000	15.9%	0	408,000	15.9%	408,000	408,000
Tax Levy Requirement	368,100	253,446	369,400	0.4%	0	369,400	0.4%	382,600	396,000
By Service Programs									
Oakville Galleries	368,100	253,446	369,400	0.4%	0	369,400	0.4%	382,600	396,000
Service Total	368,100	253,446	369,400	0.4%	0	369,400	0.4%	382,600	396,000

Service Results Narrative:

Oakville Galleries is committed to providing public access to its exhibitions and collection through a growing variety of approaches, including educational programmes for children and youth, on-site public programmes and off-site engagement initiatives across Oakville. Budget increases in 2010 reflect project funding secured to dramatically increase the scale and scope of the Galleries' community-based programmes over the next three years. Other major initiatives for 2010 include:

- Installation of eight major exhibits, including one on loan from the National Gallery of Canada
- Introduction of new interpretive materials, including audio tours and video podcasts
- Launch of a new interactive collections website
- Development of a new volunteer programme, as initiated in 2009

- Completion of management structure review
- Implementation of a revised membership program

The Galleries will also continue its program of actively touring exhibitions and loaning works from its permanent collection to major institutions across Canada.

Oakville Galleries currently receives an annual operating grant from the Town of Oakville. In addition it is supported by the Canada Council for the Arts, the Ontario Arts Council and corporate and individual supporters and foundations.

Oakville Galleries is responsible to its board for the management, operations and maintenance of its collection and the maintenance of the Town owned facility. The Town and Oakville Galleries recently completed a service agreement that outlines the respective services to be provided by each organization.

2010 Plan

Service Base Budget Adjustments

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Oakville Galleries	Increase base budget for inflation and merit impact on salaries and benefits, materials and supplies and purchased services	Maintain current service level	Ensure that Oakville Galleries' facility is maintained to a high standard.	\$11,800
Oakville Galleries	Adjust base budget for salaries and benefits, materials and supplies and purchased services to reflect anticipated expenses	Maintain current service level	Ensure that Oakville Galleries facility is maintained to a high standard.	(\$10,500)

2011 Plan

Service Base Budget Adjustments

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Oakville Galleries	Increase base budget for inflation and merit impact on salaries and benefits and adjust budget for materials and supplies and purchased services to reflect increased costs	Maintain current service level	Ensure that Oakville Galleries' facility is maintained to a high standard.	\$13,200

2012 Plan

Service Base Budget Adjustments

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Oakville Galleries	Increase base budget for inflation and merit impact on salaries and benefits and adjust budget for materials and supplies and purchased services to reflect increased costs	Maintain current service level	Ensure that Oakville Galleries' facility is maintained to a high standard.	\$13,400