



# 2017 Budget

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2017 Proposed  
Operating Budget

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Overview

## BURLINGTON'S STRATEGIC PLAN 2015-2040

Burlington City Council on April 11, 2016, unanimously approved Burlington's Strategic Plan 2015-2040, the product of strong engagement and a plan the city believes captures the priorities of the city's residents and community leaders. The city led more than a year of public engagement, gathering input from business groups, community groups, staff and residents.

The strategic plan includes four strategic directions:



## STRATEGIC PLAN AND THE BUDGET PROCESS

The city's new strategic plan clearly sets forth initiatives to plan for the future. It is staff's responsibility to resource, administer and deliver strategies and initiatives laid out in the plan. This year the Strategic Plan became the driving force in the budget process.

In order to ensure that resources and funding are aligned with the Strategic Plan a new approach to business planning and budgeting has been implemented. During the 2017 Budget, decisions about resources and pacing of implementation were evaluated by the Operating Budget Leadership Team.





Establishing priorities for new City investment was a key step in developing the budget this year. Linking the strategy to the budget provides accountability between what is achieved and the cost to the taxpayer. This process provides a clear link between the strategy and the cost of implementing the initiatives.




The budget is one mechanism that brings the Plan to life through specific initiatives.



## OPERATING BUDGET ALIGNMENT TO THE STRATEGIC PLAN

The following areas present highlights of items in the 2017 proposed operating base budget which are aligned to the city's new Strategic Plan.

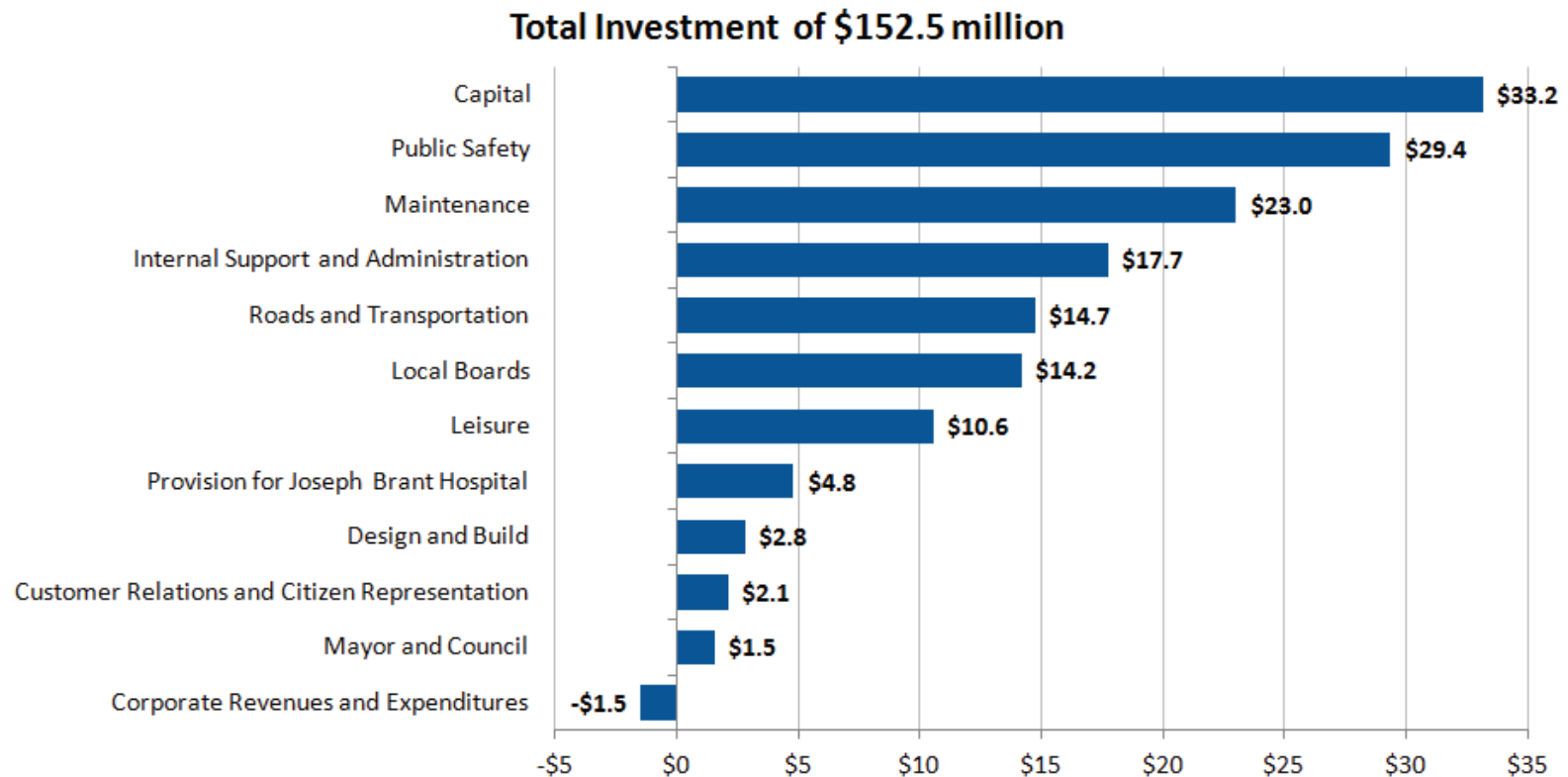
Strategic Direction	Alignment to the Strategic Plan	Base Budget Item	2017 Budget (rounded)
	<b>Good Governance</b> The city continues to balance increased services and investments with the need to be responsible with tax dollars.	The 2017 base increase of 2.09% is aligned with inflation. (Toronto CPI 3 year rolling average 2.19%)	\$3.3 million
	<b>Good Governance</b> City infrastructure, such as buildings and roads, are in good condition and properly maintained.	1.25% levy increase (\$1.83M) dedicated to the renewal of the city's infrastructure as recommended in the city's Asset Management Plan as well as a further 0.33% (\$0.47M) for increased debt charges and other capital requirements.	\$2.3 million
	<b>Good Governance</b> Burlington's position is articulated to senior levels of government on pressing policy matters.	Additional resource to support intergovernmental relations.	\$164,000
	<b>Community Building through Arts and Culture</b> The City and its community cultural partners reach out to new and diverse communities to expand the cultural fabric.	Additional resources have been provided to support the maintenance and conservation of the city's public art.	\$33,000

Strategic Direction	Alignment to the Strategic Plan	Base Budget Item	2017 Budget (rounded)
	<b><i>Good Governance</i></b> The city uses new technology to engage residents and collaborate in decision-making	Additional funding has been provided to support community engagement initiatives and related technology.	\$50,000
	<b><i>Community Building through Arts and Culture</i></b> The City will continue to implement initiatives in the Cultural Action Plan	A \$50,000 provision from the Cultural Initiatives Reserve Fund will be used to provide grant funding to cultural organizations.	\$0
	<b><i>Healthy Lifestyles</i></b> The city increases the availability of community garden plots so that residents may grow their own fresh and healthy food (10 or more self sustaining community gardens by 2018).	Additional resources have been provided to support the expansion of the community garden program.	\$37,000

## SERVICE STRUCTURE OF THE CITY

The City of Burlington has multiple lines of business. For business planning purposes, they are organized into 47 distinct services. Of these, 24 services are delivered directly to the public, 13 are internally focused support services and 10 are managed externally by distinct governance structures but receive a portion of their funding from the city. For budget presentation purposes the 37 city services have been grouped into 7 service categories.

The chart below illustrates where the City invests the revenue it receives from property taxes into these service categories. Also displayed is tax funding for the Capital program, the 10 externally managed Local Boards and Other Agencies, Corporate Revenues and Expenditures and the Mayor and Council.





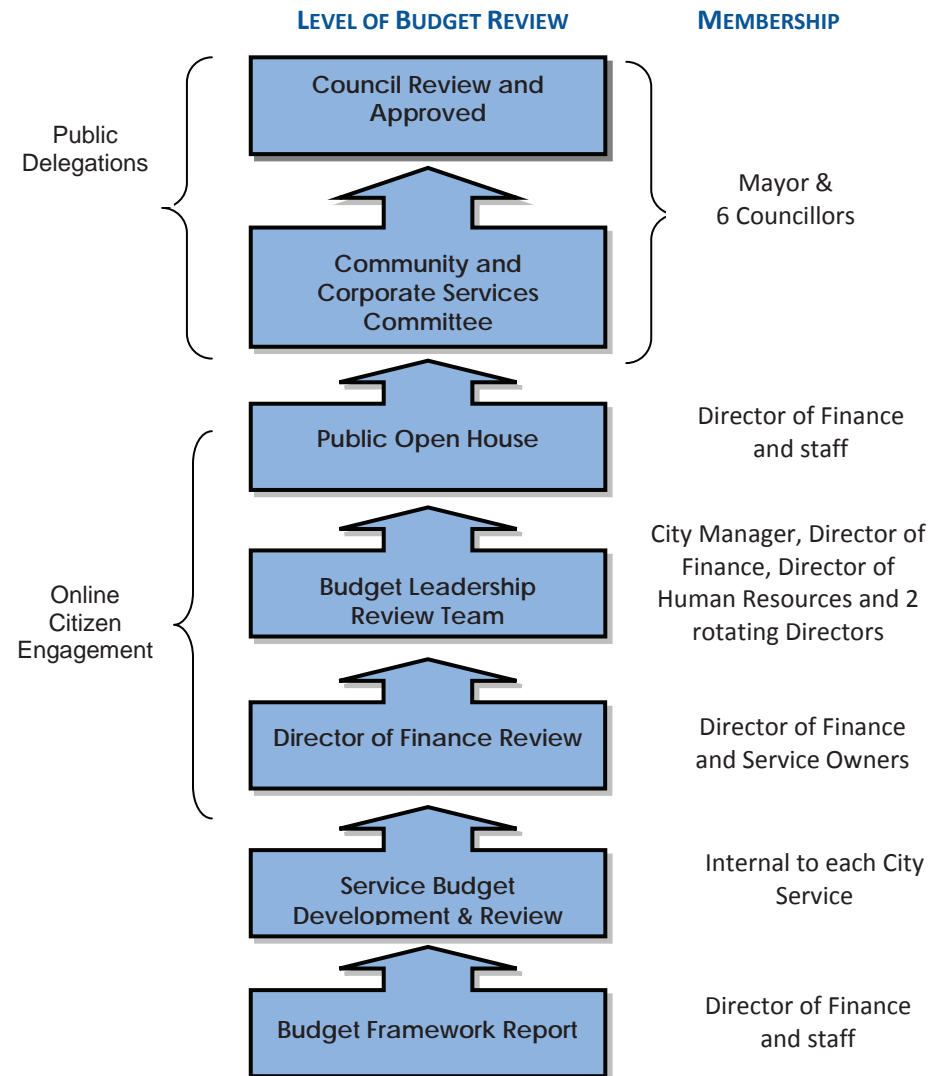
## THE OPERATING BUDGET DEVELOPMENT PROCESS

The budget process begins with a Budget Framework Report which is presented to Council for consideration and approval, after which staff begins the preparation of the budget.

The next step is a comprehensive line by line review of the base budget by the Director of Finance and Service Owners. This review checks the proposed budgets for reasonableness and offers recommendations for reductions where appropriate.

Following the Director of Finance review, the budget is then forwarded to the Leadership Budget Review Team. This team includes the City Manager, the Director of Finance, the Director of Human Resources, and two directors on a rotating basis. The budget is reviewed from a corporate perspective, to ensure compliance with strategic goals, objectives and financing capabilities. The main job of the Leadership Budget Review Team is to review business cases to ensure they demonstrate clear alignment to strategic and corporate objectives.

During the development of the 2017 proposed budget two online surveys were conducted to give residents the opportunity to provide feedback on where they wished to see increased or decreased investment in services. As well, a public information night was held to provide residents with an overview of the proposed budget. The public has a further opportunity to provide their input on the budget by making a delegation to the Community and Corporate Services Committee during their review of the budget.





## COUNCIL REVIEW

Following the internal staff review process the proposed budget is presented to the Community and Corporate Services Committee for their review. To assist in the decision-making process, Council is provided with:

- An Operating Budget presentation
- A Council Information Session which provides members of Council an opportunity to review the budget document and direct pertinent questions to staff.
- Each individual member of Council completes a Budget Action Request form if they wish to propose amendments. Using this form, Council members have the option of amending or removing recommended budget items and introducing new items for consideration.
- A Community and Corporate Services Committee meeting is scheduled so that Council members can make changes to the budget. Preliminary budget approval is granted at this committee level, followed by formal approval of the budget at the subsequent Council meeting



**CITY HALL**

## KEY OPERATING BUDGET DATES

The following meetings have been scheduled for the review and approval of the 2017 Proposed Operating Budget:

KEY DATES	OPERATING BUDGET
December 7, 2016	Budget Information Public Meeting Haber Recreation Centre (7:00-9:00 pm)
December 8, 2016	Community & Corporate Services Committee Meeting Overview of 2017 Proposed Operating Budget
December 15, 2016	Council Information Session
January 19, 2017	Community & Corporate Services Committee Review & Approval of 2017 Proposed Operating Budget
January 23, 2017	Council Approval of 2017 Operating Budget

## A BALANCED BUDGET

The City continues to maintain a balanced budget on an ongoing basis. By this we mean total operating expenditures equal total operating revenues, including the net tax levy. By maintaining a balanced budget and a reasonable level of reserves and reserve funds, as well as pursuing alternate sources of revenue, the City continues to be fiscally responsive. At the same time, services are encouraged to improve business practices and accountability. Therefore, cost effective and efficient delivery of service is an integral element of service based budgets.

## 2017 BUDGET SUMMARY

The Proposed 2017 Budget has been developed to provide services in the most cost effective manner. It considers the cost pressures to deliver services that meet the service demands of the community, balanced against reasonable tax increases and user fees.

The total net tax levy is \$152,514,527 (includes the \$4.8 million levy for the Joseph Brant Hospital Redevelopment Project). This levy is determined by taking the difference between the total gross budget expenditures of \$237,771,626 and budgeted non-tax revenues of \$85,257,099. The net tax levy represents 64.2% of total City revenues.

- This budget delivers a base budget increase to maintain services at 2.09% which is aligned with inflation as per the objectives of the long term financial plan, providing Burlington residents with Competitive Property Taxes. The three year rolling average of the Toronto Consumer Price Index is 2.19%.
- This budget continues Council's practice of an increase to address infrastructure renewal based on the city's asset management plan with a 1.25% tax levy. Additional debt repayment costs and other capital related expenditures of 0.33% brings the tax increase to 3.66%
- Business cases to adjust the City service delivery of 0.57% bring the total increase to 4.23%
- Combined with the Region of Halton increase and the Boards of Education, the overall increase is 2.48% or \$21.62 per \$100,000 of Current Value Assessment\*

\*2016 CVA, residential urban property

The following table provides a breakdown of the proposed 2017 tax increase:

(in \$ millions)	2016 Budget	2017 Budget	\$ Change	Tax Impact
<b>BASE BUDGET</b>				
City Services	\$98.0	\$101.0	\$3.0	1.95%
Local Boards and Other Agencies	\$13.9	\$14.2	\$0.3	0.20%
Corporate Revenues and Expenditures	\$3.4	\$3.5	\$0.1	0.09%
Assessment Growth Stabilization	\$0	\$(0.2)	\$(0.2)	(0.15)%
<b>Base Budget (\$ / %)</b>	<b>\$115.3</b>	<b>\$118.6</b>	<b>\$3.3</b>	<b>2.09%</b>
Capital Infrastructure and Debt Charges	\$30.9	\$33.2	\$2.3	1.58%
<b>Cumulative Impact (\$ / %)</b>	<b>\$146.1</b>	<b>\$151.7</b>	<b>\$5.6</b>	<b>3.66%</b>
<b>BUSINESS CASES</b>				
Expanded/New Business – City	\$0	\$0.8	\$0.8	0.57%
<b>Cumulative Impact (\$ / %)</b>	<b>\$146.1</b>	<b>\$152.5</b>	<b>\$6.4</b>	<b>4.23%</b>
<b>Overall Tax Impact (City, Region, Education)</b>	<b>2.48%</b>			

\*numbers may not add due to rounding

## PROPERTY TAXES

Property tax remains the largest and most important revenue source for municipalities. It is the only tax that most municipalities have the authority to collect. The two components required for determining property taxes are:

- The current assessed value of the property
- The tax rate applied to the property class

## ASSESSMENT

Current value assessment is the amount of money that a property would sell for, if sold at arm's length, by a willing seller to a willing buyer. The Municipal Property Assessment Corporation (MPAC) is responsible for setting assessment values for all properties in Ontario. The Current Value Assessment is based on the valuation date of January 1, 2016 and is phased in over four years (2017-2020).

## RESIDENTIAL TAX RATE

The tax rate consists of three components: The City of Burlington, The Region of Halton and The Boards of Education. The city and regional portions are based on budgetary needs while the education portion is based on the provincial education funding requirements. The residential tax rate is determined by dividing the budgetary needs by the total assessment base. Tax rates are set for each property class.

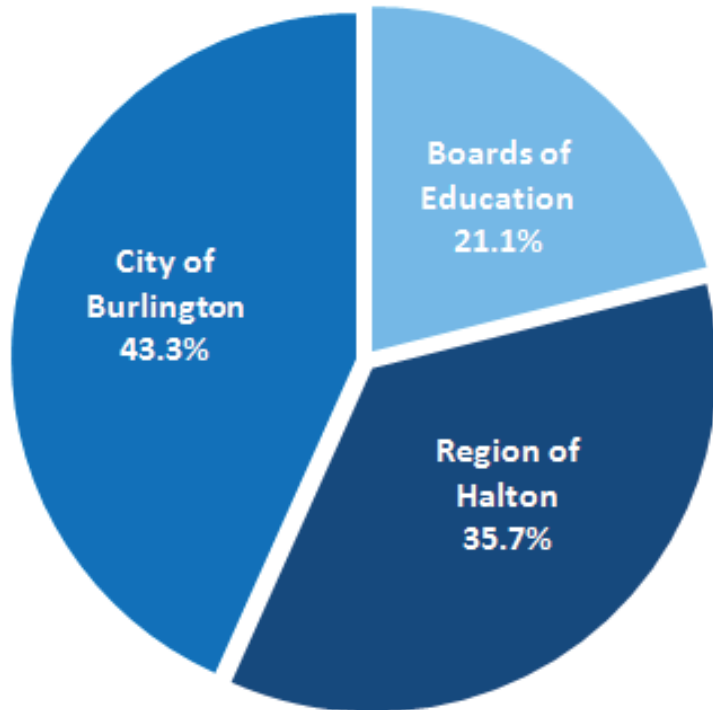
## CALCULATING PROPERTY TAXES

Property taxes are calculated using the property's assessed value, the municipal tax rates (City and Region) and the Education tax rate:

$$\begin{aligned}
 &\text{Assessed Value} \times \text{City of Burlington Tax Rate} \\
 &= \text{Amount of City of Burlington Property Tax} \\
 &\quad + \\
 &\text{Assessed Value} \times \text{Halton Region Tax Rate} \\
 &= \text{Amount of Halton Region Property Tax} \\
 &\quad + \\
 &\text{Assessed Value} \times \text{Education Tax Rate} \\
 &= \text{Amount of Education Property Tax} \\
 &= \text{Total Property Taxes}
 \end{aligned}$$

### PROPERTY TAX SPLIT

The City of Burlington collects taxes for the City, Halton Region and Halton District School Boards. For each \$1.00 in residential tax dollar collected, approximately 43% stays with the City, 36% goes to Halton Region and 21% goes to the Halton District School Boards.



### CITY TAX RATE CALCULATION

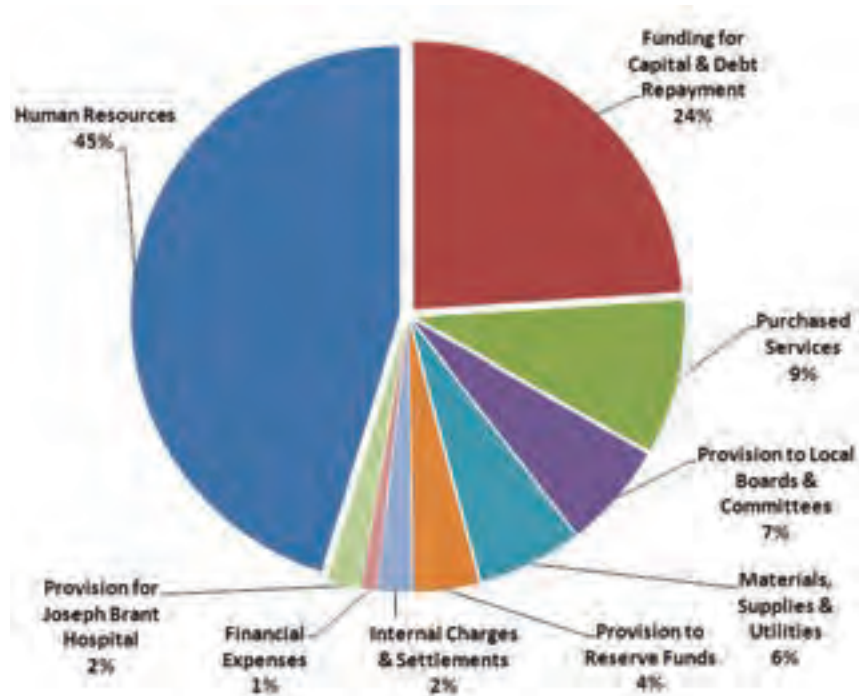
Taxpayers across the whole city are responsible for paying their proportionate share of those services charged to the entire city. The net cost of these services is approximately \$127.6 million. In addition to the “whole city” services, urban area taxpayers are also responsible for paying for certain unique services that have traditionally been charged to urban residents only. These services include such things as transit, storm sewers, sidewalks, etc. resulting in an additional net cost of approximately \$20.1 million. Finally the \$4.8 million annual levy for the City’s \$60 million commitment towards the Joseph Brant Hospital Redevelopment Project is added for all City residents. The total net costs are then divided by the total assessment base to determine the tax rates for each property class.





### BASE BUDGET EXPENDITURES

The City's base budget expenditures for 2017 are \$236.2 million. Human Resources represent the City's largest expense category at \$107.0 million or 45.3% of the total. This is followed by Funding for Capital & Debt Repayment at \$56.6 million or 24.0% of the 2017 Proposed Operating Base Budget. Purchased Services represents 9.2% of the budget at \$21.8 million, followed by the City's Provision to Local Boards & Committees at \$14.9 million or 6.3%. Materials, Supplies & Utilities costs of \$14.8 million is 6.3% of the 2017 Proposed Operating Base Budget followed by the City's Provision to Reserve Funds at \$9.2 million or 3.9%. Internal Charges & Settlements are \$5.0 million or 2.1% of the total budget, followed by Financial Expenses of \$2.1 million or 0.9%. Finally the City's Provision to Joseph Brant Hospital at \$4.8 million is 2.0% of the 2017 budget.



	2016 Approved Budget	2017 Proposed Base Budget	\$ Change from 2016
<b>Gross Budget Expenditures</b>	<b>\$226,902,081</b>	<b>\$236,231,940</b>	<b>\$12,859,859</b>
Human Resources	\$104,128,365	\$106,973,359	\$2,844,994
Funding for Capital & Debt Repayment	\$51,915,710	\$56,587,905	\$4,672,195
Purchased Services	\$21,282,620	\$21,833,979	\$551,359
Provision to Local Boards & Committees	\$14,664,435	\$14,954,543	\$290,108
Materials, Supplies & Utilities	\$14,302,281	\$14,782,116	\$479,835
Provision to Reserve Funds	\$8,906,677	\$9,214,763	\$308,086
Internal Charges & Settlements	\$4,931,629	\$4,998,860	\$67,231
Financial Expenses	\$1,970,364	\$2,086,414	\$116,050
Provision to Joseph Brant Hospital	\$4,800,000	\$4,800,000	\$0



BURLOAK WATERFRONT PARK

## HUMAN RESOURCES

Human Resources costs are the costs associated with employing both full time and part time City staff who provide the services to Burlington residents. The year over year base budget increase for human resources costs is \$2.8 million or 2.7%. This increase is primarily attributable to annual performance adjustment, job range movements, payroll taxes (EI, CPP, EHT), OMERS and group benefits. Staff FTE (full time equivalent) complement has also increased modestly to maintain existing service levels for the growing city.

## FUNDING FOR CAPITAL & DEBT REPAYMENT

Funding for Capital and Debt Repayment are the costs that are required to fund the City's Capital Program in addition to paying back both the interest as well as the principal on debt taken on to fund infrastructure utilized by Burlington residents. The base budget increase of \$4.7 million or 9% is primarily due to the increase in debt charges associated with the debt issued for the City's contribution to the Joseph Brant Hospital at \$2.7 million. These additional hospital debt charges are recovered from the hospital reserve fund. The balance of the increase includes the 1.25% increase in the dedicated levy for the renewal of the city's infrastructure (\$1.83 million) and increased provisions to the vehicle depreciation reserve funds (\$0.29 million).

## PURCHASED SERVICES

Purchased Services are the expenses necessary to procure services from outside vendors primarily external contractors for winter control and tree maintenance, computer hardware and software licenses and maintenance, building and facility rental and maintenance. A base budget increase of \$0.6 million or 2.6% is mainly due to higher computer software vendor hosted solutions and license fees, in addition to increased winter control and tree maintenance costs.

## PROVISION TO LOCAL BOARDS & COMMITTEES

Provision to Local Boards & Committees are the financial outlays provided to the City's partners at Local Boards such as the Burlington Library, Burlington Economic Development Corporation, Burlington Performing Arts Centre, Art Gallery of Burlington, Museums of Burlington and Tourism Burlington. Additionally the City provides funding to a number of citizen committees such as Mundialization, Heritage, Sustainable Development, Civic Recognition, Inclusivity and Accessibility Committees as well as the Sound of Music. Provisions to Local Boards & Committees are up \$0.29 million or 2%.

	2016 Approved Budget	2017 Proposed Base Budget	\$ Change from 2016
<b>Total Provision to Local Boards &amp; Committees</b>	<b>\$14,664,435</b>	<b>\$14,954,543</b>	<b>\$290,108</b>
Burlington Public Library	\$10,299,651	\$10,505,644	\$205,993
Burlington Economic Development Corporation	\$1,289,143	\$1,314,926	\$25,783
Burlington Performing Arts Centre	\$952,161	\$971,204	\$19,043
Art Gallery of Burlington	\$916,083	\$934,405	\$18,322
Burlington Museums	\$671,833	\$685,270	\$13,437
Tourism Burlington	\$376,511	\$384,041	\$7,530
All Citizen Committees	\$159,053	\$159,053	\$0

### **MATERIALS, SUPPLIES AND UTILITIES**

Materials, Supplies and Utilities are the City's expenses required to procure the materials necessary to provide the service levels to Burlington residents. The largest of which are electricity, fuel, equipment parts, water and natural gas. The base budget increase of \$0.48 million or 3.4% is primarily due to the higher rates for electricity and water usage, as well as higher costs for equipment parts.

### **PROVISION TO RESERVE FUNDS**

Provision to Reserve Funds are the costs related to putting money aside to fund future expenses such as the City's insurance costs, policy initiatives, election costs as well as a contingency fund used to offset unforeseen costs which can happen from time to time. The increase is \$0.31 million or 3.5%.

### **INTERNAL CHARGES AND SETTLEMENTS**

Internal Charges and Settlements are the internal costs within the City that help the departments and services properly account for their total costs and to charge another department or service for some of the work provided between these two different groups. These do not represent additional cost to the tax payer as they are offset by Internal Revenues and Recoveries. An example of these kinds of charges is represented in the Fleet Management service which maintains the City's fleet of vehicles which are used by other services. Fleet Management performs the required maintenance on these vehicles and then charges the corresponding service which uses the vehicle. The increase of \$0.07 million or 1.4% is due to the increase in vehicle and equipment charges to the services within the City of Burlington using these vehicles and equipment.

### **FINANCIAL EXPENSES**

Financial Expenses are costs associated with financial matters such as write-offs of uncollectable property taxes, vacancy rebates, credit card

and bank charges. The \$0.12 million or 5.9% is primarily due to increased provision for property tax write-offs and vacancy rebates.

### **PROVISION FOR JOSEPH BRANT HOSPITAL**

The dedicated levy for the city's contribution to the Joseph Brant Hospital Redevelopment Project is deposited into the hospital reserve fund to cover the cash payments to the hospital in accordance with the funding agreement and repayment of debt issued for this project. In 2017 the dedicated levy and associated provision to the reserve fund remain at \$4.8 million.

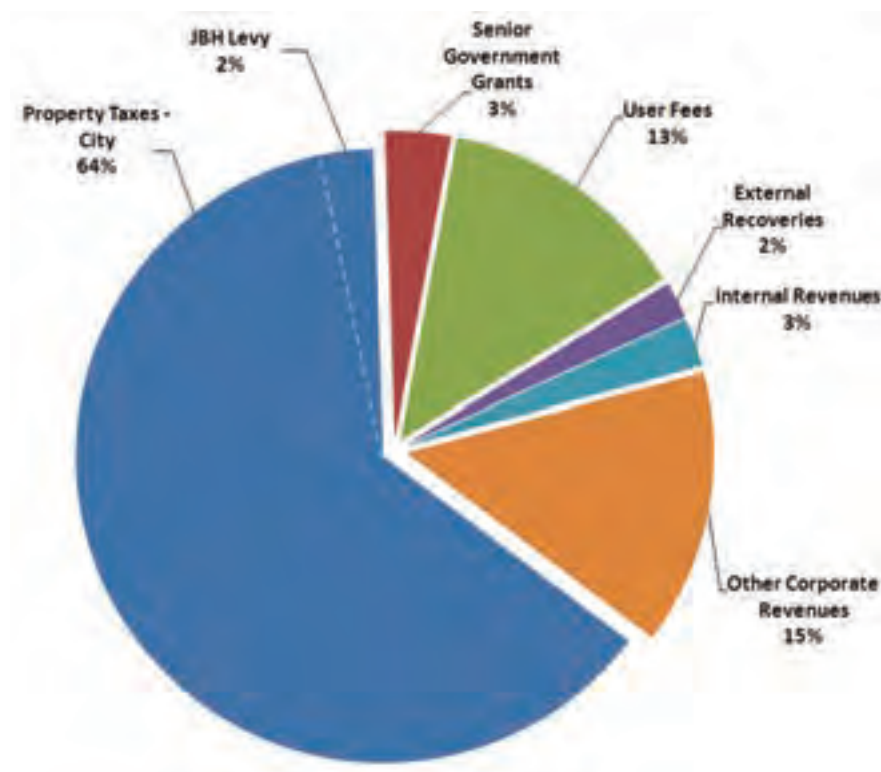


**CITY HALL CLOCK**



## BASE BUDGET REVENUES

The City's base budget revenues for 2017 are \$236.6 million. Most revenue comes from property taxes – 64 per cent (over \$152.3 million including \$4.8 million levy for the city's contribution to the redevelopment of the Joseph Brant Hospital). Senior government grants, from the federal and provincial governments, contribute another 3 per cent (\$7.1 million), and the city generates approximately 32 per cent (\$76.1 million) from all other sources, such as user fees and corporate revenues.



	2016 Approved Budget	2017 Proposed Base Budget	\$ Change from 2016
<b>Gross Budget Revenues</b>	<b>\$226,902,081</b>	<b>\$236,231,940</b>	<b>\$9,329,859</b>
Senior Government Grants (Federal & Provincial)	\$8,154,897	\$8,154,897	\$0
External Recoveries	\$4,439,391	\$4,602,320	\$162,929
User Fees (registrations, licensing, etc.)	\$31,009,839	\$31,486,198	\$476,359
Internal Revenues	\$6,050,262	\$6,164,423	\$114,161
Other Corporate Revenues (investment income, supplementary taxes, PILs, Hydro contribution, etc.)	\$31,128,351	\$34,143,735	\$3,015,384
Property Tax Revenue – City Services	\$141,319,341	\$146,880,367	\$5,561,026
Property Tax Revenue – Joseph Brant Hospital	\$4,800,000	\$4,800,000	\$0

### PROPERTY TAXES

The single largest portion of City funding comes from property taxes. In 2017, 64% of the total City funding will be provided by a direct tax levy. This includes the \$4.8 million levy for the Joseph Brant Hospital Redevelopment Project. The base budget tax levy is \$151,680,367 which represents an increase of \$5,561,026 or 3.8% over the 2016 tax levy.

### SENIOR GOVERNMENT GRANTS

Senior Government Grants are \$8.2 million or 3% of the City's total revenues in the 2017 Proposed Operating Budget. These grants are provided by provincial and federal governments are tied directly to legislated cost sharing arrangements. It should be noted that these revenues "flow through" the operating budget and are directly transferred into reserve funds until such time as they may be used for their designated purpose. As such these grants contribute to higher gross revenue and gross expenditures but have no impact on the City's operating budget increase.

### EXTERNAL RECOVERIES

External Recoveries are the revenues associated with doing work for other agencies such as other levels of government and the school boards. In the 2017 Proposed Operating Budget, the City has budgeted recoveries of \$4.6 million in costs or 2% of total revenues. The largest of the recoveries are work the City performs for Halton Region at approximately \$2.4 million followed by services performed for other municipalities, particularly Oakville, at over \$1.1 million.

### USER FEES

In accordance with the Municipal Act, 2001, the City of Burlington has by-laws which impose fees or charges for services or activities provided. Examples of these fees include: transit fares, permit fees, registration fees, and rental revenue for the use of City facilities. User Fees generate \$31.5 million or 14% of the total revenue the City of Burlington collects.

### INTERNAL REVENUES

Internal Revenues are related to Internal Charges & Settlements in that they are the revenues for work done for other departments or services that are internal to the organization. These revenues are \$6.2 million of the total budget representing 3% of all the revenues. The largest driver of this number is the revenue that Fleet Services receives for the work it performs for the other services within the City of Burlington at \$3.1 million. Other large drivers are the revenue that the City receives from Halton Court Services for its prorated proceeds of the revenue generated as well as the work that City Services such as Information Technology, Finance and Human Resources perform for the functioning of the Halton Courts.

### OTHER CORPORATE REVENUES

Other Corporate Revenues are \$34.1 million or 15% of the total revenues for the 2017 Proposed Operating Budget. The largest drivers of this include the returns from the investment portfolio, managed by the Finance department, returning \$8.9 million in earnings (partially offset by an expenditure of \$3.5 million of interest distributions to reserve funds) as well as the dividend the City receives from Burlington Hydro at \$4.9 million. Other large items include Payments in Lieu of Taxation at \$3.2 million, Penalty and Interest at \$2.1 million and Supplementary Taxes at \$1.0 million. For 2017, a one-time revenue for assessment growth stabilization from the tax rate stabilization reserve fund of \$220,000 (equivalent to 0.15% tax reduction) has been included.

## BUSINESS CASES

In addition to the base budget, a service owner may complete a business case to outline any proposed changes to the delivery of their service. These changes may include recommendations to increase or decrease the level of service provided or to request one-time funding for specific initiatives.

The purpose of the business case is to obtain management and Council commitment and investment approval through a clearly presented rationale for the investment. It also provides a framework for informed decision making throughout the budget approval process.

For 2017, business cases must have a minimum value of \$25,000 and must show a clear alignment to one of the following:

- Strategic Plan
- City Manager Workplan
- Department Workplan
- Service Business Plan Objective
- Or be the result of legislative changes

Business cases are not completed for budget pressures such as inflation, commodity increases (e.g. hydro, diesel) and salary adjustments. These are considered base budget increases.

Five business cases have been proposed for 2017 totalling \$1,469,985 of which \$635,825 has been funded from one-time revenues (tax rate stabilization reserve funds) resulting in a net ongoing tax supported amount of \$834,160. Three of these business cases are aligned to initiatives in the Strategic Plan, one to the City Manager's Workplan and one to the Corporate IT Strategy. These business cases are outlined in further detail in the next section of this document.

## ONE TIME FUNDING

In accordance with the city's approved one-time funding policy, some of the budgeted expenditures in the 2017 Proposed Operating Budget were identified as one-time in nature and funded from a one-time source of revenue (net zero impact). The total amount of one-time funding being proposed as per recommended city business cases is \$635,825. As in previous years, the anticipated prior year's retained savings has been relied upon to supplement the Tax Rate Stabilization Reserve Fund for the purpose of offsetting one-time expenditures.



BURLINGTON FIRE DEPARTMENT

**2017 OPERATING BUDGET  
BUDGET SUMMARY**

CITY OF BURLINGTON

	2015	2016		2017 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Human Resources	\$ 99,322,226	\$ 104,128,365	\$ 102,034,820	\$ 106,973,359	\$ 2,844,994	2.7%	\$ 704,650	\$ 107,678,009	3.4%
Operating/Minor Capital Equip.	\$ 15,337,287	\$ 14,581,689	\$ 16,233,747	\$ 15,088,691	\$ 507,002	3.5%	\$ 24,500	\$ 15,113,191	3.6%
Purchased Services	\$ 19,252,090	\$ 21,003,212	\$ 21,246,128	\$ 21,527,404	\$ 524,192	2.5%	\$ 740,840	\$ 22,268,244	6.0%
Corp. Expenditures/Provisions	\$ 89,063,772	\$ 82,257,186	\$ 84,018,874	\$ 87,643,625	\$ 5,386,439	6.5%	\$ -	\$ 87,643,625	6.5%
Internal Charges & Settlements	\$ 4,707,848	\$ 4,931,629	\$ 4,823,089	\$ 4,998,860	\$ 67,231	1.4%	\$ 69,696	\$ 5,068,556	2.8%
<b>TOTAL EXPENDITURES</b>	<b>\$ 227,683,222</b>	<b>\$ 226,902,081</b>	<b>\$ 228,356,658</b>	<b>\$ 236,231,940</b>	<b>\$ 9,329,859</b>	<b>4.1%</b>	<b>\$ 1,539,686</b>	<b>\$ 237,771,626</b>	<b>4.8%</b>
Controllable Revenues	\$ (38,396,408)	\$ (35,449,230)	\$ (36,104,945)	\$ (36,088,518)	\$ (639,288)	1.8%	\$ (5)	\$ (36,088,523)	1.8%
General Revenues & Recoveries	\$ (51,415,190)	\$ (45,333,510)	\$ (194,884,204)	\$ (48,463,055)	\$ (3,129,545)	6.9%	\$ (705,521)	\$ (49,168,576)	8.5%
<b>TOTAL REVENUES</b>	<b>\$ (89,811,598)</b>	<b>\$ (80,782,740)</b>	<b>\$ (230,989,149)</b>	<b>\$ (84,551,573)</b>	<b>\$ (3,768,833)</b>	<b>4.7%</b>	<b>\$ (705,526)</b>	<b>\$ (85,257,099)</b>	<b>5.5%</b>
<b>NET OPERATING BUDGET</b>	<b>\$ 137,871,625</b>	<b>\$ 146,119,341</b>	<b>\$ (2,632,491)</b>	<b>\$ 151,680,367</b>	<b>\$ 5,561,026</b>	<b>3.8%</b>	<b>\$ 834,160</b>	<b>\$ 152,514,527</b>	<b>4.4%</b>

## List of Services

The service-based budgets included in this document represent services provided by the City and are categorized as follows:



### Public Safety

- Fire Protection
- Animal Control
- By-law Enforcement
- Emergency Management



### Maintenance

- Roadway and Sidewalk Maintenance
- Parks and Open Space Maintenance
- Winter Maintenance
- Tree Management
- Surface Water Drainage
- Environment and Energy
- Cemetery



### Roads and Transportation

- Transit
- Traffic Operations Management
- Roads and Structures - Design and Construction
- Transportation Network Planning
- Parking



### Leisure

- Recreation
- Organized Sport Support
- Arts and Culture



### Design and Build

- Community Design and Development Review
- Facilities and Buildings-Design and Construction
- Planning Policy
- Parks and Open Space-Design and Development
- Building Code Permits and Inspection



### Customer Relations and Citizen Representation

- Council and Citizen Committee
- Service Burlington



### Internal Support and Administration






- Information Technology
- Financial Management
- Human Resources
- Corporate Management
- Communications
- Corporate Legal
- Geographic Information and Mapping
- Asset Management
- Internal Audit
- Fleet Management

# 2017 Budget

2017 Proposed  
Operating Budget

2017 Business Cases

City of Burlington  
Summary of 2017 Business Cases

Alignment	Business Case #	Service	Description	2017 Proposed Costs	One time Funding Amount	Net Business Case	Tax Impact	FTE Impact	Alignment to Strategic Plan or Other Corporate Initiative
			<b>Adjusted 2016 Levy</b>	\$ 146,339					
			<b>Base Budget before Business Cases</b>	\$ 5,561			3.66%		
			<b><u>Proposed Business Cases</u></b>						
	2017-006	Tree Management	<b>Additional Resources for Tree Service</b> Additional resources required to meet current levels of service for inspections, work order management, pruning, removals, stumping, planting, watering and fertilizing of trees.	\$ 254		\$ 254	0.17%	3.0	Ensure the capacity to complete inspections and the health of the urban forest.
	2017-026	Corporate Management	<b>Project Resources</b> Ongoing Project Management resources to handle corporate strategic projects.	\$ 550		\$ 550	0.38%		Support the four pillars of the approved Strategic Plan and the numerous supporting strategic initiatives
	2017-037	Organized Sport Support	<b>Community Event Support Fund</b> Funding to provide on-going support for community event organizers to support the development and delivery of events that engage the public to strengthen, celebrate and build community identity in Burlington	\$ 30		\$ 30	0.02%		Actively support and encourage the community to identify opportunities to build active, creative neighbourhoods.
	2017-029	Information Technology	<b>AMANDA 7 Upgrade Project Resources</b> Temporary project resources to upgrade the city's AMANDA system and improve internal business process.	\$ 561	\$ (561)	\$ -	0.00%	4.5	Supports the ITS Strategic Plan
	2017-052	Community Design and Development Review	<b>Land Economics Consultant</b> One-time funding request to retain Land Economics consulting services for development proposals	\$ 75	\$ (75)	\$ -	0.00%		Supports the City Manager's Workplan
<b>Total Business Cases</b>				\$ 1,470	\$ (636)	\$ 834	0.57%	7.5	
<b>2017 Total Proposed Budget Increase</b>						<b>\$ 6,395</b>	<b>4.23%</b>		



## Business Case - Additional Resources for Tree Service



**Number:** 2017-006  
**Service:** Tree Management  
**Strategic Direction:** A City that Grows  
**Business Case Stage:** Proposed Budget

### Purpose

<b>Business Case Type</b>	Service Enhancement
<b>Description</b>	<p>Additional staff and resources are required to meet current levels of service for inspections, work order management, pruning, removals, stumping, planting, watering and fertilizing of trees.</p> <p>Urban Forestry section of Roads and Parks Maintenance is not currently meeting expected levels of service. Inspections and work order management are not completed by dedicated staff, resulting in staff being pulled from crews in order to perform this work. Backlog results in inefficient use of staff time, as several calls may generate multiple work orders for the same issue. A full-time position (Technician) is required to efficiently complete tree inspections and manage the work order system. This position will also support the implementation of a Pilot Private Tree Bylaw for the Roseland Community.</p> <p>An additional 2 full-time positions (Arborist) are needed for ground crew support to provide surge inspection services, stumping, watering, fertilizing, wood chipping and pruning support. The additional staff support will ensure improved response time to resident concerns and improve the survival rate of newly planted trees in the city in addition to providing improved winter control.</p>
<b>Report Ref (if applicable)</b>	

## Business Case - Additional Resources for Tree Service



### Justification

<b>Strategic Alignment</b>	<p>A Healthy and Greener City 3.2.c The city's urban forest and tree canopy has increased and continues to thrive. Additional resources are required to ensure the capacity to complete inspections and work required to ensure the health of the urban forest.</p> <p>A City that Grows 1.2.h Burlington has a downtown that supports intensification and contains green space and amenities, has vibrant pedestrian-focused streets, is culturally active and is home to a mix of residents and businesses. As intensification grows in importance, the involvement of Urban Forestry in creating and sustaining street trees and green spaces takes on a greater role.</p> <p>An Engaging City 4.1.h The city actively encourages and welcomes collaboration with residents and stakeholders in the decision-making process. Citizens and community groups are becoming more actively engaged in environmental issues and specifically the health of the urban forest. The introduction of a Pilot Private Tree Bylaw in the Roseland Community is anticipated to begin in 2017. Increased community-based initiatives through community groups such as BurlingtonGreen and Fields &amp; Streams require input and consultation with forestry staff. The Urban Forest Management Plan approved in 2011 recommends increased community involvement and participation.</p>
<b>Benefits of Implementation</b>	Efficient work order management and improved customer service. Lower mortality rate and improved health of newly planted trees.
<b>Consequences / Risks of Not Implementing</b>	<p>Reduced customer service. Increase in front-line staff being pulled from completing tree work to provide inspection and/or work order management duties. Increasing mortality rates of trees compounding the work required for removals and planting. Increased contract services without further staff resources for oversight of work.</p> <p>Standing dead trees become a hazard as dead wood is more subject to storm damage, limb drop and falling trees. Liability to the city would increase.</p>

### Options Considered

Status Quo – continue with current resources. Not recommended as work is not being completed in an efficient or timely manner. Some risk with standing dead trees and delays in removals. Customer dissatisfaction with service level. Additional contracted services – All contracted services require supervision, inspection, and administration. Staff levels do not currently support the additional oversight of further contracted services.

## Business Case - Additional Resources for Tree Service



### Financial Impact

Account Category	2017 Budget
Human Resources	\$ 250,050
Operating & Minor Capital	\$ 2,875
Purchased Services	\$ 1,240
Internal Charges & Settlements	\$ 69,696
<b>Total</b>	<b>\$ 323,861</b>
General Revenues & Recoveries	\$ 69,696
Controllable Revenues	\$ 5
<b>Total</b>	<b>\$ 69,701</b>
<b>Net Total</b>	<b>\$ 254,160</b>

	2017 Budget FTE Impact
Full Time / Contract	3.00
Part Time	
<b>Total FTE</b>	<b>3.00</b>
<b>FTE Type</b>	On-going / Permanent
<b>FTE Justification</b>	Technician and 2 Arborists

## Business Case - Project Resources



**Number:** 2017-026

**Service:** Corporate Management **Business Case Stage:** Proposed Budget

**Strategic Direction:** A City that Grows

### Purpose

<b>Business Case Type</b>	Service Enhancement
<b>Description</b>	Dedicated Project Management resources operating under the direction of the City Manager. Depending on the nature of the project, resources may include dedicated project management staff, outside consulting services or a combination of the two.
<b>Report Ref (if applicable)</b>	

### Justification

<b>Strategic Alignment</b>	The four pillars of the approved Strategic Plan contain numerous supporting strategic initiatives. Each project will be reviewed on a case by case basis to ensure alignment with the Strategic Plan, the City Manager's work plan or other Council approved corporate strategies.
<b>Benefits of Implementation</b>	At any given time there are strategic projects underway that cross departmental lines across the corporation. Dedicated staff and/or supporting project resources are required to ensure projects are completed successfully and within approved budget and timelines. Use of the funding will vary from year to year based on the nature and type of projects being undertaken. This approach allows for flexibility in the use of resources to ensure best fit.
<b>Consequences / Risks of Not Implementing</b>	Strategic projects may not be delivered or may be delivered at significantly higher costs.

### Financial Impact

<b>Account Category</b>	<b>2017 Budget</b>
Purchased Services	\$ 550,000
<b>Total</b>	<b>\$ 550,000</b>
<b>Net Total</b>	<b>\$ 550,000</b>

## Business Case - Project Resources



### Human Resource Impact

	2017 Budget FTE Impact
Full Time / Contract	
Part Time	0.00
<b>Total FTE</b>	<b>0.00</b>
<b>FTE Type</b>	One-time / Contract
<b>FTE Justification</b>	

# Business Case - Community Event Support Fund



**Number:** 2017-037

**Service:** Organized Sport Support **Business Case Stage:** Proposed Budget

**Strategic Direction:** An Engaging City

Purpose	
<b>Business Case Type</b>	Service Enhancement
<b>Description</b>	<p>Funding to provide on-going support for community event organizers to support the development and delivery of events that engage the public to strengthen, celebrate and build community identity in Burlington.</p> <p>Recently, a number of incidents have come up where it appears the City would like an event funding source:</p> <ol style="list-style-type: none"> <li>1. Council has provided one-time funding for car free street festivals for wards 4, 5 and 6 for the past four years.</li> <li>2. Six event organizers applied to the Community Matching Fund and were all denied because they were existing events that did not demonstrate any new components for community development.</li> <li>3. Cllr MW presented a motion to fund Moonglade and Council supported it, noting that they would like to see a funding source for events.</li> <li>4. Cllr MW presenting a motion for the City to share in the cost of the telecast of the Tragically Hip Concert and again council noted that they would like to see a grant program for events.</li> <li>5. Cllr Taylor has encouraged the Lowville Festival to ask the City for funding to support their operating deficit.</li> </ol> <p>This proposal would provide on-going funding of \$5,000 per Ward. Allocation of annual funding would be recommended by the Ward Councillor and approved by Council.</p>
<b>Report Ref (if applicable)</b>	

## Business Case - Community Event Support Fund



### Justification

<b>Strategic Alignment</b>	An Engaging City - this proposal will support the City is realizing its goal for community building through Arts and Culture via community activities. The City will actively support and encourage the community to identify opportunities to build active, creative neighbourhoods (4.2.a)
<b>Benefits of Implementation</b>	This program would provide on-going funds for events to community organizers. This lends to the vibrancy and culture of the City. In addition it will provide a process for organizers to access funding and limit the opportunity for event organizers or members of Council to bring forward one-off request for support.
<b>Consequences / Risks of Not Implementing</b>	<p>There may become a dependency on City funding for event organizers moving forward. This is the first grant program at the City which could provide on-going funding to established events.</p> <p>If the business case proposal is not implemented, Council can expect more event organizers with one time requests to come to committee.</p>

### Financial Impact

<b>Account Category</b>	<b>2017 Budget</b>
Human Resources	\$ 0
Operating & Minor Capital	\$ 0
Purchased Services	\$ 30,000
<b>Total</b>	<b>\$ 30,000</b>
<b>Net Total</b>	<b>\$ 30,000</b>



# Business Case - Community Event Support Fund



## Human Resource Impact

**2017 Budget  
FTE Impact**

Full Time / Contract

Part Time

**Total FTE** **0.00**

**FTE Type** On-going / Permanent

**FTE Justification**

## Business Case - AMANDA 7 Upgrade Project Resources



**Number:** 2017-029

**Service:** Information Technology **Business Case Stage:** Proposed Budget

**Strategic Direction:** An Engaging City

### Purpose

<b>Business Case Type</b>	One-time Request
<b>Description</b>	The AMANDA 7.0 project is transformational as it will ensure the objective of migrating all AMANDA users to a common user interface and the latest industry version by the anticipated date of December 2017. This implementation ensures the AMANDA system will continue to be supported and application workflows are aligned with desired state operational processes. An upgraded version of AMANDA will support the goals of the City's Customer Service Strategy and the effective use of a Customer Relationship Management (CRM) solution.
<b>Report Ref (if applicable)</b>	

### Justification

<b>Strategic Alignment</b>	This aligns with the strategic objectives of Engaging City, Economic Growth and Intensification as the next generation of AMANDA and our implementation of it, will allow Service Areas to be a more responsive City through process workflow improvements, less reliance on ITS resources and improved data retrieval and reporting.
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## Business Case - AMANDA 7 Upgrade Project Resources



### Benefits of Implementation

AMANDA is an existing corporate tool and an integral technology that supports thirteen (13) corporate services throughout the City. Currently the City utilizes two interface versions of AMANDA, AMANDA 5.4 (desktop version) utilized by 90% of users and AMANDA 6.0 (web version). The 6.0 version has minimal adoption rate given its limited functionality and interface inefficiencies and does not encompass the property tax module. The vendor is transitioning to AMANDA 7.0 (web version), consequently the property tax module/application on the desktop version 5.4 is nearing end of support maintenance (1-2 year timeframe).

The upgrade will also provide opportunity to rectify the current state of the folders that are not aligned with operational processes which is resulting in process inefficiencies, staff frustration and inadequate customer experience.

In 2016, the corporate tool is being utilized by 430 full time staff (of 888.9 FTE) in 13 service areas to process:

- 150 applications
- 63,000 property tax accounts billed
- 1,570 building permits issued (\$514 million in construction value)

The noted 150 applications within the AMANDA solution are unique folders / programs that have been developed with the service areas core functions in mind. These unique folders are multi-layered in their functionality and have various inputs and outputs and are also customizable with the end-user in mind.

To guarantee the success of the upgrade dedicated resources are required. Project benefits also include:

- Improved internal business processes resulting in improved internal and external customer experience and efficiencies.
- Position the City with a leading edge technology like mobile computing and industry leading apps.
- This project will also begin to build AMANDA expertise into the service areas which will require a change in some skill sets and job responsibilities but will ignite the development of 'super users'.

## Business Case - AMANDA 7 Upgrade Project Resources



### Consequences / Risks of Not Implementing

Known risks for this project are as follows:

- Schedule: without dedicated staff resources there would not be sufficient staff time in service areas and ITS to complete project in a timely fashion. Seconded service area staff would allow for 'super user' development, timely process reviews and standard operating procedures (SOP) / training materials development. The ITS AMANDA staff are currently allocated to project work with no ITS AMANDA staff allocated to support existing requests.
- Customer service enhancements: without dedicated resources; process re-engineering and change management will not be achieved and thus not maximizing the functionality available in the new software.
- User interface has changed dramatically and will take time to adapt resulting in less productivity for a short period of time.
- Ability to meet Accessibility for Ontarians with Disabilities Act (AODA) standards with AMANDA 7.0 and current skill sets
- Existing AMANDA 5.4 (Desktop) reaching obsolescence.

### Options Considered

Using existing staff was considered however it would prolong the implementation.

### Financial Impact

Account Category	2017 Budget
Human Resources	\$ 454,600
Operating & Minor Capital	\$ 21,625
Purchased Services	\$ 84,600
<b>Total</b>	<b>\$ 560,825</b>
General Revenues & Recoveries	\$ 560,825
<b>Total</b>	<b>\$ 560,825</b>
<b>Net Total</b>	<b>\$ 0</b>

## Business Case - AMANDA 7 Upgrade Project Resources



### Human Resource Impact

	2017 Budget FTE Impact
Full Time / Contract	4.00
Part Time	0.50
<b>Total FTE</b>	<b>4.50</b>
<b>FTE Type</b>	One-time / Contract
<b>FTE Justification</b>	<p>Project Manager (part time): to ensure that the upgrade proceeds in a focused and timely manner</p> <p>Application Analysts (2): to augment existing full time staff to allow for upgrade to occur</p> <p>Business Leads (2): to ensure that business process improvements are considered and to build super user skill sets within the organization.</p>

# Business Case - Land Economics Consultant



**Number:** 2017-052  
**Service:** Community Design and Development Review      **Business Case Stage:** Proposed Budget  
**Strategic Direction:** A City that Grows

## Purpose

<b>Business Case Type</b>	One-time Request
<b>Description</b>	<p>As the City embarks on the strategic direction towards intensification, it is anticipated that Planning staff will receive more complex development proposals requiring financial feasibility analyses to inform negotiations for best possible design solutions, section 37 community benefit agreements, and evidence for Ontario Municipal Board (OMB) hearings. Land economics consultants have the ability to undertake market and financial analyses in the areas of market conditions and absorption, revenue and cost analysis (pro forma review), financial modeling, and development feasibility analyses. While the City does employ a Manager of Real Estate who does have the ability to review these documents, workload prevents this position from undertaking the financial analysis on each development proposal.</p> <p>In 2016, Development Planning staff retained land economist consultants on two different development proposals. In one instance, a Land Economist was retained to analyze the revenue and cost statement to determine if a development proposal would be financially viable if an underground parking structure was required. In the other instance, a land economist was retained to undertake a financial analysis of the land value of a property within current Official Plan and Zoning parameters against the proposed Official Plan and Zoning regulations in order to allow Planning staff to begin negotiations to secure community benefits through a section 37 agreement under the Planning Act. In each case, a land economist provided a financial review that is defensible at a future Ontario Municipal Board hearing, if required, and allowed staff to begin development and section 37 negotiations with an informed and defensible foundation.</p> <p>In 2016, the City spent approximately \$12,000 to retain two different land economists to perform a financial analysis on two development proposals for different purposes. The cost was drawn from the general consultant budget; however, staff anticipate a significant increase in the number of occasions where a land economics consultancy will be required to assist Planning staff in the upcoming year. In addition, the Policy Planning team</p>

## Business Case - Land Economics Consultant



	<p>retained a land economist to review financial logistics of redeveloping 2 ageing plazas at an approximate cost of \$28,000. In an effort to not drain the general account for a single purpose, it is recommended that a separate account be created for the intended purpose.</p> <p>The City Manager's work program, approved by Council in fall 2015, identified a land economist as a priority for the City. The land economics work will be used on a variety of "on demand" circumstances. As such, at this time, funding this work to pay consultants is appropriate as the workload cannot be determined based on experience in 2016 alone. This business case supports both the Strategic Plan and the City Manager's Work Program.</p> <p>In 2017, it is anticipated that there will be 5 development proposals that will be presented to Council that are eligible for section 37 community benefit agreements and another 5 development proposals that could benefit from financial analyses in other areas. As such, it is recommended that the 2017 budget include one-time funding in the amount of \$75,000 in anticipation of the need for financial feasibility review of development proposals.</p>
<b>Report Ref (if applicable)</b>	
<b>Justification</b>	
<b>Strategic Alignment</b>	<p>Strategic Direction no. 1: A City that Grows – The City of Burlington attracts talent, good jobs, and economic opportunity while having achieved intensification and balanced, targeted population growth for youth, families, newcomers, and seniors.</p> <ul style="list-style-type: none"> <li>• Burlington's downtown is vibrant and thriving with greater intensification attracting both businesses and people to enjoy the quality of life (1.1g).</li> <li>• Intensification is planned so that growth is financially sustainable and so new infrastructure needed to support growth is paid using all financial tools available to have development pay for growth infrastructure (1.2g).</li> </ul>



## Business Case - Land Economics Consultant



<b>Benefits of Implementation</b>	<p>Securing community benefits is a critical tool for the City to mitigate impacts of development proposals that increase density and height in established neighbourhoods while improving public facilities, parks, and installations in proximity to the development as well as municipality-wide.</p> <p>Section 37 of the Planning Act permits City staff to negotiate community benefits from development proposals that seek to add increased density and/or height. In instances where a development proposal has been comprehensively reviewed by City staff and found to meet and/or exceed good land use planning principles, Council may require payment and/or installations provided for community benefits that seek to mitigate the impacts of increased density within a reasonable proximity to the proposed development, or, to support City-wide initiatives. Examples include improved facilities in nearby parks (shade structures, splash pads, sitting areas, etc.), intersection improvements for improved traffic operation (sitting areas, street furniture, lighting, signage, etc.), reserve fund contributions for public art projects, etc. These growth-related improvements may not be possible through traditional tax-payer funded processes. The analyses inform discussions and negotiations with developers to secure community benefits in line with the corporate policy and higher quality development proposals.</p>
<b>Consequences / Risks of Not Implementing</b>	<p>City staff, including from the Planning, Legal, and Real Estate Departments, will be expected to enter into community benefit negotiations to secure funding and/or facility installations from significant development proposals. To do so, a sound and defensible financial analysis of the development proposal is required to undertake negotiations and furthermore, in the unfortunate event of an Ontario Municipal Board hearing, would be required to advance staff's position. For staff not to be provided with an adequate, defensible financial foundation to start negotiations, puts the City at risk of not obtaining community benefits in appropriate amounts to adequately benefit the community, leads to development proposals with missed opportunities, and/or puts the municipality at risk of being scrutinized at the Ontario Municipal Board with less than desirable results.</p>

## Business Case - Land Economics Consultant



### Financial Impact

Account Category	2017 Budget
Purchased Services	\$ 75,000
<b>Total</b>	<b>\$ 75,000</b>
General Revenues & Recoveries	\$ 75,000
<b>Total</b>	<b>\$ 75,000</b>
<b>Net Total</b>	<b>\$ 0</b>

### Human Resource Impact

	2017 Budget FTE Impact
Full Time / Contract	0.00
Part Time	0.00
<b>Total FTE</b>	<b>0.00</b>

FTE Type

FTE Justification

## Business Case - Land Economics Consultant



### Financial Impact

Account Category	2017 Budget
Purchased Services	\$ 75,000
<b>Total</b>	<b>\$ 75,000</b>
General Revenues & Recoveries	\$ 75,000
<b>Total</b>	<b>\$ 75,000</b>
<b>Net Total</b>	<b>\$ 0</b>

### Human Resource Impact

	2017 Budget FTE Impact
Full Time / Contract	0.00
Part Time	0.00
<b>Total FTE</b>	<b>0.00</b>

FTE Type

FTE Justification

# 2017 Budget

2017 Proposed  
Operating Budget

## Public Safety

- Animal Control
- By-law Enforcement
- Emergency Management
- Fire Protection

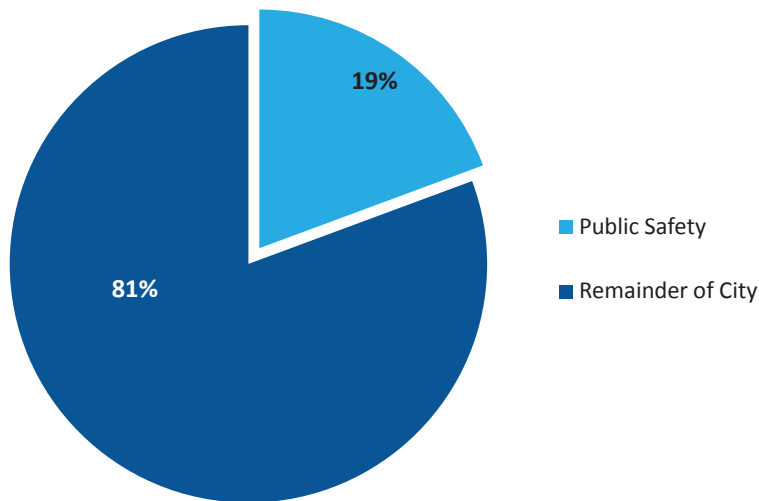
2017 OPERATING BUDGET

SERVICE CATEGORY SUMMARY

PUBLIC SAFETY

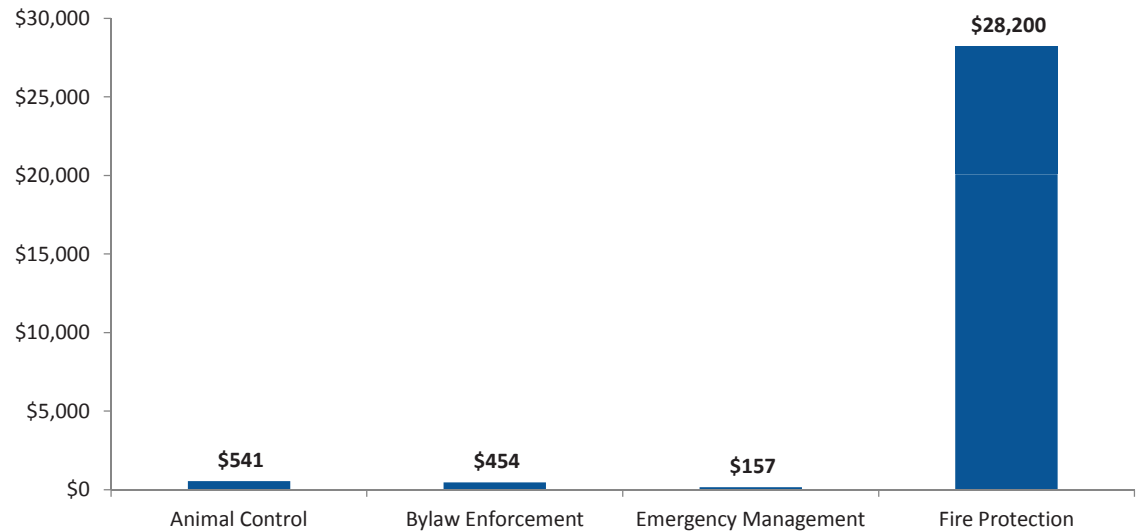
Services	2015	2016		2017 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Animal Control	\$ 490,207	\$ 519,498	\$ 484,803	\$ 540,612	\$ 21,114	4.1%	\$ -	\$ 540,612	4.1%
Bylaw Enforcement	\$ 392,939	\$ 427,970	\$ 344,630	\$ 453,987	\$ 26,017	6.1%	\$ -	\$ 453,987	6.1%
Emergency Management	\$ 111,581	\$ 129,120	\$ 146,620	\$ 156,973	\$ 27,853	21.6%	\$ -	\$ 156,973	21.6%
Fire Protection	\$ 26,471,703	\$ 27,667,151	\$ 27,776,466	\$ 28,200,033	\$ 532,882	1.9%	\$ -	\$ 28,200,033	1.9%
<b>Total Public Safety</b>	<b>\$ 27,466,430</b>	<b>\$ 28,743,739</b>	<b>\$ 28,752,519</b>	<b>\$ 29,351,605</b>	<b>\$ 607,866</b>	<b>2.1%</b>	<b>\$ -</b>	<b>\$ 29,351,605</b>	<b>2.1%</b>

2017 Proposed Budget



2017 Public Safety by Service

(values in thousands)



## 2017 OPERATING BUDGET

## SERVICE RESOURCE SUMMARY

## ANIMAL CONTROL

## Service Description

A public service to enforce the City's Animal Control By-law

## Service Owner Name

Tracey Burrows

	2015	2016		2017 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Human Resources	\$ 695,736	\$ 770,325	\$ 743,325	\$ 796,170	\$ 25,845	3.4%	\$ -	\$ 796,170	3.4%
Operating/Minor Capital Equip.	\$ 99,596	\$ 91,960	\$ 91,960	\$ 89,960	\$ (2,000)	-2.2%	\$ -	\$ 89,960	-2.2%
Purchased Services	\$ 54,328	\$ 53,338	\$ 53,338	\$ 49,696	\$ (3,642)	-6.8%	\$ -	\$ 49,696	-6.8%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
Internal Charges & Settlements	\$ 3,648	\$ 4,180	\$ 4,180	\$ 4,180	\$ -	0.0%	\$ -	\$ 4,180	0.0%
<b>TOTAL EXPENDITURES</b>	<b>\$ 853,308</b>	<b>\$ 919,803</b>	<b>\$ 892,803</b>	<b>\$ 940,006</b>	<b>\$ 20,203</b>	<b>2.2%</b>	<b>\$ -</b>	<b>\$ 940,006</b>	<b>2.2%</b>
Controllable Revenues	\$ (363,101)	\$ (400,305)	\$ (408,000)	\$ (399,394)	\$ 911	-0.2%	\$ -	\$ (399,394)	-0.2%
General Revenues & Recoveries	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
<b>TOTAL REVENUES</b>	<b>\$ (363,101)</b>	<b>\$ (400,305)</b>	<b>\$ (408,000)</b>	<b>\$ (399,394)</b>	<b>\$ 911</b>	<b>-0.2%</b>	<b>\$ -</b>	<b>\$ (399,394)</b>	<b>-0.2%</b>
<b>NET OPERATING BUDGET</b>	<b>\$ 490,207</b>	<b>\$ 519,498</b>	<b>\$ 484,803</b>	<b>\$ 540,612</b>	<b>\$ 21,114</b>	<b>4.1%</b>	<b>\$ -</b>	<b>\$ 540,612</b>	<b>4.1%</b>

## Base Budget Commentary

**Human Resources** The increase in human resources costs is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits

**Operating/Minor Capital Equip.** Decrease in operating expenses is due to the lower price of natural gas

**Purchased Services** The reduction in purchased services is the result of lower equipment maintenance and insurance premiums

**Corp. Expenditures/Provisions** No material change to budget

**Internal Charges & Settlements** N/A

**Controllable Revenues** No material change to budget

**General Revenues & Recoveries** N/A

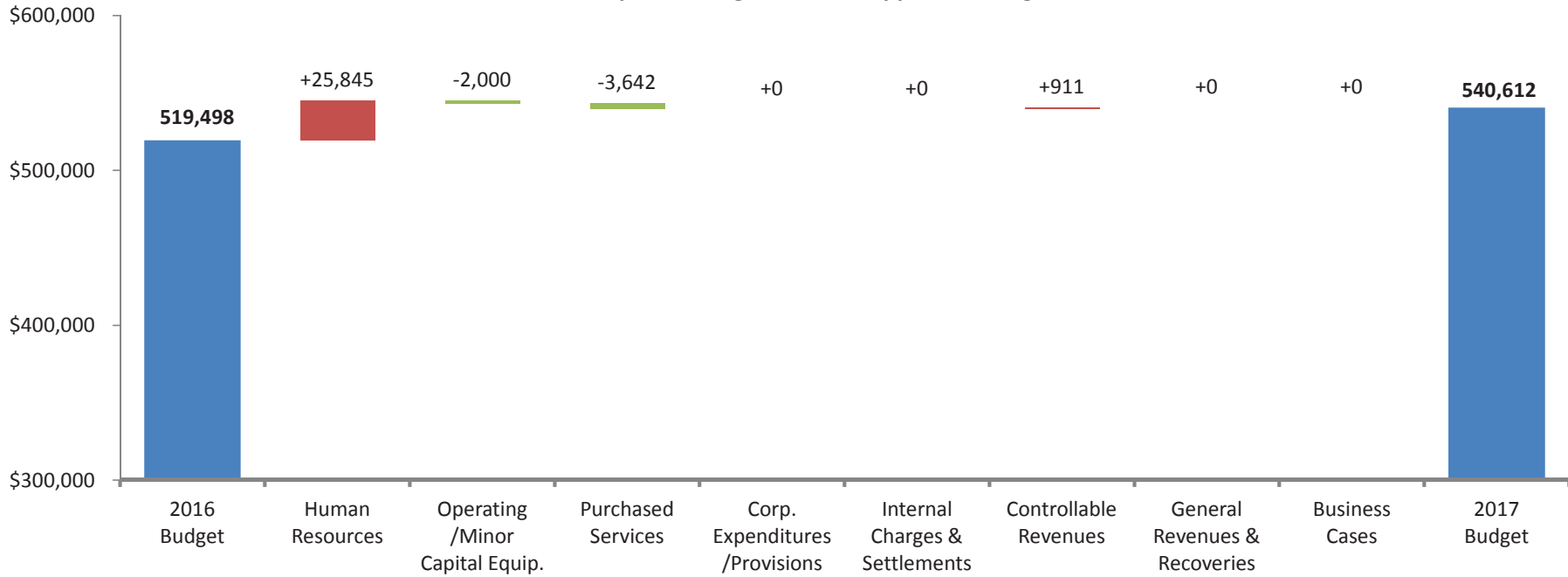
**Business Cases** N/A

2017 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

ANIMAL CONTROL

2017 Proposed Budget vs. 2016 Approved Budget





## 2017 OPERATING BUDGET

## SERVICE RESOURCE SUMMARY

## BY-LAW ENFORCEMENT

## Service Description

A public service to enforce City By-laws (other than Parking By-law Enforcement)

## Service Owner Name

Tracey Burrows

	2015	2016		2017 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Human Resources	\$ 1,186,747	\$ 1,210,270	\$ 1,142,980	\$ 1,239,451	\$ 29,181	2.4%	\$ -	\$ 1,239,451	2.4%
Operating/Minor Capital Equip.	\$ (0)	\$ -	\$ -	\$ 18,426	\$ 18,426	100.0%	\$ -	\$ 18,426	100.0%
Purchased Services	\$ 13,791	\$ 20,000	\$ 20,000	\$ 22,550	\$ 2,550	12.8%	\$ -	\$ 22,550	12.8%
Corp. Expenditures/Provisions	\$ (137)	\$ -	\$ (370)	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ 4,560	\$ 4,560	100.0%	\$ -	\$ 4,560	100.0%
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,200,400</b>	<b>\$ 1,230,270</b>	<b>\$ 1,162,610</b>	<b>\$ 1,284,987</b>	<b>\$ 54,717</b>	<b>4.4%</b>	<b>\$ -</b>	<b>\$ 1,284,987</b>	<b>4.4%</b>
Controllable Revenues	\$ (807,461)	\$ (802,300)	\$ (817,980)	\$ (831,000)	\$ (28,700)	3.6%	\$ -	\$ (831,000)	3.6%
General Revenues & Recoveries	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
<b>TOTAL REVENUES</b>	<b>\$ (807,461)</b>	<b>\$ (802,300)</b>	<b>\$ (817,980)</b>	<b>\$ (831,000)</b>	<b>\$ (28,700)</b>	<b>3.6%</b>	<b>\$ -</b>	<b>\$ (831,000)</b>	<b>3.6%</b>
<b>NET OPERATING BUDGET</b>	<b>\$ 392,939</b>	<b>\$ 427,970</b>	<b>\$ 344,630</b>	<b>\$ 453,987</b>	<b>\$ 26,017</b>	<b>6.1%</b>	<b>\$ -</b>	<b>\$ 453,987</b>	<b>6.1%</b>

## Base Budget Commentary

**Human Resources** The increase in human resources costs is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits

**Operating/Minor Capital Equip.** Increase due to cost realignment with Building Code Permits and Inspection Service for vehicle operations

**Purchased Services** Increase due to cost realignment with Building Code Permits and Inspection Service for vehicle operations

**Corp. Expenditures/Provisions** N/A

**Internal Charges & Settlements** Increase due to cost realignment with Building Code Permits and Inspection Service for vehicle operations

**Controllable Revenues** Increase in Business license and Sign permit revenues.

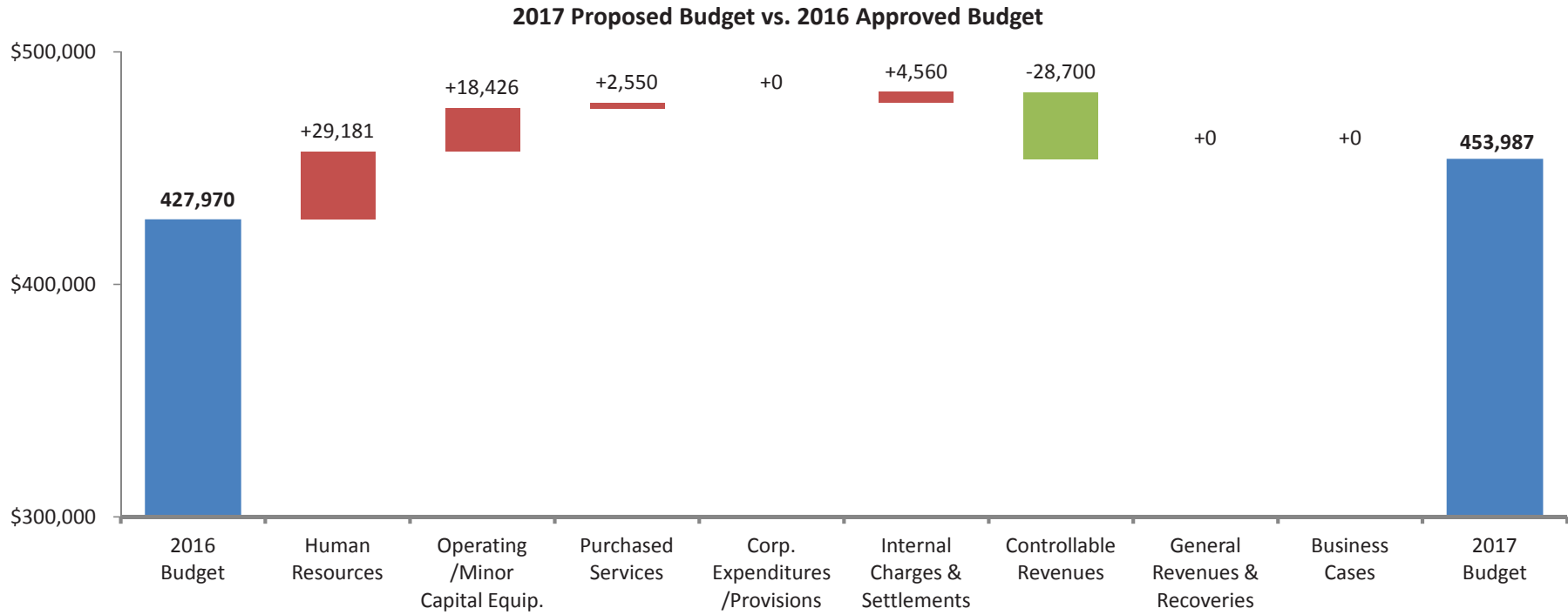
**General Revenues & Recoveries** N/A

**Business Cases** N/A

2017 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

BY-LAW ENFORCEMENT



## 2017 OPERATING BUDGET

## SERVICE RESOURCE SUMMARY

## EMERGENCY MANAGEMENT

## Service Description

A public service that makes the protection of lives and property a continuing priority. Through an ongoing assessment of risk, this service prepares for, responds to and recovers from major community emergencies.

## Service Owner Name

Karen Roche

	2015	2016		2017 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Human Resources	\$ 99,430	\$ 97,900	\$ 115,400	\$ 108,953	\$ 11,053	11.3%	\$ -	\$ 108,953	11.3%
Operating/Minor Capital Equip.	\$ 5,557	\$ 6,220	\$ 6,220	\$ 20,820	\$ 14,600	234.7%	\$ -	\$ 20,820	234.7%
Purchased Services	\$ 3,094	\$ 6,500	\$ 6,500	\$ 8,700	\$ 2,200	33.8%	\$ -	\$ 8,700	33.8%
Corp. Expenditures/Provisions	\$ 3,500	\$ 18,500	\$ 18,500	\$ 18,500	\$ -	0.0%	\$ -	\$ 18,500	0.0%
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
<b>TOTAL EXPENDITURES</b>	<b>\$ 111,581</b>	<b>\$ 129,120</b>	<b>\$ 146,620</b>	<b>\$ 156,973</b>	<b>\$ 27,853</b>	<b>21.6%</b>	<b>\$ -</b>	<b>\$ 156,973</b>	<b>21.6%</b>
Controllable Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
General Revenues & Recoveries	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
<b>TOTAL REVENUES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>
<b>NET OPERATING BUDGET</b>	<b>\$ 111,581</b>	<b>\$ 129,120</b>	<b>\$ 146,620</b>	<b>\$ 156,973</b>	<b>\$ 27,853</b>	<b>21.6%</b>	<b>\$ -</b>	<b>\$ 156,973</b>	<b>21.6%</b>

## Base Budget Commentary

**Human Resources** The increase in human resources costs is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits

**Operating/Minor Capital Equip.** Increases due to mandatory annual emergency planning exercise and in order to meet compliance with Emergency Management Act. The 2017 Budget includes : emergency management training, continuity of operations training, incident management training, community outreach activities, pre-exercise training and the annual exercise.

**Purchased Services** Increase related to the annual support and maintenance of the newly implemented city wide Burlington Emergency Notification System.

**Corp. Expenditures/Provisions** No material change to budget

**Internal Charges & Settlements** N/A

**Controllable Revenues** N/A

**General Revenues & Recoveries** N/A

**Business Cases** N/A

2017 OPERATING BUDGET  
SERVICE RESOURCE SUMMARY

EMERGENCY MANAGEMENT

2017 Proposed Budget vs. 2016 Approved Budget



## 2017 OPERATING BUDGET

## SERVICE RESOURCE SUMMARY

## FIRE PROTECTION

## Service Description

A public service responsible for implementing three lines of defense (Public Education, Fire Safety Standards and Enforcement, and Emergency Response).

## Service Owner Name

Tony Bavota

	2015	2016		2017 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Human Resources	\$ 26,126,523	\$ 27,329,830	\$ 27,323,130	\$ 27,895,872	\$ 566,042	2.1%	\$ -	\$ 27,895,872	2.1%
Operating/Minor Capital Equip.	\$ 761,094	\$ 778,552	\$ 810,619	\$ 722,002	\$ (56,550)	-7.3%	\$ -	\$ 722,002	-7.3%
Purchased Services	\$ 514,127	\$ 552,069	\$ 557,772	\$ 593,959	\$ 41,890	7.6%	\$ -	\$ 593,959	7.6%
Corp. Expenditures/Provisions	\$ 57,827	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	0.0%	\$ -	\$ 30,000	0.0%
Internal Charges & Settlements	\$ 272,763	\$ 381,100	\$ 381,100	\$ 372,000	\$ (9,100)	-2.4%	\$ -	\$ 372,000	-2.4%
<b>TOTAL EXPENDITURES</b>	<b>\$ 27,732,334</b>	<b>\$ 29,071,551</b>	<b>\$ 29,102,621</b>	<b>\$ 29,613,833</b>	<b>\$ 542,282</b>	<b>1.9%</b>	<b>\$ -</b>	<b>\$ 29,613,833</b>	<b>1.9%</b>
Controllable Revenues	\$ (1,174,775)	\$ (1,295,300)	\$ (1,217,055)	\$ (1,319,900)	\$ (24,600)	1.9%	\$ -	\$ (1,319,900)	1.9%
General Revenues & Recoveries	\$ (85,856)	\$ (109,100)	\$ (109,100)	\$ (93,900)	\$ 15,200	-13.9%	\$ -	\$ (93,900)	-13.9%
<b>TOTAL REVENUES</b>	<b>\$ (1,260,631)</b>	<b>\$ (1,404,400)</b>	<b>\$ (1,326,155)</b>	<b>\$ (1,413,800)</b>	<b>\$ (9,400)</b>	<b>0.7%</b>	<b>\$ -</b>	<b>\$ (1,413,800)</b>	<b>0.7%</b>
<b>NET OPERATING BUDGET</b>	<b>\$ 26,471,703</b>	<b>\$ 27,667,151</b>	<b>\$ 27,776,466</b>	<b>\$ 28,200,033</b>	<b>\$ 532,882</b>	<b>1.9%</b>	<b>\$ -</b>	<b>\$ 28,200,033</b>	<b>1.9%</b>

## Base Budget Commentary

**Human Resources** The increase in human resources costs is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits

**Operating/Minor Capital Equip.** The decrease is mainly due to the removal of the annual funding provision for fire protection bunker gear from the operating budget and reallocating the budget to Fire's capital equipment for lifecycle replacement.

**Purchased Services** The increase is related to higher facility and emergency response contracted services costs. In addition, the increase is due to implemented improved redundancy capabilities within fire dispatch, these increased costs are shared with the Town of Oakville as part of the established dispatch partnership agreement.

**Corp. Expenditures/Provisions** No material change to budget

**Internal Charges & Settlements** The decrease is due to lower costs for internal charges linked to fire dispatch services provided to the Town of Oakville as part of the dispatch partnership agreement.

**Controllable Revenues** The increase relates to higher recoveries as a result of cost sharing benefits from a joint fire dispatch centre.

**General Revenues & Recoveries** The reduction in general revenues is directly linked to the reduced costs to internal charges and settlements.

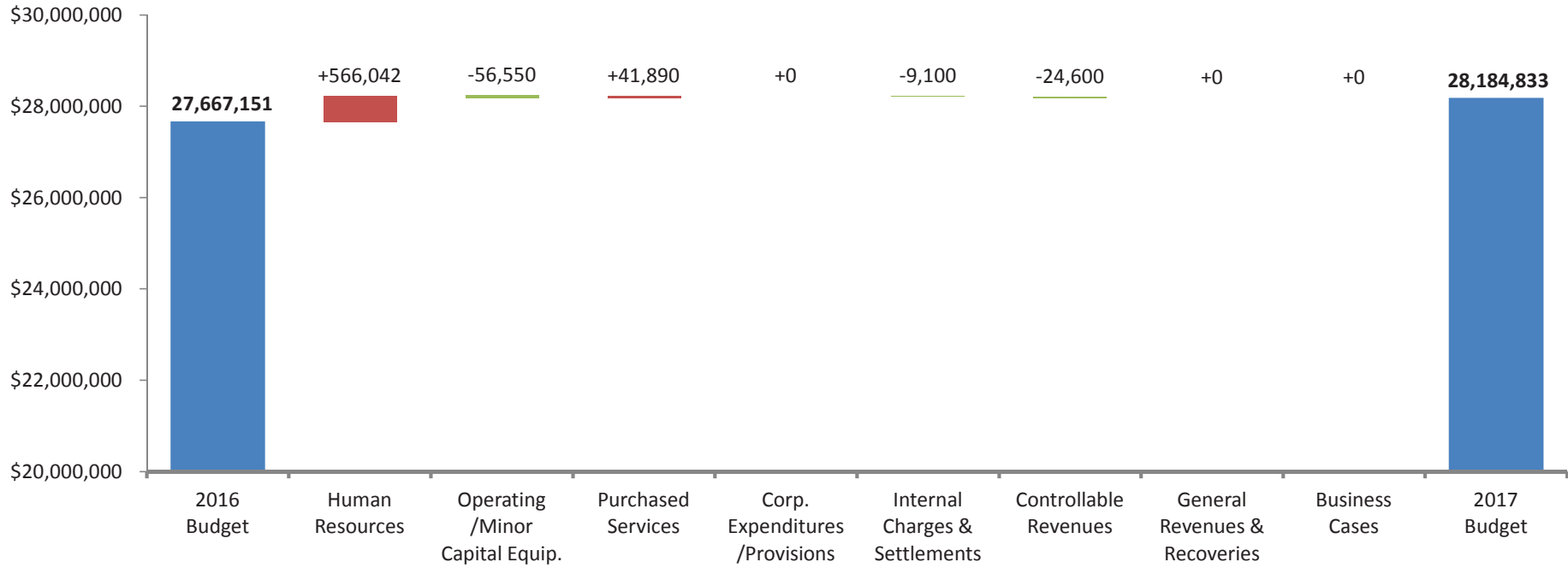
**Business Cases** N/A

2017 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

FIRE PROTECTION

2017 Proposed Budget vs. 2016 Approved Budget



# 2017 Budget

## 2017 Proposed Operating Budget

### Maintenance

- Cemetery
- Environment and Energy
- Parks and Open Space Maintenance
- Roadway and Sidewalk Maintenance
- Surface Water Drainage
- Tree Management
- Winter Maintenance

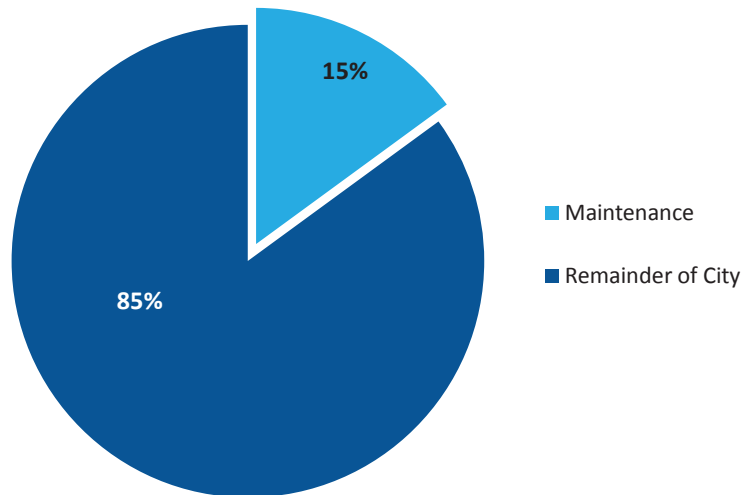
2017 OPERATING BUDGET

SERVICE CATEGORY SUMMARY

MAINTENANCE

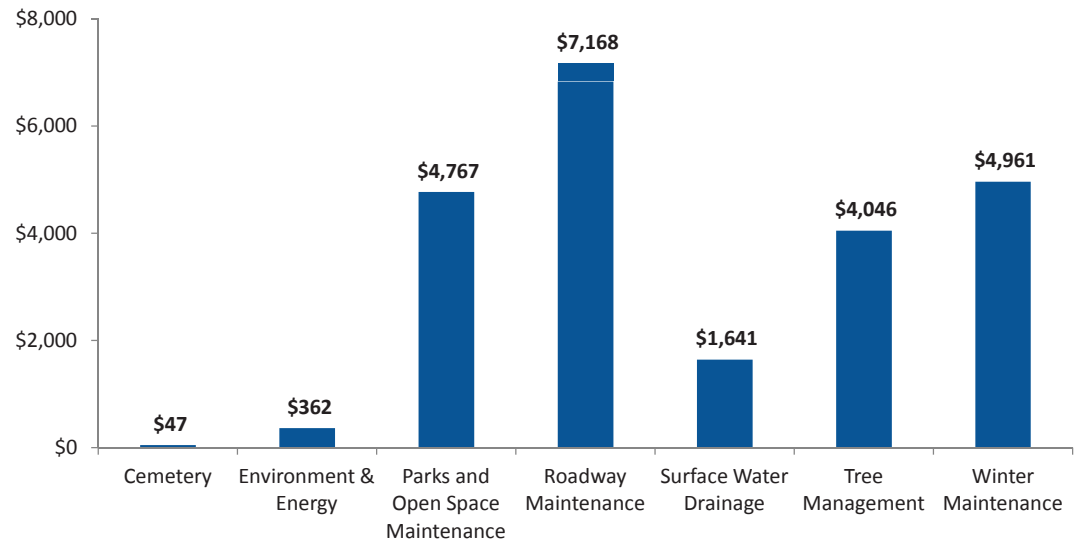
Services	2015	2016		2017 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Cemetery	\$ 45,615	\$ 45,527	\$ (6,681)	\$ 46,747	\$ 1,220	2.7%	\$ -	\$ 46,747	2.7%
Environment & Energy	\$ 198,200	\$ 347,158	\$ 346,283	\$ 361,677	\$ 14,519	4.2%	\$ -	\$ 361,677	4.2%
Parks and Open Space Maintenance	\$ 4,691,889	\$ 4,659,602	\$ 4,670,616	\$ 4,766,576	\$ 106,974	2.3%	\$ -	\$ 4,766,576	2.3%
Roadway Maintenance	\$ 7,003,570	\$ 6,866,164	\$ 6,979,595	\$ 7,119,666	\$ 253,502	3.7%	\$ 48,474	\$ 7,168,140	4.4%
Surface Water Drainage	\$ 1,414,875	\$ 1,648,056	\$ 1,521,946	\$ 1,641,400	\$ (6,656)	-0.4%	\$ -	\$ 1,641,400	-0.4%
Tree Management	\$ 2,757,410	\$ 3,597,930	\$ 3,839,587	\$ 3,786,618	\$ 188,688	5.2%	\$ 259,669	\$ 4,046,287	12.5%
Winter Maintenance	\$ 4,780,984	\$ 4,687,068	\$ 4,176,673	\$ 4,947,148	\$ 260,080	5.5%	\$ 13,367	\$ 4,960,515	5.8%
<b>Total Maintenance</b>	<b>\$ 20,892,543</b>	<b>\$ 21,851,505</b>	<b>\$ 21,528,019</b>	<b>\$ 22,669,832</b>	<b>\$ 818,327</b>	<b>3.7%</b>	<b>\$ 321,510</b>	<b>\$ 22,991,342</b>	<b>5.2%</b>

2017 Proposed Budget



2017 Maintenance by Service

(values in thousands)





## 2017 OPERATING BUDGET

## SERVICE RESOURCE SUMMARY

## CEMETERY

## Service Description

A public service to provide customer service and choices for interment (burial) rights, arrange burial services and ongoing maintenance of municipal cemetery properties

## Service Owner Name

Phil Antoniow

	2015	2016		2017 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Human Resources	\$ 227,300	\$ 250,531	\$ 229,963	\$ 260,253	\$ 9,722	3.9%	\$ -	\$ 260,253	3.9%
Operating/Minor Capital Equip.	\$ 35,087	\$ 35,380	\$ 56,903	\$ 37,200	\$ 1,820	5.1%	\$ -	\$ 37,200	5.1%
Purchased Services	\$ 5,839	\$ 5,900	\$ 1,737	\$ 1,650	\$ (4,250)	-72.0%	\$ -	\$ 1,650	-72.0%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
Internal Charges & Settlements	\$ 52,407	\$ 50,716	\$ 49,216	\$ 62,644	\$ 11,928	23.5%	\$ -	\$ 62,644	23.5%
<b>TOTAL EXPENDITURES</b>	<b>\$ 320,633</b>	<b>\$ 342,527</b>	<b>\$ 337,819</b>	<b>\$ 361,747</b>	<b>\$ 19,220</b>	<b>5.6%</b>	<b>\$ -</b>	<b>\$ 361,747</b>	<b>5.6%</b>
Controllable Revenues	\$ (217,335)	\$ (232,000)	\$ (287,500)	\$ (250,000)	\$ (18,000)	7.8%	\$ -	\$ (250,000)	7.8%
General Revenues & Recoveries	\$ (57,683)	\$ (65,000)	\$ (57,000)	\$ (65,000)	\$ -	0.0%	\$ -	\$ (65,000)	0.0%
<b>TOTAL REVENUES</b>	<b>\$ (275,018)</b>	<b>\$ (297,000)</b>	<b>\$ (344,500)</b>	<b>\$ (315,000)</b>	<b>\$ (18,000)</b>	<b>6.1%</b>	<b>\$ -</b>	<b>\$ (315,000)</b>	<b>6.1%</b>
<b>NET OPERATING BUDGET</b>	<b>\$ 45,615</b>	<b>\$ 45,527</b>	<b>\$ (6,681)</b>	<b>\$ 46,747</b>	<b>\$ 1,220</b>	<b>2.7%</b>	<b>\$ -</b>	<b>\$ 46,747</b>	<b>2.7%</b>

## Base Budget Commentary

**Human Resources** The increase in human resources costs is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits.

**Operating/Minor Capital Equip.** The increase is primarily due to increased water costs which are partially offset by reductions in natural gas and turf management products.

**Purchased Services** Decrease due to the elimination of contracted expenses for turf mowing at the new section of Greenwood Cemetery.

**Corp. Expenditures/Provisions** N/A

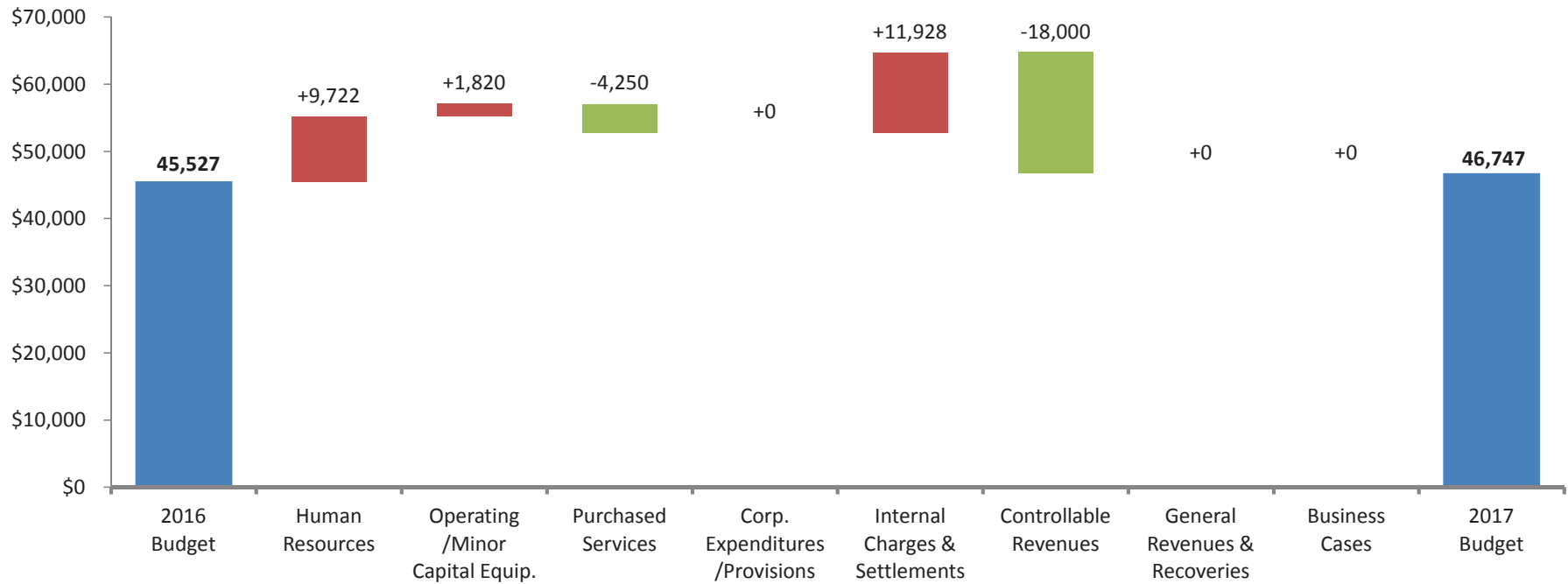
**Internal Charges & Settlements** Increase due to the costs related to additional equipment and vehicles at the cemetery.

**Controllable Revenues** Increase related to increased activity with the expansion of Greenwood Cemetery and an additional columbaria.

**General Revenues & Recoveries** No material change to budget

**Business Cases** N/A

2017 Proposed Budget vs. 2016 Approved Budget



## 2017 OPERATING BUDGET

## SERVICE RESOURCE SUMMARY

## ENVIRONMENT &amp; ENERGY

## Service Description

An internal service to provide environmental management of City operations and oversee/coordinate community environmental programs and energy management

## Service Owner Name

Lynn Robichaud

	2015	2016		2017 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Human Resources	\$ 268,927	\$ 330,275	\$ 330,275	\$ 340,119	\$ 9,844	3.0%	\$ -	\$ 340,119	3.0%
Operating/Minor Capital Equip.	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ -	0.0%	\$ -	\$ 7,000	0.0%
Purchased Services	\$ 9,563	\$ 40,633	\$ 39,758	\$ 45,308	\$ 4,675	11.5%	\$ -	\$ 45,308	11.5%
Corp. Expenditures/Provisions	\$ 3,960	\$ 4,250	\$ 4,250	\$ 4,250	\$ -	0.0%	\$ -	\$ 4,250	0.0%
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
<b>TOTAL EXPENDITURES</b>	<b>\$ 289,450</b>	<b>\$ 382,158</b>	<b>\$ 381,283</b>	<b>\$ 396,677</b>	<b>\$ 14,519</b>	<b>3.8%</b>	<b>\$ -</b>	<b>\$ 396,677</b>	<b>3.8%</b>
Controllable Revenues	\$ (91,249)	\$ (35,000)	\$ (35,000)	\$ (35,000)	\$ -	0.0%	\$ -	\$ (35,000)	0.0%
General Revenues & Recoveries	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
<b>TOTAL REVENUES</b>	<b>\$ (91,249)</b>	<b>\$ (35,000)</b>	<b>\$ (35,000)</b>	<b>\$ (35,000)</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>\$ (35,000)</b>	<b>0.0%</b>
<b>NET OPERATING BUDGET</b>	<b>\$ 198,200</b>	<b>\$ 347,158</b>	<b>\$ 346,283</b>	<b>\$ 361,677</b>	<b>\$ 14,519</b>	<b>4.2%</b>	<b>\$ -</b>	<b>\$ 361,677</b>	<b>4.2%</b>

## Base Budget Commentary

**Human Resources** The increase in human resources costs is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits

**Operating/Minor Capital Equip.** No material change to budget

**Purchased Services** Increase related to annual fees for energy tracking system to account for additional city facilities

**Corp. Expenditures/Provisions** No material change to budget

**Internal Charges & Settlements** N/A

**Controllable Revenues** No material change to budget

**General Revenues & Recoveries** N/A

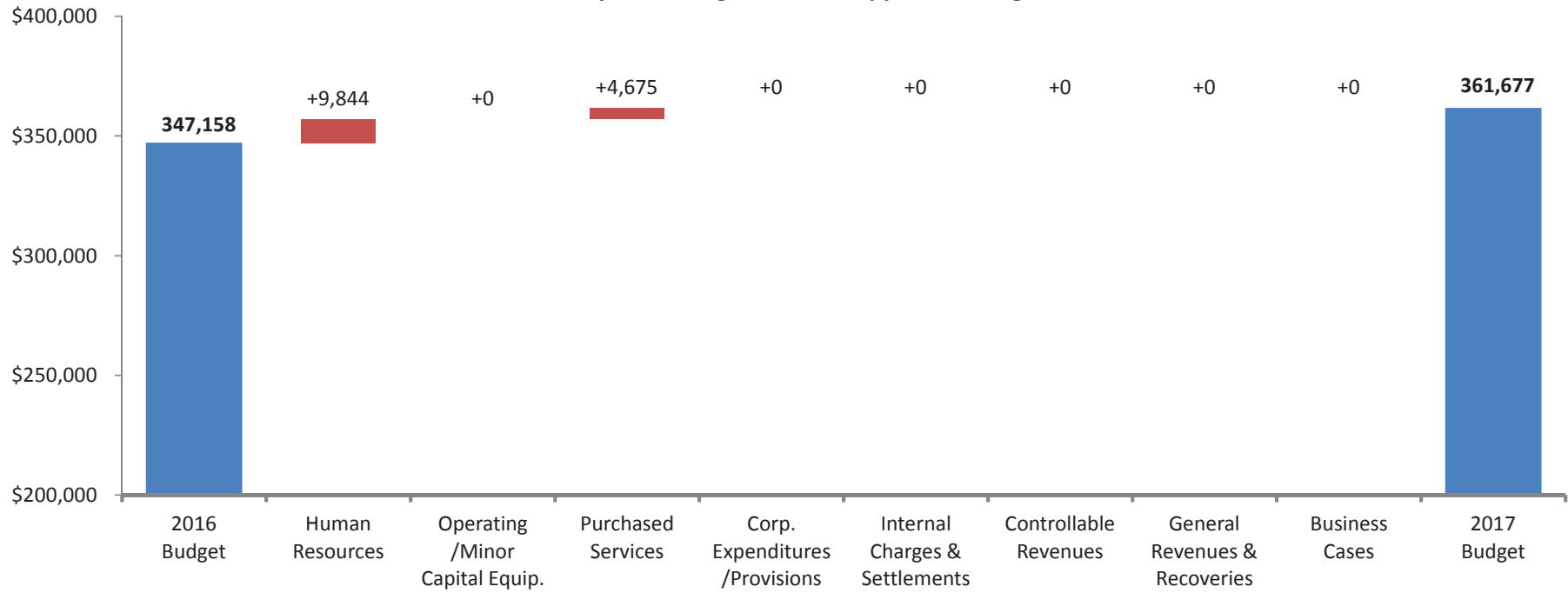
**Business Cases** N/A

2017 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

ENVIRONMENT & ENERGY

2017 Proposed Budget vs. 2016 Approved Budget



## 2017 OPERATING BUDGET

## SERVICE RESOURCE SUMMARY

## PARKS AND OPEN SPACE MAINTENANCE

## Service Description

A public service to provide maintenance of parks and open spaces

## Service Owner Name

Murray Cameron

	2015	2016		2017 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Human Resources	\$ 3,268,003	\$ 3,235,784	\$ 3,288,596	\$ 3,319,136	\$ 83,352	2.6%	\$ -	\$ 3,319,136	2.6%
Operating/Minor Capital Equip.	\$ 533,216	\$ 490,946	\$ 534,287	\$ 554,575	\$ 63,629	13.0%	\$ -	\$ 554,575	13.0%
Purchased Services	\$ 619,941	\$ 668,207	\$ 643,216	\$ 648,800	\$ (19,407)	-2.9%	\$ -	\$ 648,800	-2.9%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
Internal Charges & Settlements	\$ 983,261	\$ 954,573	\$ 963,054	\$ 963,441	\$ 8,868	0.9%	\$ -	\$ 963,441	0.9%
<b>TOTAL EXPENDITURES</b>	<b>\$ 5,404,422</b>	<b>\$ 5,349,510</b>	<b>\$ 5,429,153</b>	<b>\$ 5,485,952</b>	<b>\$ 136,442</b>	<b>2.6%</b>	<b>\$ -</b>	<b>\$ 5,485,952</b>	<b>2.6%</b>
Controllable Revenues	\$ (187,638)	\$ (240,329)	\$ (204,257)	\$ (218,460)	\$ 21,869	-9.1%	\$ -	\$ (218,460)	-9.1%
General Revenues & Recoveries	\$ (524,895)	\$ (449,579)	\$ (554,280)	\$ (500,916)	\$ (51,337)	11.4%	\$ -	\$ (500,916)	11.4%
<b>TOTAL REVENUES</b>	<b>\$ (712,533)</b>	<b>\$ (689,908)</b>	<b>\$ (758,537)</b>	<b>\$ (719,376)</b>	<b>\$ (29,468)</b>	<b>4.3%</b>	<b>\$ -</b>	<b>\$ (719,376)</b>	<b>4.3%</b>
<b>NET OPERATING BUDGET</b>	<b>\$ 4,691,889</b>	<b>\$ 4,659,602</b>	<b>\$ 4,670,616</b>	<b>\$ 4,766,576</b>	<b>\$ 106,974</b>	<b>2.3%</b>	<b>\$ -</b>	<b>\$ 4,766,576</b>	<b>2.3%</b>

## Base Budget Commentary

**Human Resources** The increase in human resources costs includes annual performance adjustments, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits.

**Operating/Minor Capital Equip.** Increase related to hydro and water costs for passive park facility operations.

**Purchased Services** Decrease due to reductions in cellular device costs and parks mowing contracted costs.

**Corp. Expenditures/Provisions** N/A

**Internal Charges & Settlements** No material change to budget

**Controllable Revenues** Decrease is primarily due to reduced maintenance needs of school board turf.

**General Revenues & Recoveries** Increase is due to increased recoveries for work performed for other city departments.

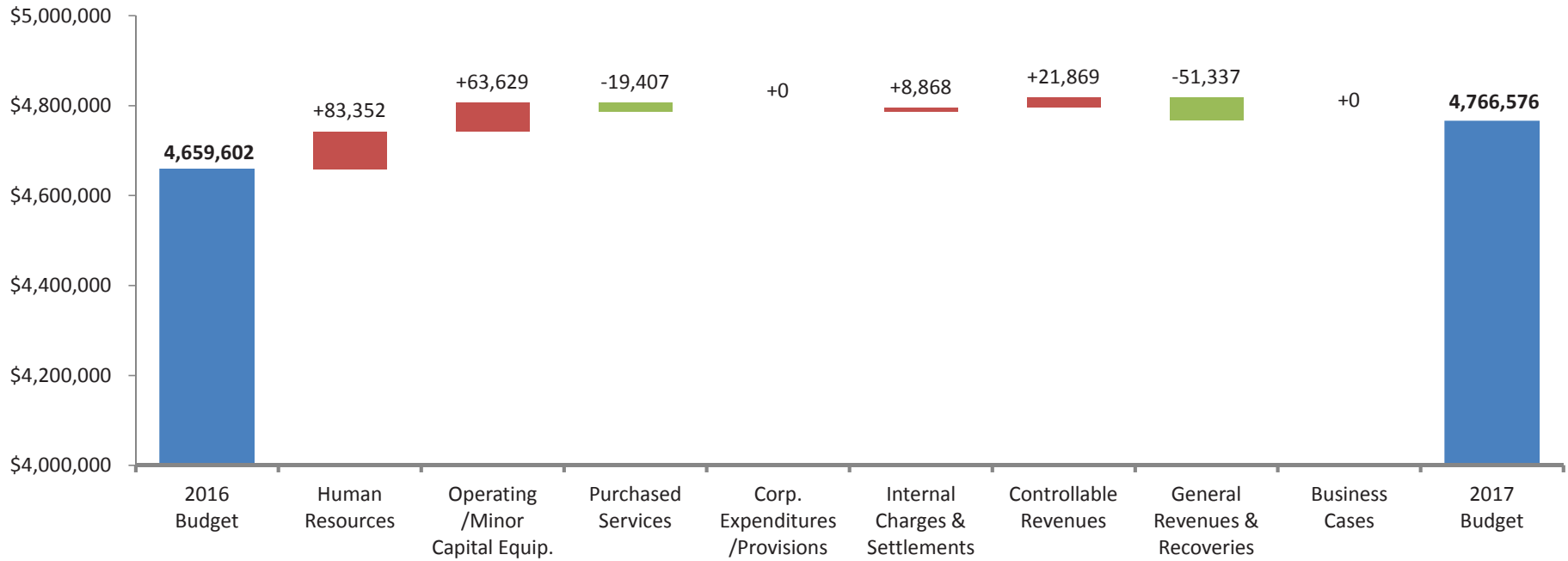
**Business Cases** N/A

2017 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

PARKS AND OPEN SPACE MAINTENANCE

2017 Proposed Budget vs. 2016 Approved Budget



## 2017 OPERATING BUDGET

## SERVICE RESOURCE SUMMARY

## ROADS AND SIDEWALK MAINTENANCE

## Service Description

A public service to maintain and repair roads and sidewalks, including pavement, curbs, gutters, bridges and culverts

## Service Owner Name

Mark Adam

	2015	2016		2017 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Human Resources	\$ 4,467,268	\$ 3,862,014	\$ 4,001,756	\$ 4,029,807	\$ 167,793	4.3%	\$ 47,124	\$ 4,076,931	5.6%
Operating/Minor Capital Equip.	\$ 2,045,603	\$ 1,938,273	\$ 2,044,247	\$ 2,096,185	\$ 157,912	8.1%	\$ 1,350	\$ 2,097,535	8.2%
Purchased Services	\$ 1,250,586	\$ 1,267,566	\$ 1,264,130	\$ 1,271,071	\$ 3,505	0.3%	\$ -	\$ 1,271,071	0.3%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
Internal Charges & Settlements	\$ 424,438	\$ 395,131	\$ 403,307	\$ 379,869	\$ (15,262)	-3.9%	\$ -	\$ 379,869	-3.9%
<b>TOTAL EXPENDITURES</b>	<b>\$ 8,187,895</b>	<b>\$ 7,462,984</b>	<b>\$ 7,713,440</b>	<b>\$ 7,776,932</b>	<b>\$ 313,948</b>	<b>4.2%</b>	<b>\$ 48,474</b>	<b>\$ 7,825,406</b>	<b>4.9%</b>
Controllable Revenues	\$ (1,139,301)	\$ (510,174)	\$ (709,845)	\$ (532,841)	\$ (22,667)	4.4%	\$ -	\$ (532,841)	4.4%
General Revenues & Recoveries	\$ (45,023)	\$ (86,646)	\$ (24,000)	\$ (124,425)	\$ (37,779)	43.6%	\$ -	\$ (124,425)	43.6%
<b>TOTAL REVENUES</b>	<b>\$ (1,184,324)</b>	<b>\$ (596,820)</b>	<b>\$ (733,845)</b>	<b>\$ (657,266)</b>	<b>\$ (60,446)</b>	<b>10.1%</b>	<b>\$ -</b>	<b>\$ (657,266)</b>	<b>10.1%</b>
<b>NET OPERATING BUDGET</b>	<b>\$ 7,003,570</b>	<b>\$ 6,866,164</b>	<b>\$ 6,979,595</b>	<b>\$ 7,119,666</b>	<b>\$ 253,502</b>	<b>3.7%</b>	<b>\$ 48,474</b>	<b>\$ 7,168,140</b>	<b>4.4%</b>

## Base Budget Commentary

**Human Resources** The increase in human resources costs includes annual performance adjustments, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits.

**Operating/Minor Capital Equip.** Increase related to higher electricity rates for the City street lights.

**Purchased Services** No material change to the budget.

**Corp. Expenditures/Provisions** N/A

**Internal Charges & Settlements** Decrease due to lower vehicle costs

**Controllable Revenues** Increase related to higher recoveries from the Region and other external clients

**General Revenues & Recoveries** Increase related to enhanced sign shop services.

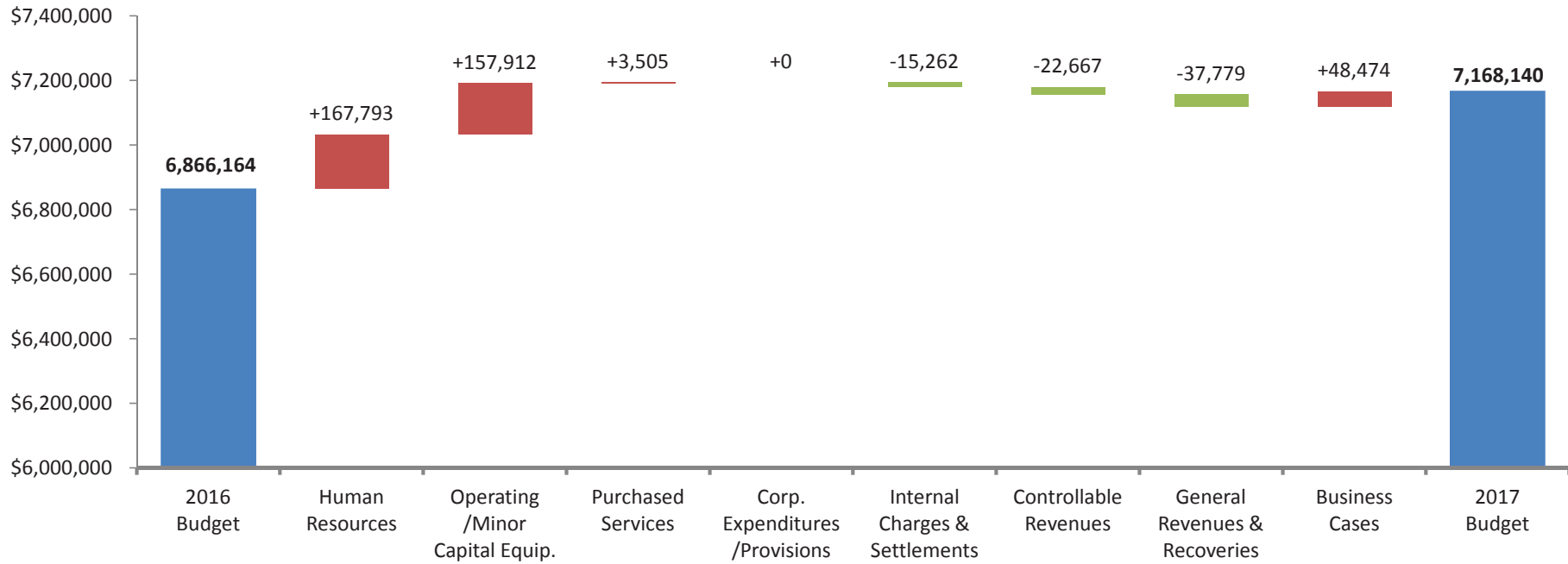
**Business Cases** Additional Resources for Tree Services #2017-006 - Additional resources to meet current levels of service for inspections, work order management, pruning, removals, stumping, planting, watering and fertilizing of trees. This business case has a financial impact on multiple services.

2017 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

ROADS AND SIDEWALK MAINTENANCE

2017 Proposed Budget vs. 2016 Approved Budget





## 2017 OPERATING BUDGET

## SERVICE RESOURCE SUMMARY

## SURFACE WATER DRAINAGE

Service Description

A public service to manage surface water drainage

Service Owner Name

Cary Clark

	2015	2016		2017 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Human Resources	\$ 902,240	\$ 1,042,393	\$ 1,027,784	\$ 1,052,863	\$ 10,470	1.0%	\$ -	\$ 1,052,863	1.0%
Operating/Minor Capital Equip.	\$ 53,668	\$ 37,260	\$ 31,179	\$ 33,375	\$ (3,885)	-10.4%	\$ -	\$ 33,375	-10.4%
Purchased Services	\$ 719,172	\$ 808,350	\$ 738,173	\$ 810,600	\$ 2,250	0.3%	\$ -	\$ 810,600	0.3%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
Internal Charges & Settlements	\$ 66,240	\$ 72,053	\$ 53,150	\$ 72,672	\$ 619	0.9%	\$ -	\$ 72,672	0.9%
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,741,320</b>	<b>\$ 1,960,056</b>	<b>\$ 1,850,286</b>	<b>\$ 1,969,510</b>	<b>\$ 9,454</b>	<b>0.5%</b>	<b>\$ -</b>	<b>\$ 1,969,510</b>	<b>0.5%</b>
Controllable Revenues	\$ (11,288)	\$ (21,000)	\$ (21,000)	\$ (32,500)	\$ (11,500)	54.8%	\$ -	\$ (32,500)	54.8%
General Revenues & Recoveries	\$ (315,157)	\$ (291,000)	\$ (307,340)	\$ (295,610)	\$ (4,610)	1.6%	\$ -	\$ (295,610)	1.6%
<b>TOTAL REVENUES</b>	<b>\$ (326,445)</b>	<b>\$ (312,000)</b>	<b>\$ (328,340)</b>	<b>\$ (328,110)</b>	<b>\$ (16,110)</b>	<b>5.2%</b>	<b>\$ -</b>	<b>\$ (328,110)</b>	<b>5.2%</b>
<b>NET OPERATING BUDGET</b>	<b>\$ 1,414,875</b>	<b>\$ 1,648,056</b>	<b>\$ 1,521,946</b>	<b>\$ 1,641,400</b>	<b>\$ (6,656)</b>	<b>-0.4%</b>	<b>\$ -</b>	<b>\$ 1,641,400</b>	<b>-0.4%</b>

## Base Budget Commentary

**Human Resources** The increase in Human Resources costs is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits

**Operating/Minor Capital Equip.** Decrease related to lower equipment costs

**Purchased Services** No material change to budget

**Corp. Expenditures/Provisions** N/A

**Internal Charges & Settlements** No material change to budget

**Controllable Revenues** Increase related to an increase in anticipated number of Site Alteration Permit applications.

**General Revenues & Recoveries** No material change to budget

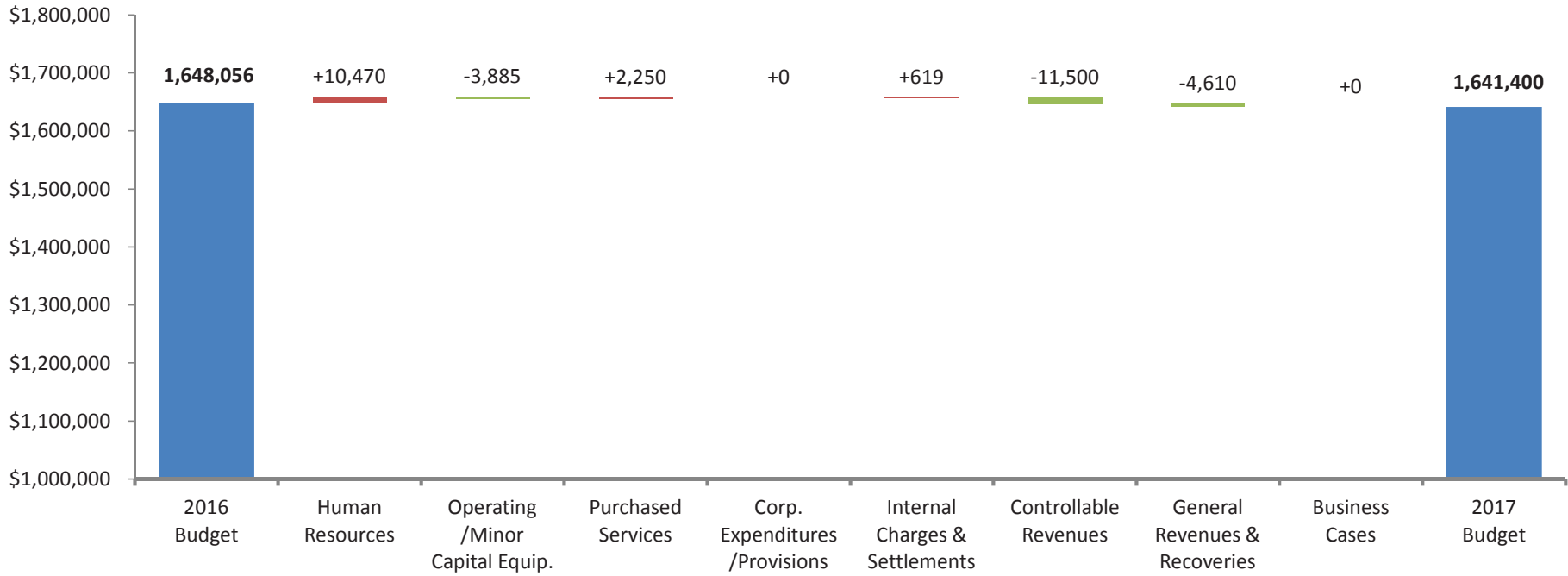
**Business Cases** N/A

2017 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

SURFACE WATER DRAINAGE

2017 Proposed Budget vs. 2016 Approved Budget



## 2017 OPERATING BUDGET

## SERVICE RESOURCE SUMMARY

## TREE MANAGEMENT

## Service Description

A public service to provide maintenance of City owned trees and loose leaf collection

## Service Owner Name

Barbara Rabicki

	2015	2016		2017 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Human Resources	\$ 1,379,719	\$ 1,463,100	\$ 1,406,520	\$ 1,546,686	\$ 83,586	5.7%	\$ 190,904	\$ 1,737,590	18.8%
Operating/Minor Capital Equip.	\$ 28,339	\$ 23,475	\$ 29,936	\$ 24,050	\$ 575	2.4%	\$ 1,525	\$ 25,575	8.9%
Purchased Services	\$ 915,970	\$ 1,680,857	\$ 1,899,197	\$ 1,750,667	\$ 69,810	4.2%	\$ 1,240	\$ 1,751,907	4.2%
Corp. Expenditures/Provisions	\$ (8)	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
Internal Charges & Settlements	\$ 531,924	\$ 547,948	\$ 528,915	\$ 560,215	\$ 12,267	2.2%	\$ 66,000	\$ 626,215	14.3%
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,855,945</b>	<b>\$ 3,715,380</b>	<b>\$ 3,864,568</b>	<b>\$ 3,881,618</b>	<b>\$ 166,238</b>	<b>4.5%</b>	<b>\$ 259,669</b>	<b>\$ 4,141,287</b>	<b>11.5%</b>
Controllable Revenues	\$ (1,335)	\$ (20,250)	\$ (4,981)	\$ (5,000)	\$ 15,250	-75.3%	\$ -	\$ (5,000)	-75.3%
General Revenues & Recoveries	\$ (97,200)	\$ (97,200)	\$ (20,000)	\$ (90,000)	\$ 7,200	-7.4%	\$ -	\$ (90,000)	-7.4%
<b>TOTAL REVENUES</b>	<b>\$ (98,535)</b>	<b>\$ (117,450)</b>	<b>\$ (24,981)</b>	<b>\$ (95,000)</b>	<b>\$ 22,450</b>	<b>-19.1%</b>	<b>\$ -</b>	<b>\$ (95,000)</b>	<b>-19.1%</b>
<b>NET OPERATING BUDGET</b>	<b>\$ 2,757,410</b>	<b>\$ 3,597,930</b>	<b>\$ 3,839,587</b>	<b>\$ 3,786,618</b>	<b>\$ 188,688</b>	<b>5.2%</b>	<b>\$ 259,669</b>	<b>\$ 4,046,287</b>	<b>12.5%</b>

## Base Budget Commentary

**Human Resources** The increase in human resources costs includes new Forestry Manager position, annual performance adjustments, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits as well as absorbing the cost of the new Forestry Manager position.

**Operating/Minor Capital Equip.** Increase related to minor equipment requirements.

**Purchased Services** Increase related to tree planting costs.

**Corp. Expenditures/Provisions** N/A

**Internal Charges & Settlements** Increase due to operating vehicle costs and reallocation of vehicles to the forestry service.

**Controllable Revenues** Budget adjusted to reflect actual revenue trends

**General Revenues & Recoveries** Decrease related to an elimination of a reserve fund draw.

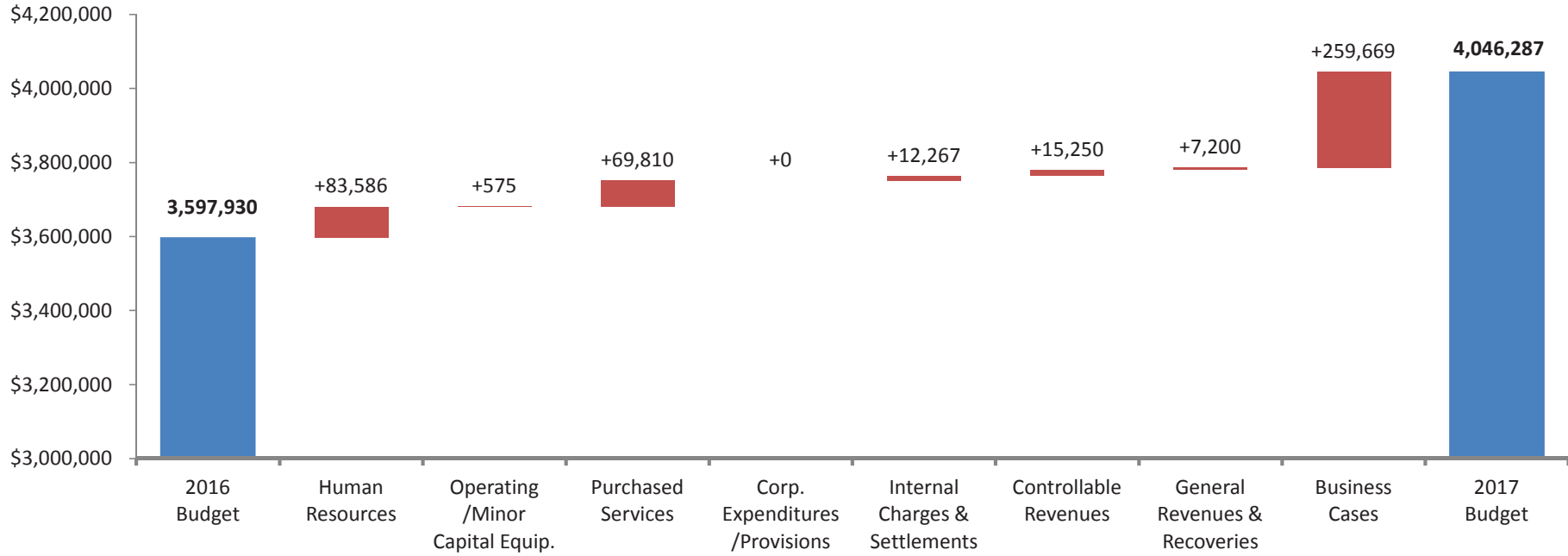
**Business Cases** Additional Resources for Tree Services #2017-006 - Additional resources to meet current levels of service for inspections, work order management, pruning, removals, stumping, planting, watering and fertilizing of trees. This business case has a financial impact on multiple services.

2017 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

TREE MANAGEMENT

2017 Proposed Budget vs. 2016 Approved Budget



## 2017 OPERATING BUDGET

## SERVICE RESOURCE SUMMARY

## WINTER MAINTENANCE

## Service Description

A public service to provide snow plowing and salt/sanding of public roads, sidewalks, walkways and parking areas

## Service Owner Name

Mark Adam

	2015	2016		2017 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Human Resources	\$ 1,437,563	\$ 1,683,897	\$ 1,389,642	\$ 1,723,586	\$ 39,689	2.4%	\$ 9,676	\$ 1,733,262	2.9%
Operating/Minor Capital Equip.	\$ 1,597,588	\$ 1,120,765	\$ 985,413	\$ 1,208,010	\$ 87,245	7.8%	\$ -	\$ 1,208,010	7.8%
Purchased Services	\$ 2,155,083	\$ 2,218,356	\$ 2,173,767	\$ 2,353,038	\$ 134,682	6.1%	\$ -	\$ 2,353,038	6.1%
Corp. Expenditures/Provisions	\$ 2,070,410	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
Internal Charges & Settlements	\$ 613,640	\$ 669,584	\$ 535,683	\$ 708,697	\$ 39,113	5.8%	\$ 3,696	\$ 712,393	6.4%
<b>TOTAL EXPENDITURES</b>	<b>\$ 7,874,283</b>	<b>\$ 5,692,602</b>	<b>\$ 5,084,505</b>	<b>\$ 5,993,331</b>	<b>\$ 300,729</b>	<b>5.3%</b>	<b>\$ 13,372</b>	<b>\$ 6,006,703</b>	<b>5.5%</b>
Controllable Revenues	\$ (1,022,890)	\$ (1,005,534)	\$ (907,832)	\$ (1,046,183)	\$ (40,649)	4.0%	\$ (5)	\$ (1,046,188)	4.0%
General Revenues & Recoveries	\$ (2,070,410)	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
<b>TOTAL REVENUES</b>	<b>\$ (3,093,300)</b>	<b>\$ (1,005,534)</b>	<b>\$ (907,832)</b>	<b>\$ (1,046,183)</b>	<b>\$ (40,649)</b>	<b>4.0%</b>	<b>\$ (5)</b>	<b>\$ (1,046,188)</b>	<b>4.0%</b>
<b>NET OPERATING BUDGET</b>	<b>\$ 4,780,984</b>	<b>\$ 4,687,068</b>	<b>\$ 4,176,673</b>	<b>\$ 4,947,148</b>	<b>\$ 260,080</b>	<b>5.5%</b>	<b>\$ 13,367</b>	<b>\$ 4,960,515</b>	<b>5.8%</b>

## Base Budget Commentary

**Human Resources** The increase in human resources costs is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits

**Operating/Minor Capital Equip.** The increase is due higher road salt tonnage . This is partially offset by lower needs for purchased brine solution.

**Purchased Services** Increase related to higher standby and working hours for winter contractors.

**Corp. Expenditures/Provisions** N/A

**Internal Charges & Settlements** Increase due to higher internal chargebacks related to newer fleet vehicles.

**Controllable Revenues** Increase related to higher recoveries from Halton Region as a result of increased costs.

**General Revenues & Recoveries** N/A

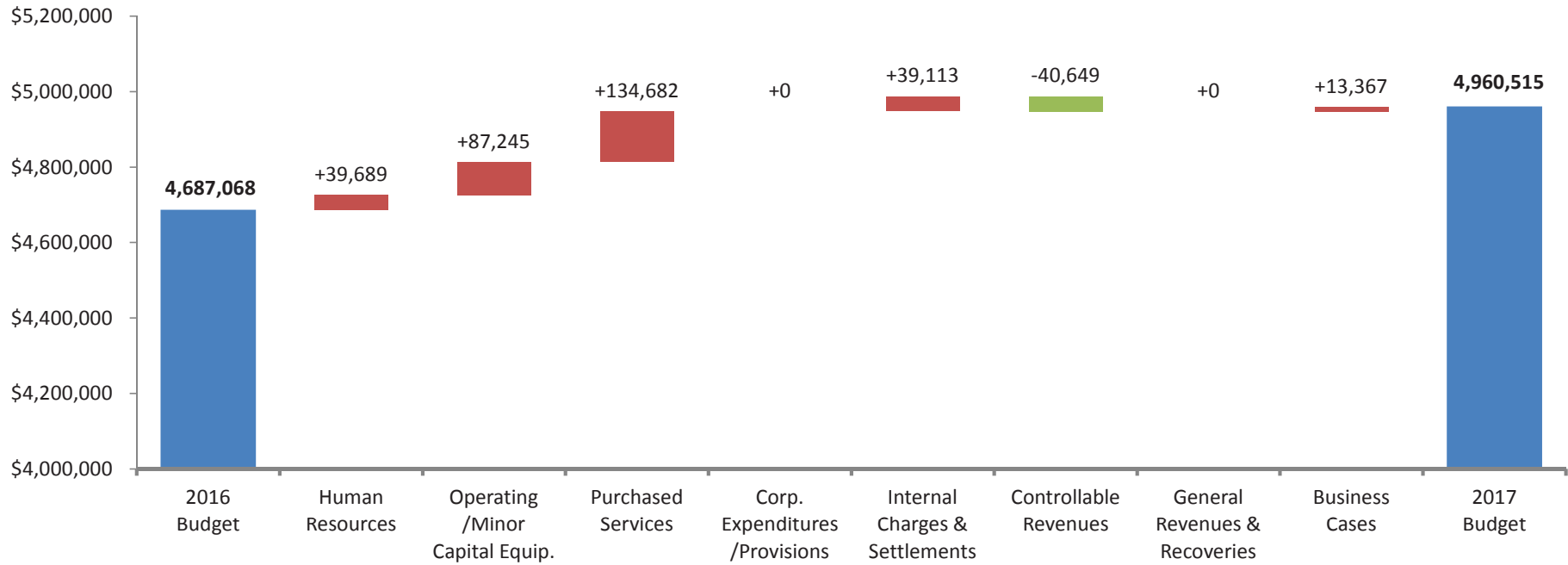
**Business Cases** Additional Resources for Tree Services #2017-006 - Additional resources to meet current levels of service for inspections, work order management, pruning, removals, stumping, planting, watering and fertilizing of trees. This business case has a financial impact on multiple services.

2017 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

WINTER MAINTENANCE

2017 Proposed Budget vs. 2016 Approved Budget



# 2017 Budget

2017 Proposed  
Operating Budget

## Roads and Transportation

- Parking
- Roads and Structures - Design and Construction
- Traffic Operations Management
- Transit
- Transportation Network Planning

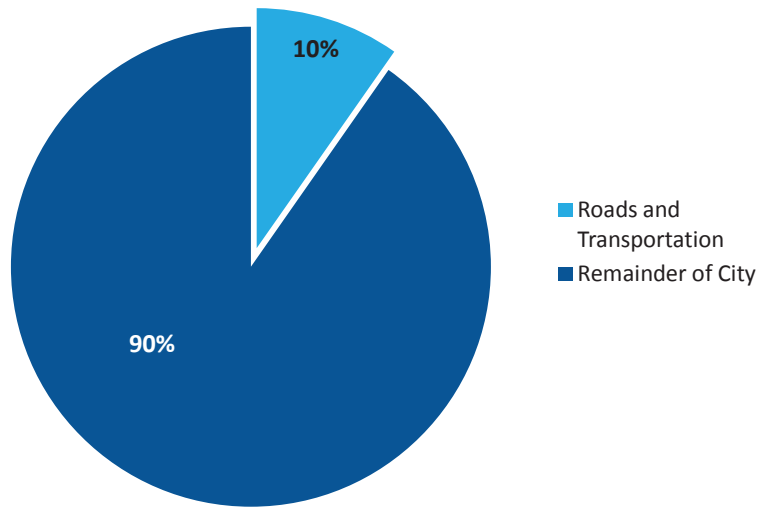
2017 OPERATING BUDGET

SERVICE CATEGORY SUMMARY

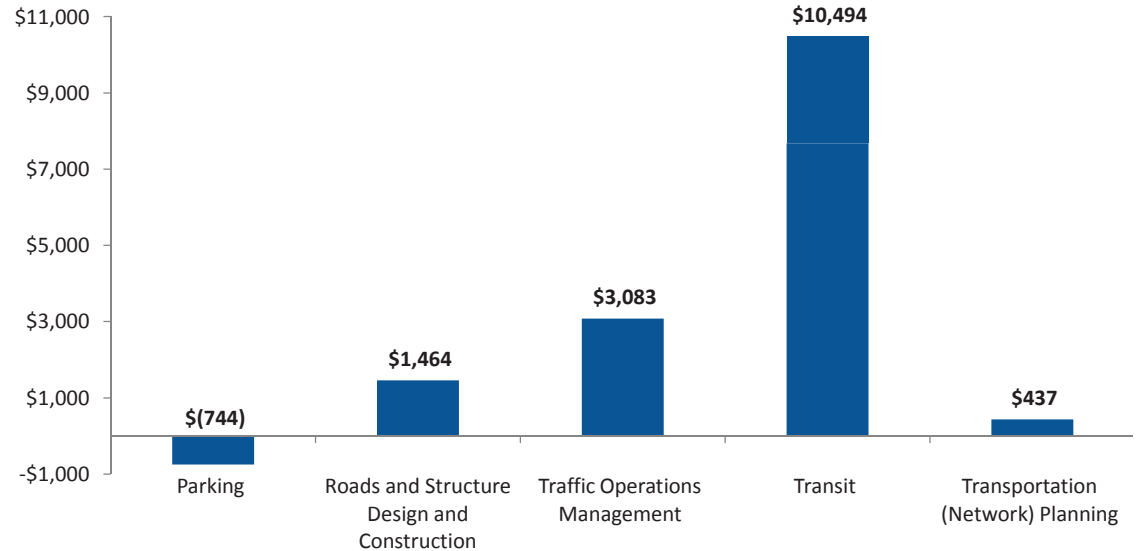
ROADS AND TRANSPORTATION

Services	2015	2016		2017 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Parking	\$ (584,921)	\$ (380,002)	\$ (728,529)	\$ (743,810)	\$ (363,808)	95.7%	\$ -	\$ (743,810)	95.7%
Roads and Structure Design and Construction	\$ 1,016,309	\$ 1,503,824	\$ 945,054	\$ 1,463,627	\$ (40,197)	-2.7%	\$ -	\$ 1,463,627	-2.7%
Traffic Operations Management	\$ 2,283,427	\$ 3,069,313	\$ 2,716,960	\$ 3,082,779	\$ 13,466	0.4%	\$ -	\$ 3,082,779	0.4%
Transit	\$ 9,627,326	\$ 10,110,796	\$ 9,843,216	\$ 10,494,095	\$ 383,299	3.8%	\$ -	\$ 10,494,095	3.8%
Transportation (Network) Planning	\$ 481,075	\$ 425,145	\$ 350,690	\$ 436,677	\$ 11,532	2.7%	\$ -	\$ 436,677	2.7%
<b>Total Roads and Transportation</b>	<b>\$ 12,823,216</b>	<b>\$ 14,729,076</b>	<b>\$ 13,127,391</b>	<b>\$ 14,733,368</b>	<b>\$ 4,292</b>	<b>0.0%</b>	<b>\$ -</b>	<b>\$ 14,733,368</b>	<b>0.0%</b>

2017 Proposed Budget



2017 Roads and Transportation by Service  
(values in thousands)





## 2016 OPERATING BUDGET

## SERVICE RESOURCE SUMMARY

## PARKING MANAGEMENT

## Service Description

A public service to manage parking in Burlington

## Service Owner Name

Rita Hardy

	2015	2016		2017 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Human Resources	\$ 640,043	\$ 648,950	\$ 652,890	\$ 669,405	\$ 20,455	3.2%	\$ -	\$ 669,405	3.2%
Operating/Minor Capital Equip.	\$ 125,217	\$ 140,955	\$ 130,455	\$ 118,950	\$ (22,005)	-15.6%	\$ -	\$ 118,950	-15.6%
Purchased Services	\$ 877,180	\$ 711,700	\$ 684,151	\$ 672,912	\$ (38,788)	-5.5%	\$ -	\$ 672,912	-5.5%
Corp. Expenditures/Provisions	\$ 1,223,210	\$ 1,126,454	\$ 1,126,454	\$ 1,115,109	\$ (11,345)	-1.0%	\$ -	\$ 1,115,109	-1.0%
Internal Charges & Settlements	\$ 422,436	\$ 448,846	\$ 448,846	\$ 435,647	\$ (13,199)	-2.9%	\$ -	\$ 435,647	-2.9%
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,288,086</b>	<b>\$ 3,076,905</b>	<b>\$ 3,042,796</b>	<b>\$ 3,012,023</b>	<b>\$ (64,882)</b>	<b>-2.1%</b>	<b>\$ -</b>	<b>\$ 3,012,023</b>	<b>-2.1%</b>
Controllable Revenues	\$ (3,032,018)	\$ (2,838,950)	\$ (3,153,368)	\$ (3,145,000)	\$ (306,050)	10.8%	\$ -	\$ (3,145,000)	10.8%
General Revenues & Recoveries	\$ (840,988)	\$ (617,957)	\$ (617,957)	\$ (610,833)	\$ 7,124	-1.2%	\$ -	\$ (610,833)	-1.2%
<b>TOTAL REVENUES</b>	<b>\$ (3,873,006)</b>	<b>\$ (3,456,907)</b>	<b>\$ (3,771,325)</b>	<b>\$ (3,755,833)</b>	<b>\$ (298,926)</b>	<b>8.6%</b>	<b>\$ -</b>	<b>\$ (3,755,833)</b>	<b>8.6%</b>
<b>NET OPERATING BUDGET</b>	<b>\$ (584,921)</b>	<b>\$ (380,002)</b>	<b>\$ (728,529)</b>	<b>\$ (743,810)</b>	<b>\$ (363,808)</b>	<b>95.7%</b>	<b>\$ -</b>	<b>\$ (743,810)</b>	<b>95.7%</b>

## Base Budget Commentary

**Human Resources** The increase in human resources costs is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits.

**Operating/Minor Capital Equip.** Decrease is primarily due to lower hydro costs from the LED retrofit in the parking garage, as well as reduced gasoline costs associated with lower prices.

**Purchased Services** Decrease due to a reduction in external costs for the Corps Commissionaires contract

**Corp. Expenditures/Provisions** No material change to budget.

**Internal Charges & Settlements** Decrease due to lower costs for lot maintenance from Roads & Parks Maintenance department.

**Controllable Revenues** Increase related to higher anticipated Parking fines revenues.

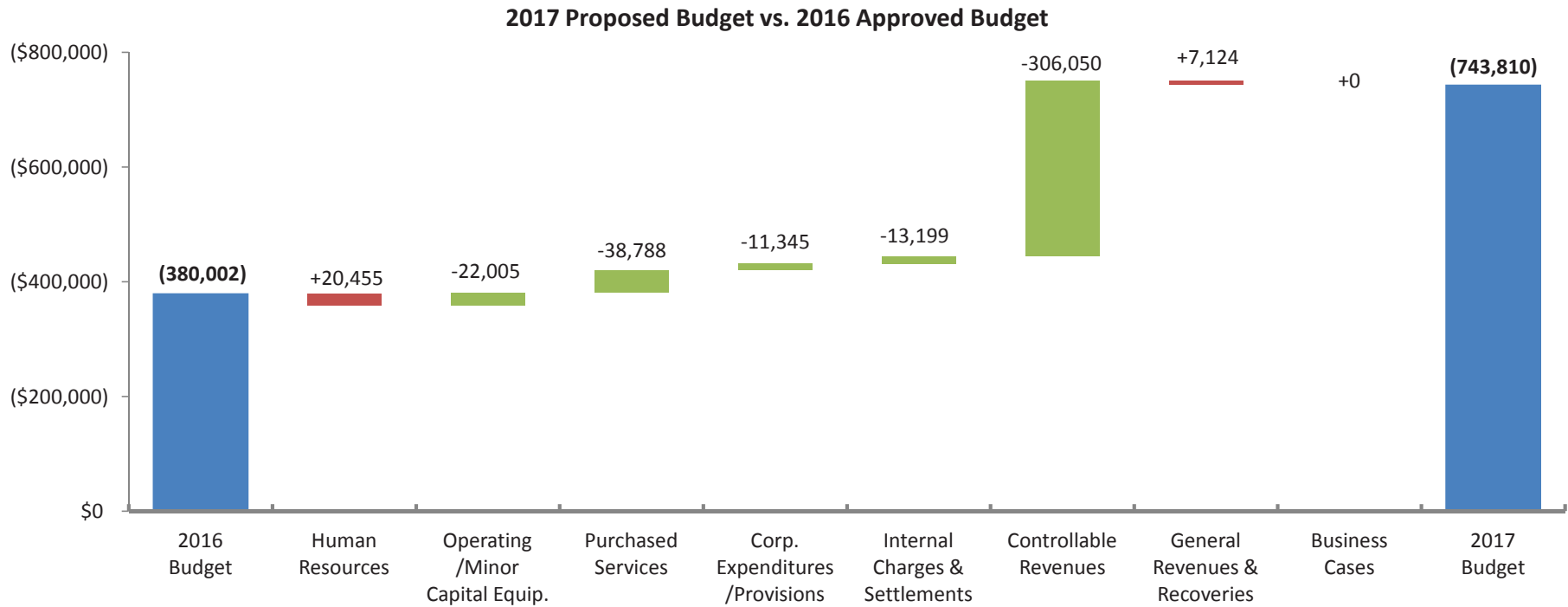
**General Revenues & Recoveries** No material change to budget.

**Business Cases** N/A

2016 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

PARKING MANAGEMENT



## 2017 OPERATING BUDGET

## SERVICE RESOURCE SUMMARY

## ROADS AND STRUCTURES - DESIGN AND CONSTRUCTION

## Service Description

A public service to provide design and construction services for roads and structures

## Service Owner Name

Scott Hamilton

	2015	2016		2017 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Human Resources	\$ 2,636,549	\$ 2,867,120	\$ 2,823,535	\$ 2,943,250	\$ 76,130	2.7%	\$ -	\$ 2,943,250	2.7%
Operating/Minor Capital Equip.	\$ 61,532	\$ 86,730	\$ 81,130	\$ 78,410	\$ (8,320)	-9.6%	\$ -	\$ 78,410	-9.6%
Purchased Services	\$ 101,487	\$ 89,930	\$ 85,345	\$ 92,707	\$ 2,777	3.1%	\$ -	\$ 92,707	3.1%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
Internal Charges & Settlements	\$ 4,826	\$ 9,044	\$ 9,044	\$ 8,360	\$ (684)	-7.6%	\$ -	\$ 8,360	-7.6%
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,804,394</b>	<b>\$ 3,052,824</b>	<b>\$ 2,999,054</b>	<b>\$ 3,122,727</b>	<b>\$ 69,903</b>	<b>2.3%</b>	<b>\$ -</b>	<b>\$ 3,122,727</b>	<b>2.3%</b>
Controllable Revenues	\$ (38,335)	\$ (31,000)	\$ (36,000)	\$ (21,500)	\$ 9,500	-30.6%	\$ -	\$ (21,500)	-30.6%
General Revenues & Recoveries	\$ (1,749,751)	\$ (1,518,000)	\$ (2,018,000)	\$ (1,637,600)	\$ (119,600)	7.9%	\$ -	\$ (1,637,600)	7.9%
<b>TOTAL REVENUES</b>	<b>\$ (1,788,086)</b>	<b>\$ (1,549,000)</b>	<b>\$ (2,054,000)</b>	<b>\$ (1,659,100)</b>	<b>\$ (110,100)</b>	<b>7.1%</b>	<b>\$ -</b>	<b>\$ (1,659,100)</b>	<b>7.1%</b>
<b>NET OPERATING BUDGET</b>	<b>\$ 1,016,309</b>	<b>\$ 1,503,824</b>	<b>\$ 945,054</b>	<b>\$ 1,463,627</b>	<b>\$ (40,197)</b>	<b>-2.7%</b>	<b>\$ -</b>	<b>\$ 1,463,627</b>	<b>-2.7%</b>

## Base Budget Commentary

**Human Resources** The increase in human resources costs is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits.

**Operating/Minor Capital Equip.** Decrease is mainly due to a reduction in fuel costs.

**Purchased Services** Increase related mainly to software license fees.

**Corp. Expenditures/Provisions** N/A

**Internal Charges & Settlements** Decrease related to reduced maintenance required for the City owned vehicles.

**Controllable Revenues** Decrease due to a projected reduction in the number of tenders for the 2017 Capital Program. Staff continue to bundle smaller scale projects together and prequalify competent Contractors to realize savings in the project delivery.

**General Revenues & Recoveries** Increase in General recoveries mainly related to increased staffing costs.

**Business Cases** N/A

2017 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

ROADS AND STRUCTURES - DESIGN AND CONSTRUCTION

2017 Proposed Budget vs. 2016 Approved Budget



## 2017 OPERATING BUDGET

## SERVICE RESOURCE SUMMARY

## TRAFFIC OPERATIONS MANAGEMENT

## Service Description

A public service to provide controlled traffic on public roads and sidewalks

## Service Owner Name

Jeff Black

	2015	2016		2017 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Human Resources	\$ 2,075,050	\$ 3,140,229	\$ 2,777,669	\$ 3,176,869	\$ 36,640	1.2%	\$ -	\$ 3,176,869	1.2%
Operating/Minor Capital Equip.	\$ 136,395	\$ 404,875	\$ 414,448	\$ 409,960	\$ 5,085	1.3%	\$ -	\$ 409,960	1.3%
Purchased Services	\$ 302,553	\$ 540,320	\$ 542,754	\$ 545,419	\$ 5,099	0.9%	\$ -	\$ 545,419	0.9%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
Internal Charges & Settlements	\$ 104,999	\$ 220,612	\$ 220,612	\$ 253,226	\$ 32,614	14.8%	\$ -	\$ 253,226	14.8%
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,618,997</b>	<b>\$ 4,306,036</b>	<b>\$ 3,955,483</b>	<b>\$ 4,385,474</b>	<b>\$ 79,438</b>	<b>1.8%</b>	<b>\$ -</b>	<b>\$ 4,385,474</b>	<b>1.8%</b>
Controllable Revenues	\$ (229,316)	\$ (814,261)	\$ (816,061)	\$ (836,259)	\$ (21,998)	2.7%	\$ -	\$ (836,259)	2.7%
General Revenues & Recoveries	\$ (106,254)	\$ (422,462)	\$ (422,462)	\$ (466,436)	\$ (43,974)	10.4%	\$ -	\$ (466,436)	10.4%
<b>TOTAL REVENUES</b>	<b>\$ (335,570)</b>	<b>\$ (1,236,723)</b>	<b>\$ (1,238,523)</b>	<b>\$ (1,302,695)</b>	<b>\$ (65,972)</b>	<b>5.3%</b>	<b>\$ -</b>	<b>\$ (1,302,695)</b>	<b>5.3%</b>
<b>NET OPERATING BUDGET</b>	<b>\$ 2,283,427</b>	<b>\$ 3,069,313</b>	<b>\$ 2,716,960</b>	<b>\$ 3,082,779</b>	<b>\$ 13,466</b>	<b>0.4%</b>	<b>\$ -</b>	<b>\$ 3,082,779</b>	<b>0.4%</b>

## Base Budget Commentary

**Human Resources** The increase in human resources costs is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits.

**Operating/Minor Capital Equip.** Increase resulting from new vehicle specifications and projected increase in fuel expenditures.

**Purchased Services** No material change to budget.

**Corp. Expenditures/Provisions** N/A

**Internal Charges & Settlements** Budget changes as a result of Re-alignment of services between RPM and Transportation - there has been no change in service.

**Controllable Revenues** Budget changes as a result of Re-alignment of services between RPM and Transportation - there has been no change in service.

**General Revenues & Recoveries** Budget changes as a result of Re-alignment of services between RPM and Transportation - there has been no change in service.

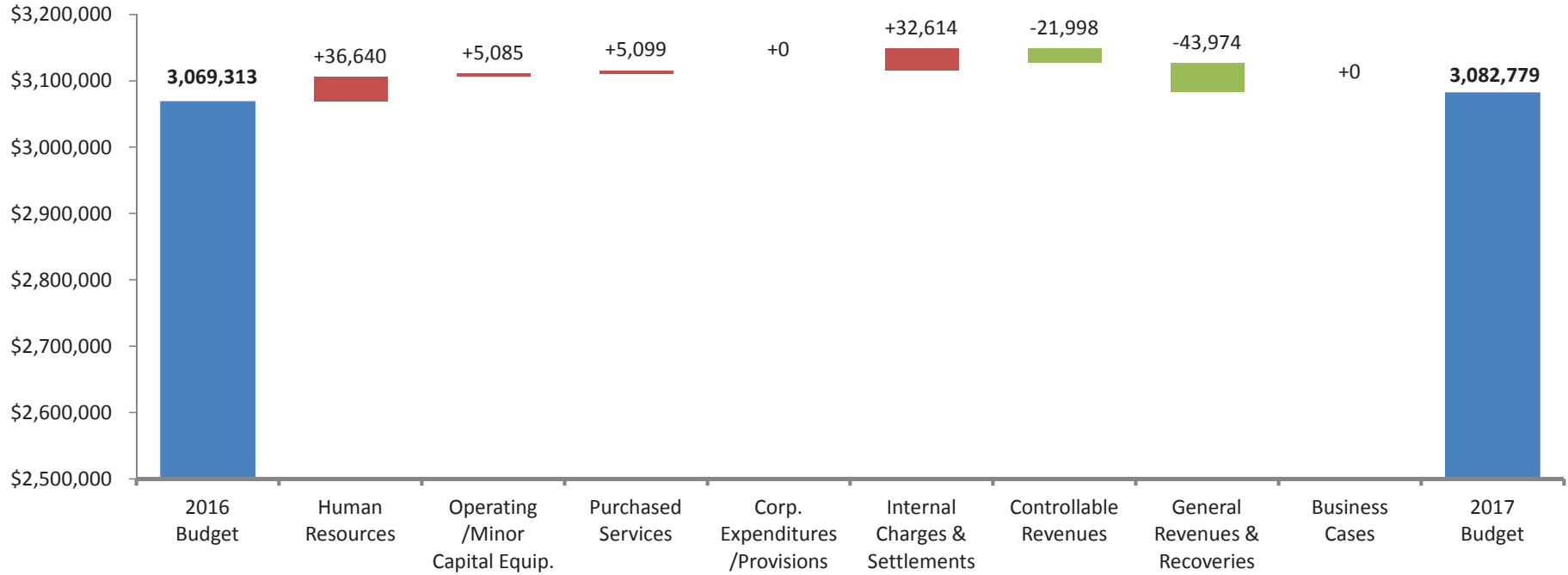
**Business Cases** N/A

2017 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

TRAFFIC OPERATIONS MANAGEMENT

2017 Proposed Budget vs. 2016 Approved Budget



## 2017 OPERATING BUDGET

## SERVICE RESOURCE SUMMARY

## TRANSIT SERVICE

## Service Description

A public service to provide conventional and specialized transit transportation

## Service Owner Name

Colm Lynn

	2015	2016		2017 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Human Resources	\$ 10,758,753	\$ 11,598,330	\$ 11,423,330	\$ 11,944,123	\$ 345,793	3.0%	\$ -	\$ 11,944,123	3.0%
Operating/Minor Capital Equip.	\$ 3,248,918	\$ 2,969,546	\$ 3,109,546	\$ 2,972,860	\$ 3,314	0.1%	\$ -	\$ 2,972,860	0.1%
Purchased Services	\$ 1,776,465	\$ 1,823,720	\$ 1,891,140	\$ 1,892,212	\$ 68,492	3.8%	\$ -	\$ 1,892,212	3.8%
Corp. Expenditures/Provisions	\$ 2,108,915	\$ 2,239,856	\$ 2,183,049	\$ 2,239,856	\$ -	0.0%	\$ -	\$ 2,239,856	0.0%
Internal Charges & Settlements	\$ 105,224	\$ 120,000	\$ 120,000	\$ 120,000	\$ -	0.0%	\$ -	\$ 120,000	0.0%
<b>TOTAL EXPENDITURES</b>	<b>\$ 17,998,275</b>	<b>\$ 18,751,452</b>	<b>\$ 18,727,065</b>	<b>\$ 19,169,051</b>	<b>\$ 417,599</b>	<b>2.2%</b>	<b>\$ -</b>	<b>\$ 19,169,051</b>	<b>2.2%</b>
Controllable Revenues	\$ (5,384,451)	\$ (5,458,700)	\$ (5,458,700)	\$ (5,493,000)	\$ (34,300)	0.6%	\$ -	\$ (5,493,000)	0.6%
General Revenues & Recoveries	\$ (2,986,498)	\$ (3,181,956)	\$ (3,425,149)	\$ (3,181,956)	\$ -	0.0%	\$ -	\$ (3,181,956)	0.0%
<b>TOTAL REVENUES</b>	<b>\$ (8,370,949)</b>	<b>\$ (8,640,656)</b>	<b>\$ (8,883,849)</b>	<b>\$ (8,674,956)</b>	<b>\$ (34,300)</b>	<b>0.4%</b>	<b>\$ -</b>	<b>\$ (8,674,956)</b>	<b>0.4%</b>
<b>NET OPERATING BUDGET</b>	<b>\$ 9,627,326</b>	<b>\$ 10,110,796</b>	<b>\$ 9,843,216</b>	<b>\$ 10,494,095</b>	<b>\$ 383,299</b>	<b>3.8%</b>	<b>\$ -</b>	<b>\$ 10,494,095</b>	<b>3.8%</b>

## Base Budget Commentary

**Human Resources** The increase in human resources costs is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits

**Operating/Minor Capital Equip.** No material change to budget

**Purchased Services** Increase due to system maintenance costs for the new smart transit system and an increase in the budget for external vehicle repair to closer align with usage and historical actuals.

**Corp. Expenditures/Provisions** No material change to budget

**Internal Charges & Settlements** No material change to budget

**Controllable Revenues** Increase related to increased advertising revenues as a result of new contract.

**General Revenues & Recoveries** No material change to budget

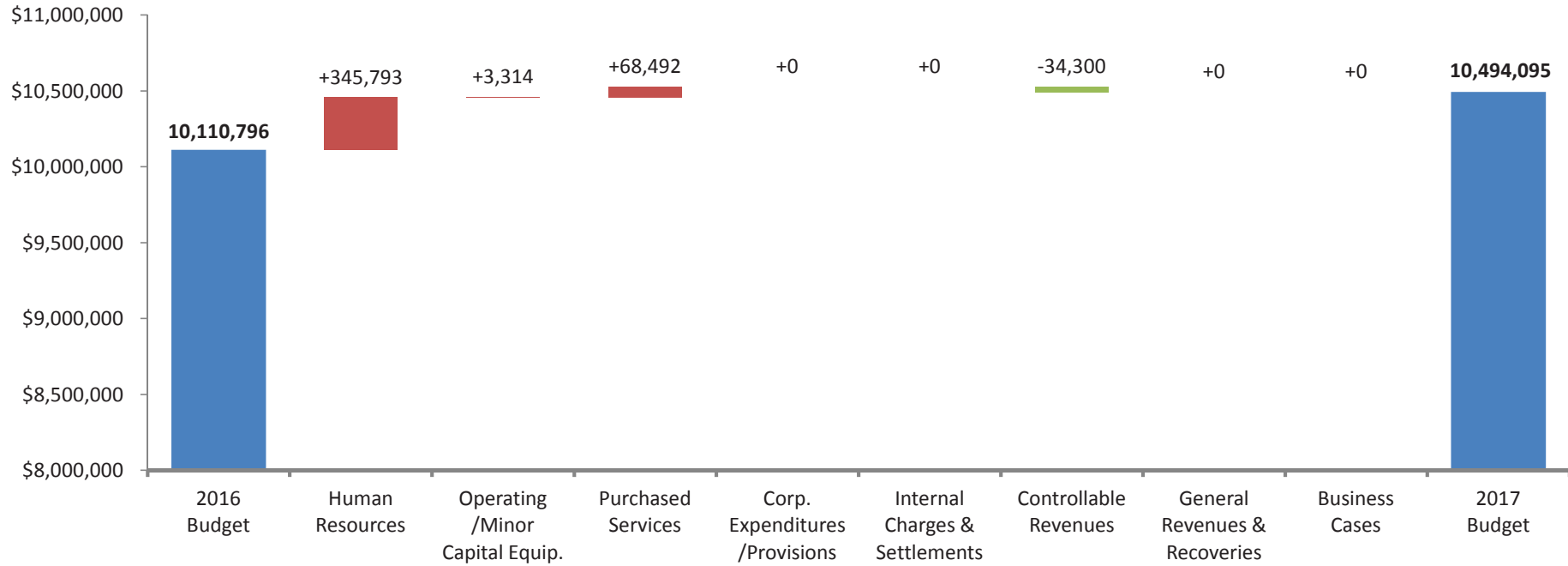
**Business Cases** N/A

2017 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

TRANSIT SERVICE

2017 Proposed Budget vs. 2016 Approved Budget





## 2017 OPERATING BUDGET

## SERVICE RESOURCE SUMMARY

## TRANSPORTATION (NETWORK) PLANNING

## Service Description

A public service to provide transportation and mobility planning and functional design for people, goods and services

## Service Owner Name

Kaylan Edgcumbe

	2015	2016		2017 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Human Resources	\$ 463,065	\$ 409,520	\$ 335,065	\$ 418,427	\$ 8,907	2.2%	\$ -	\$ 418,427	2.2%
Operating/Minor Capital Equip.	\$ 1,525	\$ 3,475	\$ 3,475	\$ 3,900	\$ 425	12.2%	\$ -	\$ 3,900	12.2%
Purchased Services	\$ 16,485	\$ 12,150	\$ 12,150	\$ 14,350	\$ 2,200	18.1%	\$ -	\$ 14,350	18.1%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
<b>TOTAL EXPENDITURES</b>	<b>\$ 481,075</b>	<b>\$ 425,145</b>	<b>\$ 350,690</b>	<b>\$ 436,677</b>	<b>\$ 11,532</b>	<b>2.7%</b>	<b>\$ -</b>	<b>\$ 436,677</b>	<b>2.7%</b>
Controllable Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
General Revenues & Recoveries	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
<b>TOTAL REVENUES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>
<b>NET OPERATING BUDGET</b>	<b>\$ 481,075</b>	<b>\$ 425,145</b>	<b>\$ 350,690</b>	<b>\$ 436,677</b>	<b>\$ 11,532</b>	<b>2.7%</b>	<b>\$ -</b>	<b>\$ 436,677</b>	<b>2.7%</b>

## Base Budget Commentary

**Human Resources** The increase in human resources costs is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits.

**Operating/Minor Capital Equip.** No material change to budget

**Purchased Services** Increase related to professional consulting costs associated with traffic impact studies and lane width standards for cycling facilities.

**Corp. Expenditures/Provisions** N/A

**Internal Charges & Settlements** N/A

**Controllable Revenues** N/A

**General Revenues & Recoveries** N/A

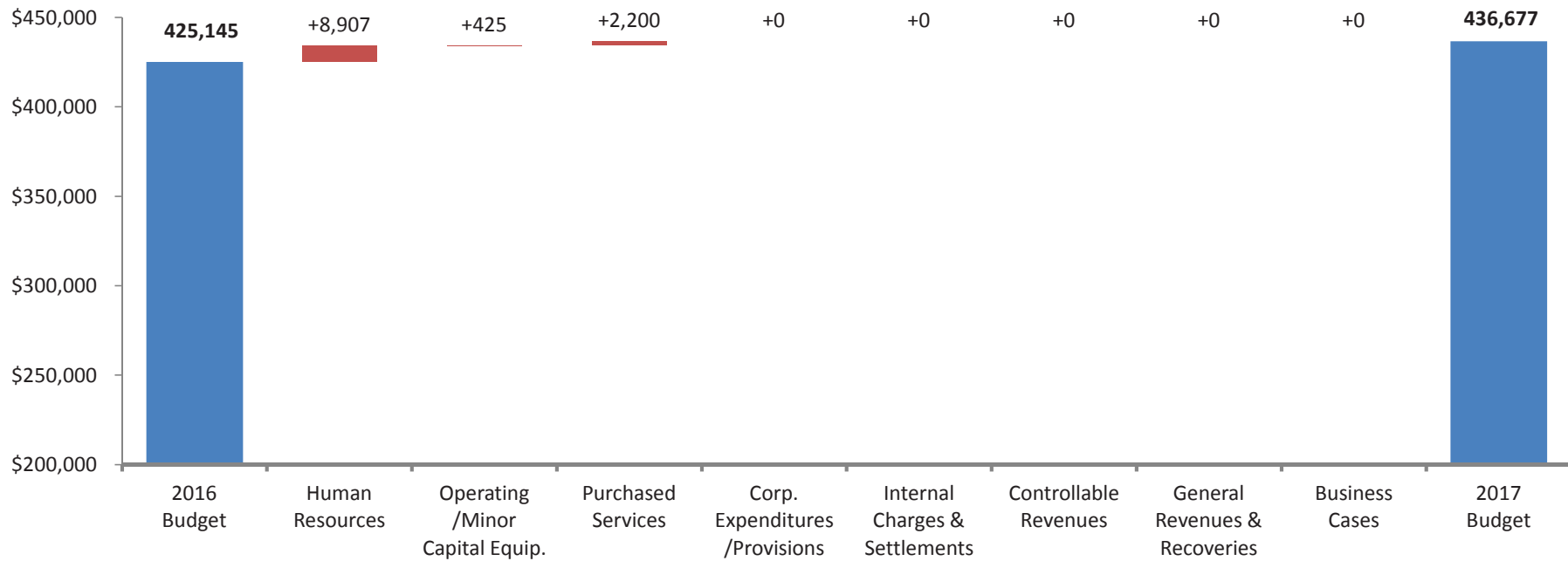
**Business Cases** N/A

2017 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

TRANSPORTATION (NETWORK) PLANNING

2017 Proposed Budget vs. 2016 Approved Budget



# 2017 Budget

2017 Proposed  
Operating Budget

## Leisure

- Arts and Culture
- Organized Sport Support
- Recreation

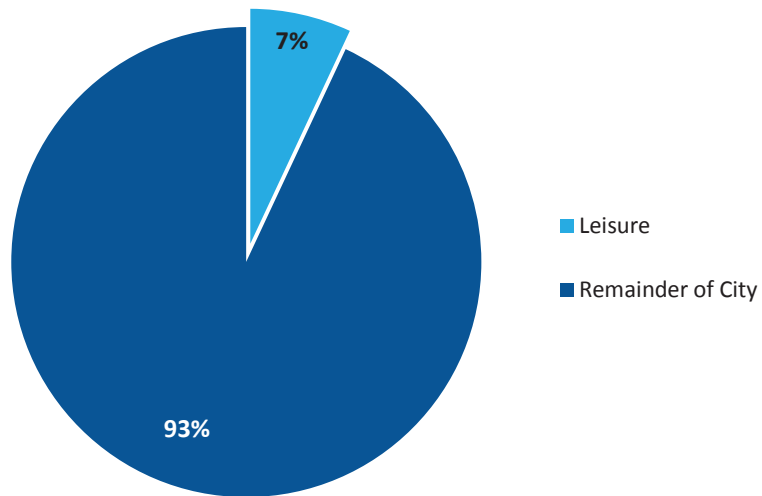
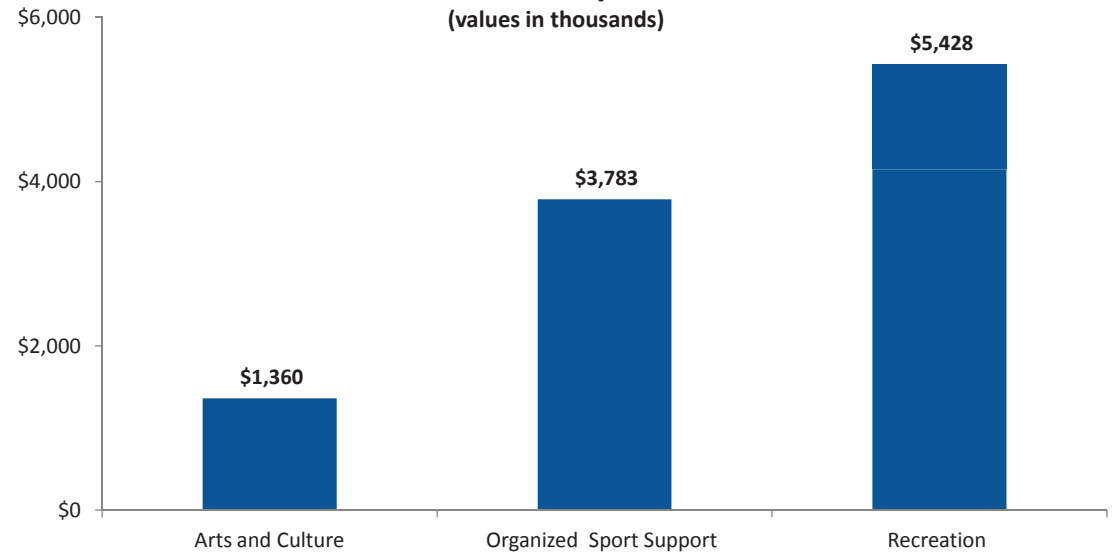
## 2017 OPERATING BUDGET

## SERVICE CATEGORY SUMMARY

## LEISURE

Services	2015	2016		2017 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Arts and Culture	\$ 1,250,396	\$ 1,309,428	\$ 1,260,590	\$ 1,360,223	\$ 50,795	3.9%	\$ -	\$ 1,360,223	3.9%
Organized Sport Support	\$ 3,285,136	\$ 3,620,281	\$ 3,656,108	\$ 3,753,268	\$ 132,987	3.7%	\$ 30,000	\$ 3,783,268	4.5%
Recreation	\$ 5,440,041	\$ 5,283,762	\$ 5,231,273	\$ 5,427,973	\$ 144,211	2.7%	\$ -	\$ 5,427,973	2.7%
<b>Total Leisure</b>	<b>\$ 9,975,572</b>	<b>\$ 10,213,471</b>	<b>\$ 10,147,971</b>	<b>\$ 10,541,463</b>	<b>\$ 327,992</b>	<b>3.2%</b>	<b>\$ 30,000</b>	<b>\$ 10,571,463</b>	<b>3.5%</b>

2017 Proposed Budget

2017 Leisure by Service  
(values in thousands)

## 2017 OPERATING BUDGET

## SERVICE RESOURCE SUMMARY

## ARTS AND CULTURE

## Service Description

A public service to provide arts and culture festivals, programs and services.

## Service Owner Name

Angela Paporizo

	2015	2016		2017 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Human Resources	\$ 959,968	\$ 1,009,140	\$ 1,031,400	\$ 1,054,490	\$ 45,350	4.5%	\$ -	\$ 1,054,490	4.5%
Operating/Minor Capital Equip.	\$ 170,200	\$ 141,018	\$ 146,829	\$ 137,350	\$ (3,668)	-2.6%	\$ -	\$ 137,350	-2.6%
Purchased Services	\$ 534,567	\$ 473,914	\$ 477,738	\$ 528,310	\$ 54,396	11.5%	\$ -	\$ 528,310	11.5%
Corp. Expenditures/Provisions	\$ 140,784	\$ 151,413	\$ 151,413	\$ 151,381	\$ (32)	0.0%	\$ -	\$ 151,381	0.0%
Internal Charges & Settlements	\$ 63,450	\$ 52,995	\$ 52,995	\$ 54,491	\$ 1,496	2.8%	\$ -	\$ 54,491	2.8%
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,868,970</b>	<b>\$ 1,828,480</b>	<b>\$ 1,860,375</b>	<b>\$ 1,926,022</b>	<b>\$ 97,542</b>	<b>5.3%</b>	<b>\$ -</b>	<b>\$ 1,926,022</b>	<b>5.3%</b>
Controllable Revenues	\$ (593,150)	\$ (508,452)	\$ (578,185)	\$ (515,799)	\$ (7,347)	1.4%	\$ -	\$ (515,799)	1.4%
General Revenues & Recoveries	\$ (25,424)	\$ (10,600)	\$ (21,600)	\$ (50,000)	\$ (39,400)	371.7%	\$ -	\$ (50,000)	371.7%
<b>TOTAL REVENUES</b>	<b>\$ (618,574)</b>	<b>\$ (519,052)</b>	<b>\$ (599,785)</b>	<b>\$ (565,799)</b>	<b>\$ (46,747)</b>	<b>9.0%</b>	<b>\$ -</b>	<b>\$ (565,799)</b>	<b>9.0%</b>
<b>NET OPERATING BUDGET</b>	<b>\$ 1,250,396</b>	<b>\$ 1,309,428</b>	<b>\$ 1,260,590</b>	<b>\$ 1,360,223</b>	<b>\$ 50,795</b>	<b>3.9%</b>	<b>\$ -</b>	<b>\$ 1,360,223</b>	<b>3.9%</b>

## Base Budget Commentary

**Human Resources** The increase in Human Resource costs is related to the conversion of the 0.8 Arts and Culture Coordinator to Full Time position. Outside of this change, the overall increase is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits.

**Operating/Minor Capital Equip.** Decrease related to the elimination of funding for one-time Councillor events.

**Purchased Services** Increase related to costs associated with new artistic and cultural work, fully supported by the Burlington Arts and Culture Fund ( net zero effect on the operating budget)

**Corp. Expenditures/Provisions** No material change to budget

**Internal Charges & Settlements** Increase related to increased internal charges for community events.

**Controllable Revenues** Increase due to changes to rates fees as per market trends along with a slight increase in Burlington Teen Tour Band memberships.

**General Revenues & Recoveries** Increase related Reserve Fund transfer to cover costs associated with new artistic and cultural work ( see Purchased Services)

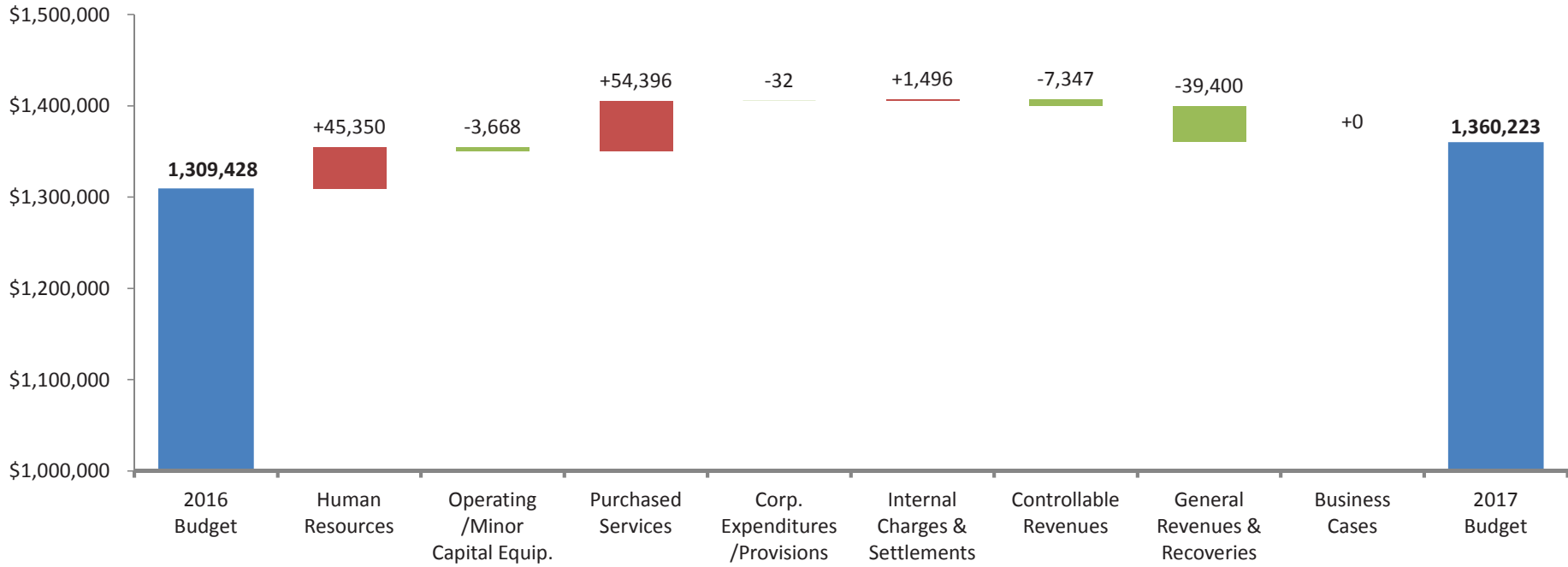
**Business Cases** N/A

2017 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

ARTS AND CULTURE

2017 Proposed Budget vs. 2016 Approved Budget



## 2017 OPERATING BUDGET

## SERVICE RESOURCE SUMMARY

## ORGANIZED SPORT SUPPORT

## Service Description

A public service to provide opportunities for organized sports.

## Service Owner Name

Denise Beard

	2015	2016		2017 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Human Resources	\$ 4,388,866	\$ 4,720,194	\$ 4,714,870	\$ 4,604,564	\$ (115,630)	-2.4%	\$ -	\$ 4,604,564	-2.4%
Operating/Minor Capital Equip.	\$ 2,288,751	\$ 2,217,648	\$ 2,349,581	\$ 2,341,663	\$ 124,015	5.6%	\$ -	\$ 2,341,663	5.6%
Purchased Services	\$ 1,625,041	\$ 1,617,368	\$ 1,656,404	\$ 1,599,468	\$ (17,900)	-1.1%	\$ 30,000	\$ 1,629,468	0.7%
Corp. Expenditures/Provisions	\$ 921,132	\$ 959,205	\$ 964,205	\$ 929,591	\$ (29,614)	-3.1%	\$ -	\$ 929,591	-3.1%
Internal Charges & Settlements	\$ 603,599	\$ 554,246	\$ 600,373	\$ 589,320	\$ 35,074	6.3%	\$ -	\$ 589,320	6.3%
<b>TOTAL EXPENDITURES</b>	<b>\$ 9,827,389</b>	<b>\$ 10,068,661</b>	<b>\$ 10,285,433</b>	<b>\$ 10,064,607</b>	<b>\$ (4,054)</b>	<b>0.0%</b>	<b>\$ 30,000</b>	<b>\$ 10,094,607</b>	<b>0.3%</b>
Controllable Revenues	\$ (6,301,813)	\$ (5,919,949)	\$ (6,226,655)	\$ (6,014,150)	\$ (94,201)	1.6%	\$ -	\$ (6,014,150)	1.6%
General Revenues & Recoveries	\$ (240,440)	\$ (528,431)	\$ (402,670)	\$ (297,189)	\$ 231,242	-43.8%	\$ -	\$ (297,189)	-43.8%
<b>TOTAL REVENUES</b>	<b>\$ (6,542,253)</b>	<b>\$ (6,448,380)</b>	<b>\$ (6,629,325)</b>	<b>\$ (6,311,339)</b>	<b>\$ 137,041</b>	<b>-2.1%</b>	<b>\$ -</b>	<b>\$ (6,311,339)</b>	<b>-2.1%</b>
<b>NET OPERATING BUDGET</b>	<b>\$ 3,285,136</b>	<b>\$ 3,620,281</b>	<b>\$ 3,656,108</b>	<b>\$ 3,753,268</b>	<b>\$ 132,987</b>	<b>3.7%</b>	<b>\$ 30,000</b>	<b>\$ 3,783,268</b>	<b>4.5%</b>

## Base Budget Commentary

**Human Resources** Decrease in human resources costs due to an internal administrative alignment of roles within Facility Operations and Customer Service and directly offset in Recreation Services. As well, 2017 budget reflects elimination of one-time funds for the Canada 150 position and reduction in the amount of one-time funds for contract staff implementing the new registration and scheduling software solution. One-time funds are offset by a decrease in General Revenues and Recoveries.

**Operating/Minor Capital Equip.** This increase is driven largely by utility costs which are more in line with previous years' experience. The increase is offset by a decrease in one-time costs related to Canada 150 and the new registration and scheduling software solution project.

**Purchased Services** Decrease reflects community use of School Board facilities. Advertising costs have also decreased based on the trend towards on-line advertising. Funds for the Community Investment program have been moved from Corp. Expenditures/ Provisions to Purchased Services.

**Corp. Expenditures/Provisions** Funds for the Community Investment program have been moved from Corp. Exp/Prov to Purchased Services.

**Internal Charges & Settlements** This increase reflects the new winter control operating model. RPM now supplies salt to the contractors and results in an overall savings to the City.

**Controllable Revenues** This increase is driven by increased rentals overall, and an increased use of City facilities by the Boards of Education. It is also reflects changes in rates and fees as per market trends.

**General Revenues & Recoveries** Decrease in this area is driven by the elimination of one-time funding for Canada 150 and a reduction in one-time funding for the PRISM project.

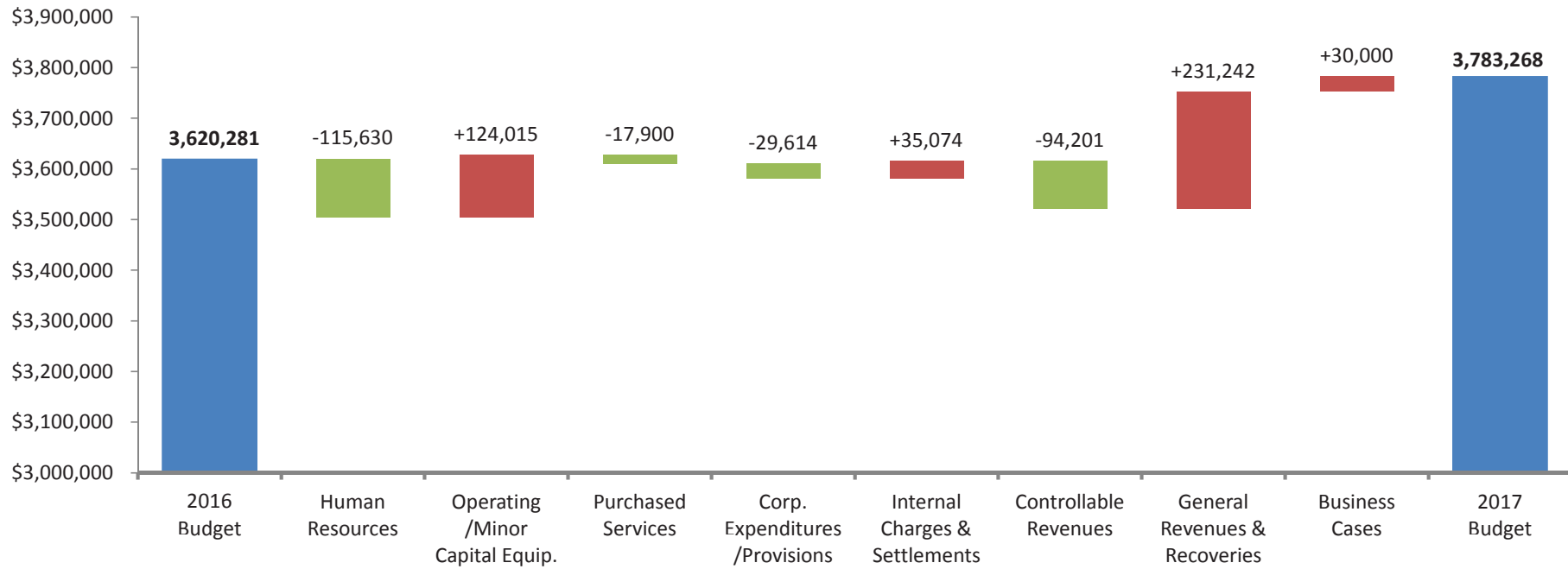
**Business Cases** Community event support - funding for ad hoc community events (2017-037)

2017 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

ORGANIZED SPORT SUPPORT

2017 Proposed Budget vs. 2016 Approved Budget





## 2017 OPERATING BUDGET

## SERVICE RESOURCE SUMMARY

## RECREATION

## Service Description

A public service to provide a diverse range of recreation programs and services for residents.

## Service Owner Name

Rob Axiak

	2015	2016		2017 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Human Resources	\$ 8,235,785	\$ 8,664,550	\$ 8,401,176	\$ 8,998,284	\$ 333,734	3.9%	\$ -	\$ 8,998,284	3.9%
Operating/Minor Capital Equip.	\$ 1,679,251	\$ 1,792,002	\$ 1,894,359	\$ 1,823,016	\$ 31,014	1.7%	\$ -	\$ 1,823,016	1.7%
Purchased Services	\$ 1,708,160	\$ 1,916,402	\$ 2,101,497	\$ 1,875,732	\$ (40,670)	-2.1%	\$ -	\$ 1,875,732	-2.1%
Corp. Expenditures/Provisions	\$ 1,172,715	\$ 1,045,708	\$ 919,769	\$ 797,597	\$ (248,111)	-23.7%	\$ -	\$ 797,597	-23.7%
Internal Charges & Settlements	\$ 263,637	\$ 252,865	\$ 253,675	\$ 221,512	\$ (31,353)	-12.4%	\$ -	\$ 221,512	-12.4%
<b>TOTAL EXPENDITURES</b>	<b>\$ 13,059,549</b>	<b>\$ 13,671,527</b>	<b>\$ 13,570,476</b>	<b>\$ 13,716,141</b>	<b>\$ 44,614</b>	<b>0.3%</b>	<b>\$ -</b>	<b>\$ 13,716,141</b>	<b>0.3%</b>
Controllable Revenues	\$ (7,257,905)	\$ (7,617,515)	\$ (7,424,983)	\$ (7,585,369)	\$ 32,146	-0.4%	\$ -	\$ (7,585,369)	-0.4%
General Revenues & Recoveries	\$ (361,603)	\$ (770,250)	\$ (914,220)	\$ (702,800)	\$ 67,450	-8.8%	\$ -	\$ (702,800)	-8.8%
<b>TOTAL REVENUES</b>	<b>\$ (7,619,508)</b>	<b>\$ (8,387,765)</b>	<b>\$ (8,339,203)</b>	<b>\$ (8,288,169)</b>	<b>\$ 99,596</b>	<b>-1.2%</b>	<b>\$ -</b>	<b>\$ (8,288,169)</b>	<b>-1.2%</b>
<b>NET OPERATING BUDGET</b>	<b>\$ 5,440,041</b>	<b>\$ 5,283,762</b>	<b>\$ 5,231,273</b>	<b>\$ 5,427,973</b>	<b>\$ 144,211</b>	<b>2.7%</b>	<b>\$ -</b>	<b>\$ 5,427,973</b>	<b>2.7%</b>

## Base Budget Commentary

**Human Resources** Increase in human resources costs due to an internal administrative alignment of roles within Facility Operations and Customer Service, and directly offset in Organized Sport Service. Outside of this change, the overall increase is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits.

**Operating/Minor Capital Equip.** Increases reflect minor adjustments in budgets to maintain existing service delivery levels and ensure that our infrastructure is maintained efficiently.

**Purchased Services** The decrease is primarily driven by the new operating model at the Waterfront. This decrease is offset by a decrease in General Revenues and Recoveries.

**Corp. Expenditures/Provisions** The decrease is primarily driven by the retirement of the recreation debt charges in 2016 (\$190K).

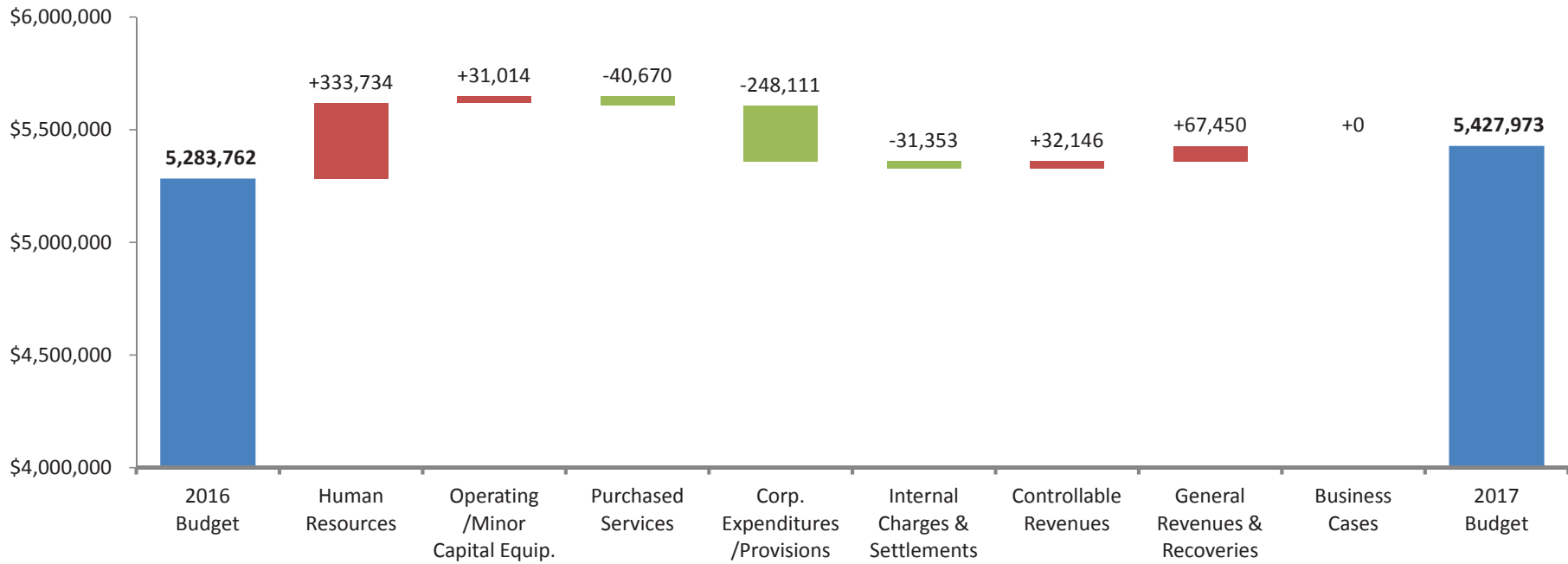
**Internal Charges & Settlements** The decrease reflects the reduction in staff time required as a result of the new Waterfront operating model. This is offset by a decrease in General Revenues & Recoveries.

**Controllable Revenues** The decrease is comprised of a) reduction in rental revenue at community centres based on previous years' actuals, b) reduction in advertising revenue as a result of moving from 3 Live & Play guides to 2 (offset by a reduction in advertising costs) and c) reduction in tenant lease revenue based on the new Waterfront operating model (offset by decrease in expenditures at the Waterfront).

**General Revenues & Recoveries** The decrease reflects the reduction in staff time required as a result of the new Waterfront operating model along with the elimination of the Summer Grant Program for youth.

**Business Cases** N/A

2017 Proposed Budget vs. 2016 Approved Budget



# 2017 Budget

## 2017 Proposed Operating Budget

### Design and Build

- Building Code Permits and Inspection
- Community Design and Development Review
- Facilities and Buildings - Design and Construction
- Parks and Open Space - Design and Development
- Planning Policy

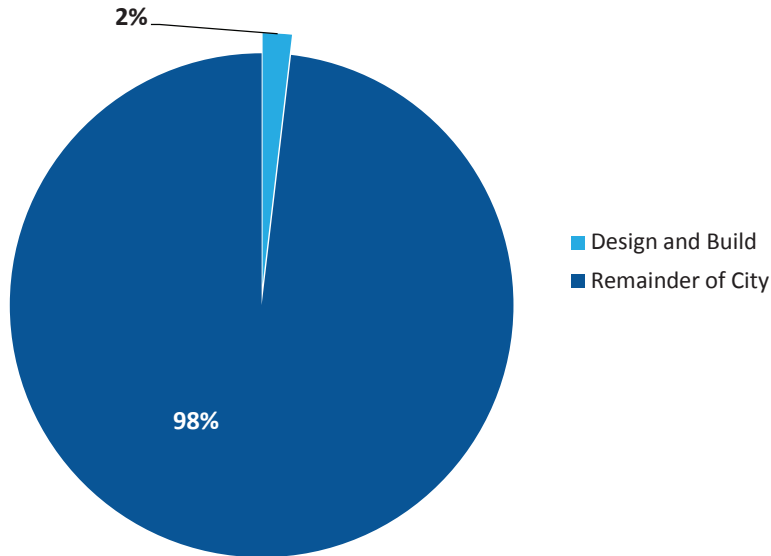
2017 OPERATING BUDGET

SERVICE CATEGORY SUMMARY

DESIGN AND BUILD

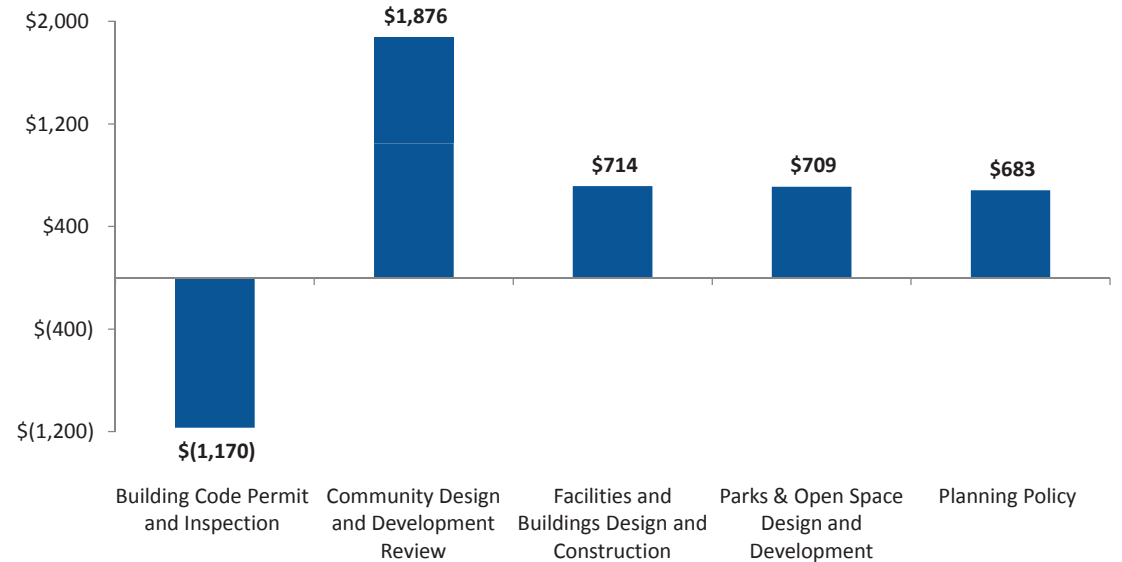
Services	2015	2016		2017 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Building Code Permit and Inspection	\$ (885,700)	\$ (1,102,659)	\$ (1,122,277)	\$ (1,169,584)	\$ (66,925)	6.1%	\$ -	\$ (1,169,584)	6.1%
Community Design and Development Review	\$ 1,531,041	\$ 1,766,793	\$ 1,700,991	\$ 1,875,924	\$ 109,131	6.2%	\$ -	\$ 1,875,924	6.2%
Facilities and Buildings Design and Construction	\$ 673,239	\$ 702,264	\$ 726,252	\$ 714,377	\$ 12,113	1.7%	\$ -	\$ 714,377	1.7%
Parks & Open Space Design and Development	\$ 570,740	\$ 650,739	\$ 643,039	\$ 709,206	\$ 58,467	9.0%	\$ -	\$ 709,206	9.0%
Planning Policy	\$ 678,087	\$ 651,160	\$ 645,490	\$ 682,900	\$ 31,740	4.9%	\$ -	\$ 682,900	4.9%
<b>Total Design and Build</b>	<b>\$ 2,567,408</b>	<b>\$ 2,668,297</b>	<b>\$ 2,593,495</b>	<b>\$ 2,812,823</b>	<b>\$ 144,526</b>	<b>5.4%</b>	<b>\$ -</b>	<b>\$ 2,812,823</b>	<b>5.4%</b>

2017 Proposed Budget



2017 Design and Build by Service

(values in thousands)



## 2017 OPERATING BUDGET

## SERVICE RESOURCE SUMMARY

## BUILDING CODE PERMITS &amp; INSPECTION

## Service Description

A public service to provide building permitting and inspections in accordance with the Building Code Act and the Ontario Building Code.

## Service Owner Name

Nick Anastasopoulos

	2015	2016		2017 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Human Resources	\$ 2,648,496	\$ 2,736,218	\$ 2,701,800	\$ 2,799,936	\$ 63,718	2.3%	\$ -	\$ 2,799,936	2.3%
Operating/Minor Capital Equip.	\$ 41,917	\$ 50,940	\$ 40,940	\$ 31,574	\$ (19,366)	-38.0%	\$ -	\$ 31,574	-38.0%
Purchased Services	\$ 213,942	\$ 117,625	\$ 119,925	\$ 90,310	\$ (27,315)	-23.2%	\$ -	\$ 90,310	-23.2%
Corp. Expenditures/Provisions	\$ 47,367	\$ -	\$ 22,500	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
Internal Charges & Settlements	\$ 9,538	\$ 14,820	\$ 14,820	\$ 8,360	\$ (6,460)	-43.6%	\$ -	\$ 8,360	-43.6%
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,961,261</b>	<b>\$ 2,919,603</b>	<b>\$ 2,899,985</b>	<b>\$ 2,930,180</b>	<b>\$ 10,577</b>	<b>0.4%</b>	<b>\$ -</b>	<b>\$ 2,930,180</b>	<b>0.4%</b>
Controllable Revenues	\$ (3,541,708)	\$ (4,022,262)	\$ (4,022,262)	\$ (4,099,764)	\$ (77,502)	1.9%	\$ -	\$ (4,099,764)	1.9%
General Revenues & Recoveries	\$ (305,253)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
<b>TOTAL REVENUES</b>	<b>\$ (3,846,961)</b>	<b>\$ (4,022,262)</b>	<b>\$ (4,022,262)</b>	<b>\$ (4,099,764)</b>	<b>\$ (77,502)</b>	<b>1.9%</b>	<b>\$ -</b>	<b>\$ (4,099,764)</b>	<b>1.9%</b>
<b>NET OPERATING BUDGET</b>	<b>\$ (885,700)</b>	<b>\$ (1,102,659)</b>	<b>\$ (1,122,277)</b>	<b>\$ (1,169,584)</b>	<b>\$ (66,925)</b>	<b>6.1%</b>	<b>\$ -</b>	<b>\$ (1,169,584)</b>	<b>6.1%</b>

## Base Budget Commentary

**Human Resources** The increase in human resources costs is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits

**Operating/Minor Capital Equip.** The budget decrease is due to a restatement of costs to By-law Enforcement Service.

**Purchased Services** The budget decrease is due to a restatement of costs to By-law Enforcement Service.

**Corp. Expenditures/Provisions** N/A

**Internal Charges & Settlements** The budget decrease is due to a restatement of costs to By-law Enforcement Service.

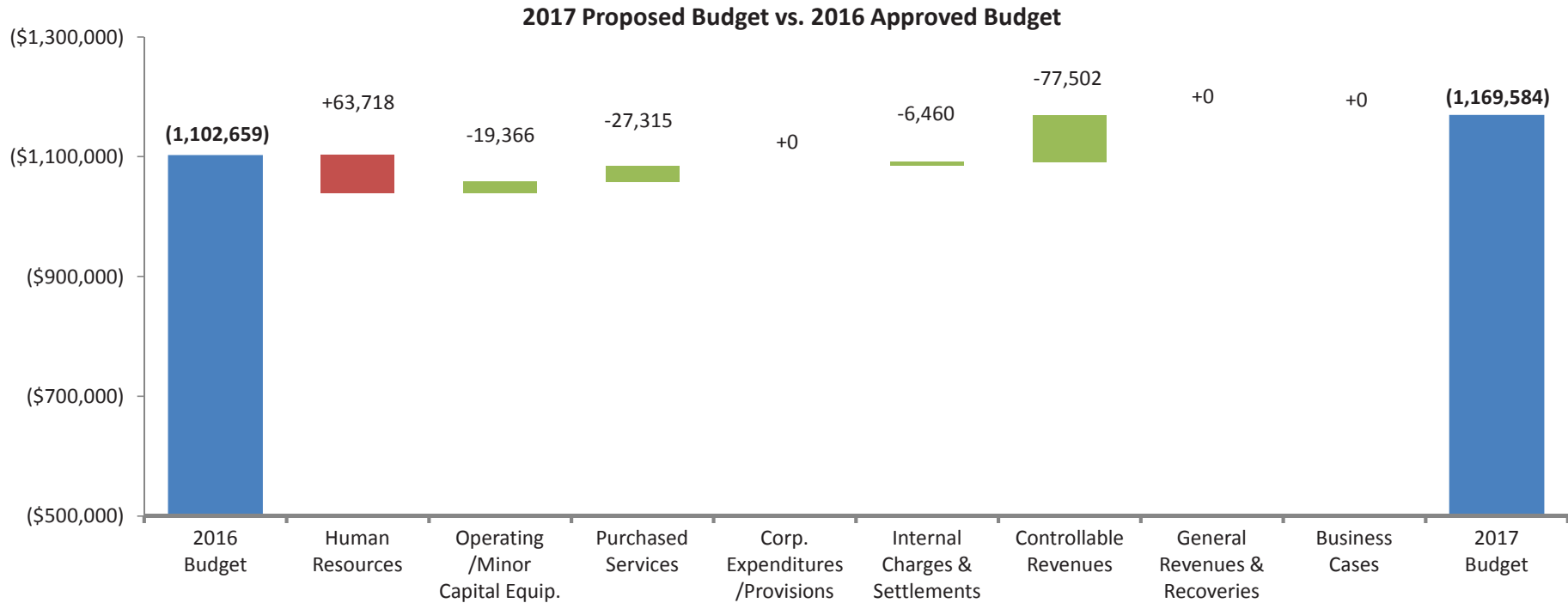
**Controllable Revenues** The increase in revenues is attributed to permit fees being indexed to the anticipated Consumer Price Index (CPI) of Ontario.

**General Revenues & Recoveries** N/A

**Business Cases** N/A

SERVICE RESOURCE SUMMARY

BUILDING CODE PERMITS & INSPECTION



## 2017 OPERATING BUDGET

## SERVICE RESOURCE SUMMARY

## COMMUNITY DESIGN &amp; DEVELOPMENT REVIEW

## Service Description

A public service to provide property owners and developers with review and approval of the various types of development applications as per the Ontario Planning Act.

## Service Owner Name

Tami Kitay

	2015	2016		2017 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Human Resources	\$ 3,261,016	\$ 3,559,852	\$ 3,463,812	\$ 3,691,274	\$ 131,422	3.7%	\$ -	\$ 3,691,274	3.7%
Operating/Minor Capital Equip.	\$ 87,595	\$ 71,150	\$ 87,300	\$ 70,150	\$ (1,000)	-1.4%	\$ -	\$ 70,150	-1.4%
Purchased Services	\$ 117,591	\$ 107,591	\$ 169,466	\$ 96,100	\$ (11,491)	-10.7%	\$ 75,000	\$ 171,100	59.0%
Corp. Expenditures/Provisions	\$ 566,144	\$ -	\$ (10,500)	\$ -	\$ -	0%	\$ -	\$ -	0%
Internal Charges & Settlements	\$ -	\$ -	\$ 1,550	\$ -	\$ -	0%	\$ -	\$ -	0%
<b>TOTAL EXPENDITURES</b>	<b>\$ 4,032,346</b>	<b>\$ 3,738,593</b>	<b>\$ 3,711,628</b>	<b>\$ 3,857,524</b>	<b>\$ 118,931</b>	<b>3.2%</b>	<b>\$ 75,000</b>	<b>\$ 3,932,524</b>	<b>5.2%</b>
Controllable Revenues	\$ (2,300,672)	\$ (1,868,000)	\$ (1,906,430)	\$ (1,877,500)	\$ (9,500)	0.5%	\$ -	\$ (1,877,500)	0.5%
General Revenues & Recoveries	\$ (200,633)	\$ (103,800)	\$ (104,207)	\$ (104,100)	\$ (300)	0.3%	\$ (75,000)	\$ (179,100)	72.5%
<b>TOTAL REVENUES</b>	<b>\$ (2,501,305)</b>	<b>\$ (1,971,800)</b>	<b>\$ (2,010,637)</b>	<b>\$ (1,981,600)</b>	<b>\$ (9,800)</b>	<b>0.5%</b>	<b>\$ (75,000)</b>	<b>\$ (2,056,600)</b>	<b>4.3%</b>
<b>NET OPERATING BUDGET</b>	<b>\$ 1,531,041</b>	<b>\$ 1,766,793</b>	<b>\$ 1,700,991</b>	<b>\$ 1,875,924</b>	<b>\$ 109,131</b>	<b>6.2%</b>	<b>\$ -</b>	<b>\$ 1,875,924</b>	<b>6.2%</b>

## Base Budget Commentary

**Human Resources** The increase in human resources costs is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits.

**Operating/Minor Capital Equip.** No material change to budget

**Purchased Services** The budget decrease is due to a restatement of costs to By-law Enforcement Service

**Corp. Expenditures/Provisions** N/A

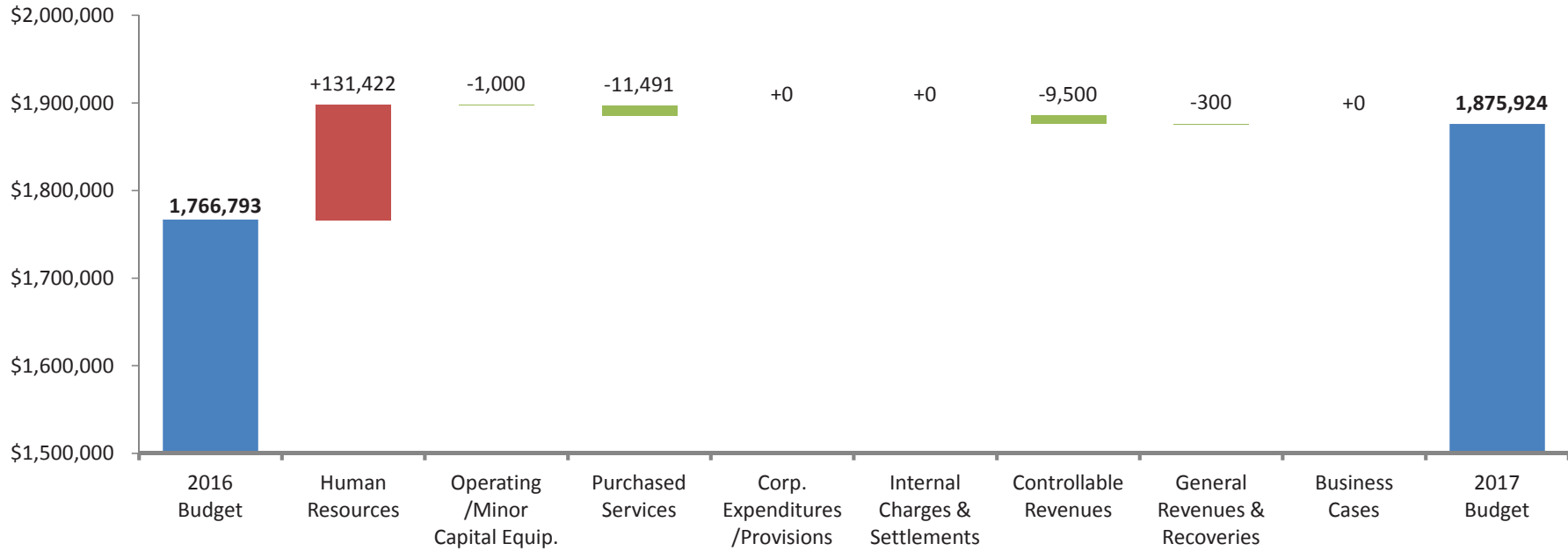
**Internal Charges & Settlements** N/A

**Controllable Revenues** The elimination of the site plan process for low density residential will have a minor net decrease on revenues . This will be offset by an increase in Official Plan and Rezoning revenues.

**General Revenues & Recoveries** No material change to budget

**Business Cases** Land Economics Consultant #2017-052 - One-time funding request to retain Land Economics consulting services for development proposals

2017 Proposed Budget vs. 2016 Approved Budget





## 2017 OPERATING BUDGET

## SERVICE RESOURCE SUMMARY

## FACILITIES &amp; BUILDINGS - DESIGN AND CONSTRUCTION

## Service Description

An internal service to provide design, construction and project management services for City owned facilities and buildings

## Service Owner Name

David Taggart

	2015	2016		2017 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Human Resources	\$ 862,521	\$ 894,264	\$ 894,264	\$ 911,325	\$ 17,061	1.9%	\$ -	\$ 911,325	1.9%
Operating/Minor Capital Equip.	\$ 555	\$ 1,850	\$ 1,550	\$ 2,100	\$ 250	13.5%	\$ -	\$ 2,100	13.5%
Purchased Services	\$ 11,561	\$ 17,570	\$ 41,970	\$ 16,720	\$ (850)	-4.8%	\$ -	\$ 16,720	-4.8%
Corp. Expenditures/Provisions	\$ 5,202	\$ 6,000	\$ 6,000	\$ 6,000	\$ -	0.0%	\$ -	\$ 6,000	0.0%
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
<b>TOTAL EXPENDITURES</b>	<b>\$ 879,839</b>	<b>\$ 919,684</b>	<b>\$ 943,784</b>	<b>\$ 936,145</b>	<b>\$ 16,461</b>	<b>1.8%</b>	<b>\$ -</b>	<b>\$ 936,145</b>	<b>1.8%</b>
Controllable Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
General Revenues & Recoveries	\$ (206,600)	\$ (217,420)	\$ (217,532)	\$ (221,768)	\$ (4,348)	2.0%	\$ -	\$ (221,768)	2.0%
<b>TOTAL REVENUES</b>	<b>\$ (206,600)</b>	<b>\$ (217,420)</b>	<b>\$ (217,532)</b>	<b>\$ (221,768)</b>	<b>\$ (4,348)</b>	<b>2.0%</b>	<b>\$ -</b>	<b>\$ (221,768)</b>	<b>2.0%</b>
<b>NET OPERATING BUDGET</b>	<b>\$ 673,239</b>	<b>\$ 702,264</b>	<b>\$ 726,252</b>	<b>\$ 714,377</b>	<b>\$ 12,113</b>	<b>1.7%</b>	<b>\$ -</b>	<b>\$ 714,377</b>	<b>1.7%</b>

## Base Budget Changes Commentary

**Human Resources** The increase in human resources costs is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits

**Operating/Minor Capital Equip.** Increase in operating expenses is due to higher costs associated with accessibility requirements for public meetings as well as printed materials

**Purchased Services** Decrease in purchased services is due to a lower requirement in 2017 for the of hiring contractors for the purpose of converting materials to be accessible

**Corp. Expenditures/Provisions** No material change to budget

**Internal Charges & Settlements** N/A

**Controllable Revenues** N/A

**General Revenues & Recoveries** The increase is due to higher recoveries from capital projects for staff time associated with facilities' projects

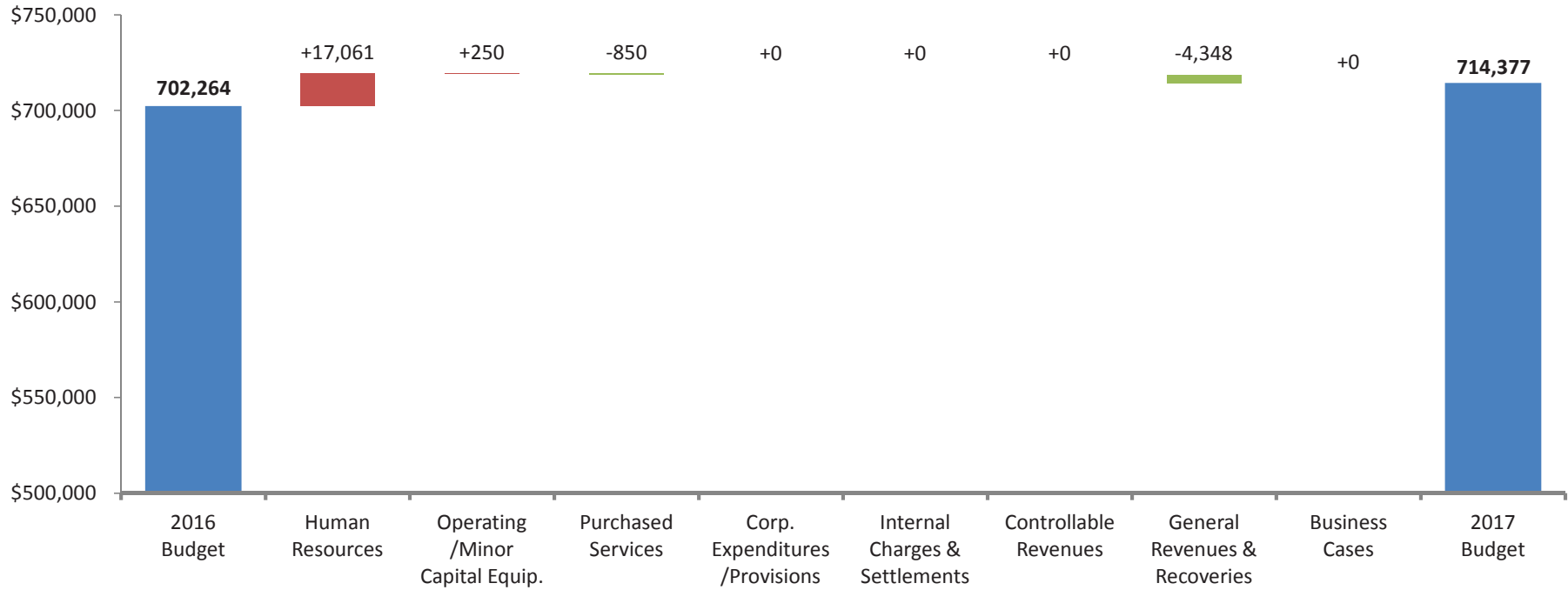
**Business Cases** N/A

2017 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

FACILITIES & BUILDINGS - DESIGN AND CONSTRUCTION

2017 Proposed Budget vs. 2016 Approved Budget



## 2017 OPERATING BUDGET

## SERVICE RESOURCE SUMMARY

## PARKS AND OPEN SPACE - DESIGN AND DEVELOPMENT

## Service Description

A public service to provide design, construction, asset management and project management services for parks and open spaces

## Service Owner Name

Rob Peachey

	2015	2016		2017 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Human Resources	\$ 727,736	\$ 782,805	\$ 776,305	\$ 844,215	\$ 61,410	7.8%	\$ -	\$ 844,215	7.8%
Operating/Minor Capital Equip.	\$ 8,356	\$ 27,400	\$ 27,400	\$ 30,825	\$ 3,425	12.5%	\$ -	\$ 30,825	12.5%
Purchased Services	\$ 23,016	\$ 32,944	\$ 32,944	\$ 32,086	\$ (858)	-2.6%	\$ -	\$ 32,086	-2.6%
Corp. Expenditures/Provisions	\$ 2,890	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
Internal Charges & Settlements	\$ 529	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	0.0%	\$ -	\$ 2,000	0.0%
<b>TOTAL EXPENDITURES</b>	<b>\$ 762,527</b>	<b>\$ 845,149</b>	<b>\$ 838,649</b>	<b>\$ 909,126</b>	<b>\$ 63,977</b>	<b>7.6%</b>	<b>\$ -</b>	<b>\$ 909,126</b>	<b>7.6%</b>
Controllable Revenues	\$ (3,764)	\$ (3,800)	\$ (5,000)	\$ (5,500)	\$ (1,700)	44.7%	\$ -	\$ (5,500)	44.7%
General Revenues & Recoveries	\$ (188,023)	\$ (190,610)	\$ (190,610)	\$ (194,420)	\$ (3,810)	2.0%	\$ -	\$ (194,420)	2.0%
<b>TOTAL REVENUES</b>	<b>\$ (191,788)</b>	<b>\$ (194,410)</b>	<b>\$ (195,610)</b>	<b>\$ (199,920)</b>	<b>\$ (5,510)</b>	<b>2.8%</b>	<b>\$ -</b>	<b>\$ (199,920)</b>	<b>2.8%</b>
<b>NET OPERATING BUDGET</b>	<b>\$ 570,740</b>	<b>\$ 650,739</b>	<b>\$ 643,039</b>	<b>\$ 709,206</b>	<b>\$ 58,467</b>	<b>9.0%</b>	<b>\$ -</b>	<b>\$ 709,206</b>	<b>9.0%</b>

## Base Budget Commentary

**Human Resources** The increase in human resources costs is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits and the conversion of a part-time position to a full-time position to enhance the delivery of the community garden program

**Operating/Minor Capital Equip.** The increase in operating costs is comprised of increases for office materials and wearing apparel

**Purchased Services** No material change to budget

**Corp. Expenditures/Provisions** N/A

**Internal Charges & Settlements** No material change to budget

**Controllable Revenues** Expected increase to revenues for additional community garden plots

**General Revenues & Recoveries** No material change to budget

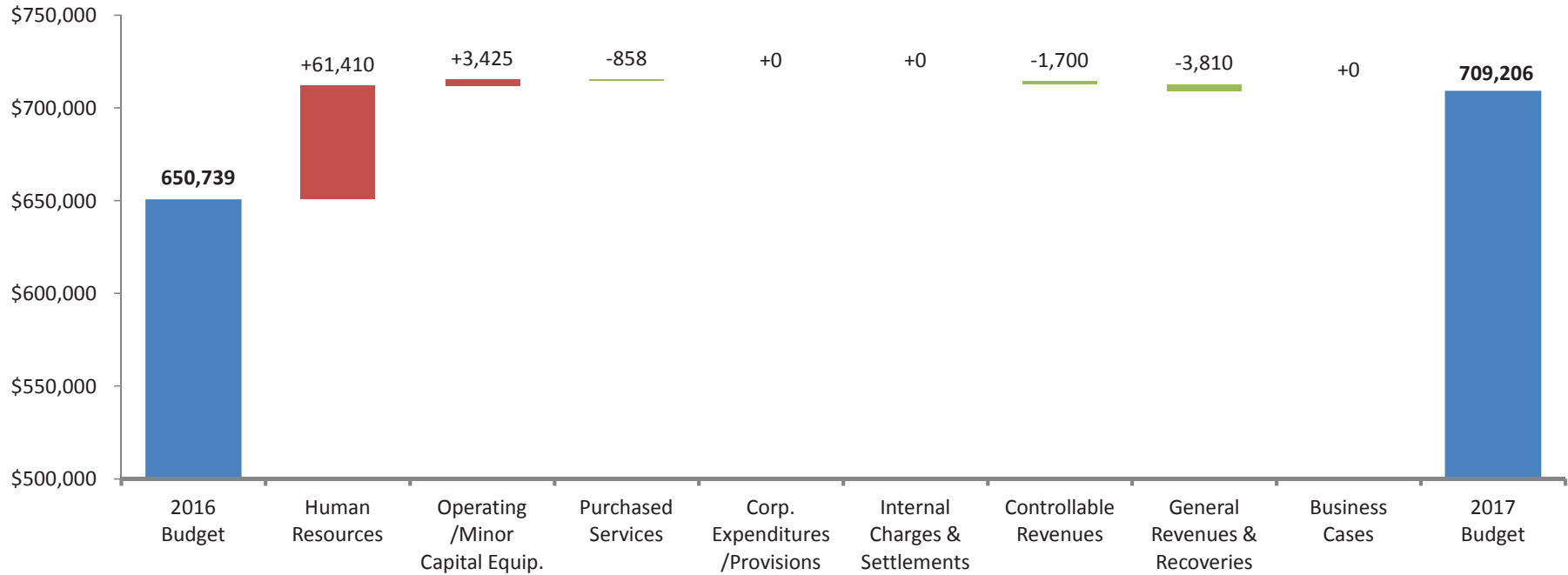
**Business Cases** N/A

2017 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

PARKS AND OPEN SPACE - DESIGN AND DEVELOPMENT

2017 Proposed Budget vs. 2016 Approved Budget



## 2017 OPERATING BUDGET

## SERVICE RESOURCE SUMMARY

## PLANNING POLICY

## Service Description

An internal service that develops, monitors and reviews Official Plan policy for the physical development of the City.

## Service Owner Name

Andrea Smith

	2015	2016		2017 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Human Resources	\$ 682,662	\$ 774,885	\$ 761,965	\$ 1,167,700	\$ 392,815	50.7%	\$ -	\$ 1,167,700	50.7%
Operating/Minor Capital Equip.	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
Purchased Services	\$ -	\$ 390,000	\$ 345,000	\$ 360,000	\$ (30,000)	-7.7%	\$ -	\$ 360,000	-7.7%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
<b>TOTAL EXPENDITURES</b>	<b>\$ 682,662</b>	<b>\$ 1,164,885</b>	<b>\$ 1,106,965</b>	<b>\$ 1,527,700</b>	<b>\$ 362,815</b>	<b>31.1%</b>	<b>\$ -</b>	<b>\$ 1,527,700</b>	<b>31.1%</b>
Controllable Revenues	\$ (4,574)	\$ (3,650)	\$ (3,650)	\$ (4,500)	\$ (850)	23.3%	\$ -	\$ (4,500)	23.3%
General Revenues & Recoveries	\$ -	\$ (510,075)	\$ (457,825)	\$ (840,300)	\$ (330,225)	64.7%	\$ -	\$ (840,300)	64.7%
<b>TOTAL REVENUES</b>	<b>\$ (4,574)</b>	<b>\$ (513,725)</b>	<b>\$ (461,475)</b>	<b>\$ (844,800)</b>	<b>\$ (331,075)</b>	<b>64.4%</b>	<b>\$ -</b>	<b>\$ (844,800)</b>	<b>64.4%</b>
<b>NET OPERATING BUDGET</b>	<b>\$ 678,087</b>	<b>\$ 651,160</b>	<b>\$ 645,490</b>	<b>\$ 682,900</b>	<b>\$ 31,740</b>	<b>4.9%</b>	<b>\$ -</b>	<b>\$ 682,900</b>	<b>4.9%</b>

## Base Budget Commentary

**Human Resources** The increase in human resources is mainly due to the addition of the Mobility Hub team. Outside of this change, the increase is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits

**Operating/Minor Capital Equip.** N/A

**Purchased Services** The decrease is a result of the removal of one time professional services costs related to the Intensification study. This was partially offset by 2017 costs related to the Mobility Hubs .

**Corp. Expenditures/Provisions** N/A

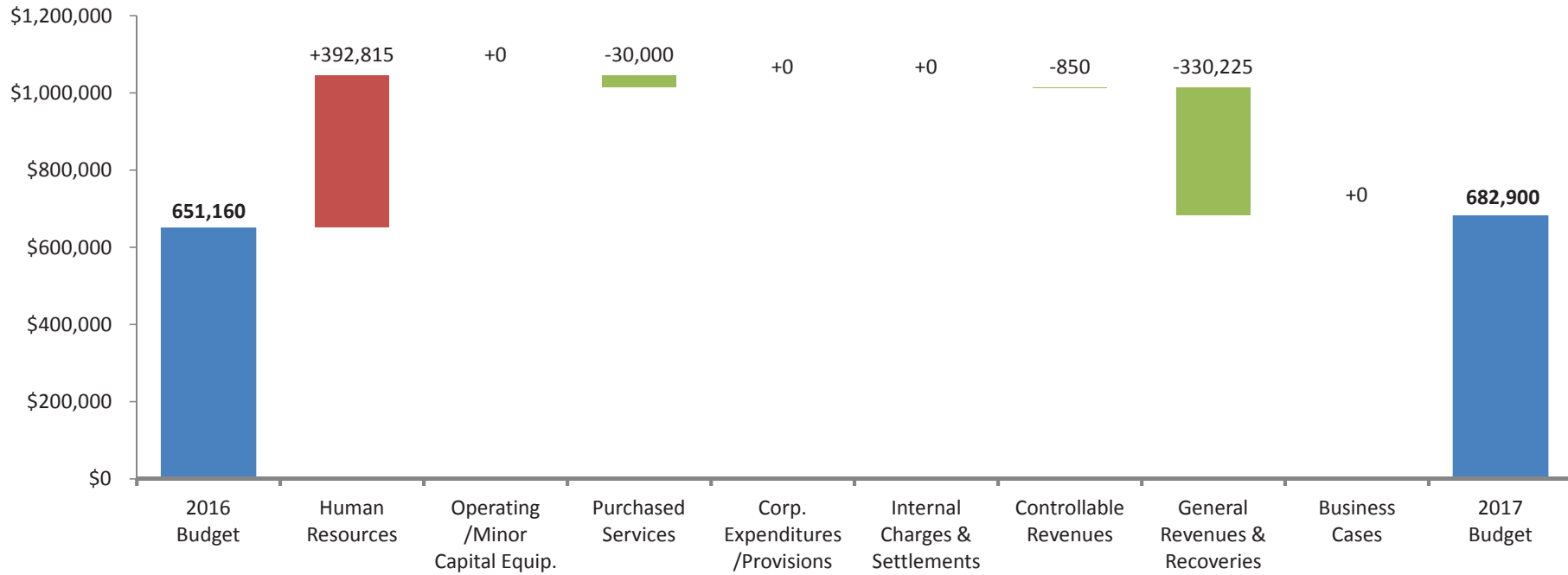
**Internal Charges & Settlements** N/A

**Controllable Revenues** The increase to budget is due to a volume increase for planning services revenues

**General Revenues & Recoveries** Budget was increased based on additional funding to support the Mobility Hub team

**Business Cases** N/A

2017 Proposed Budget vs. 2016 Approved Budget



# 2017 Budget

## 2017 Proposed Operating Budget

### Customer Relations and Citizen Representation

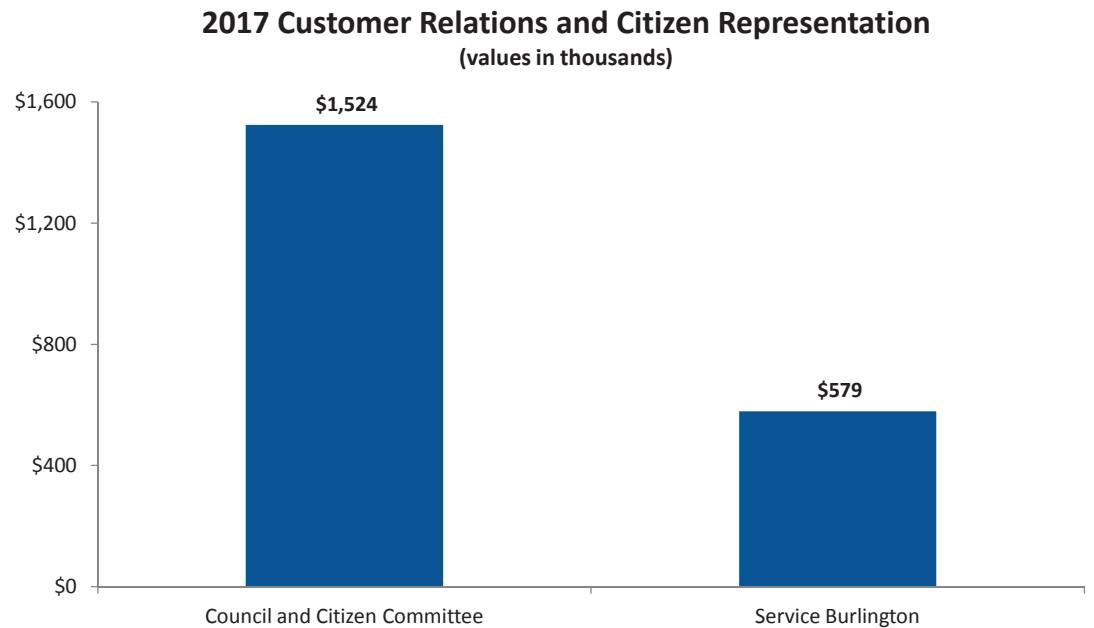
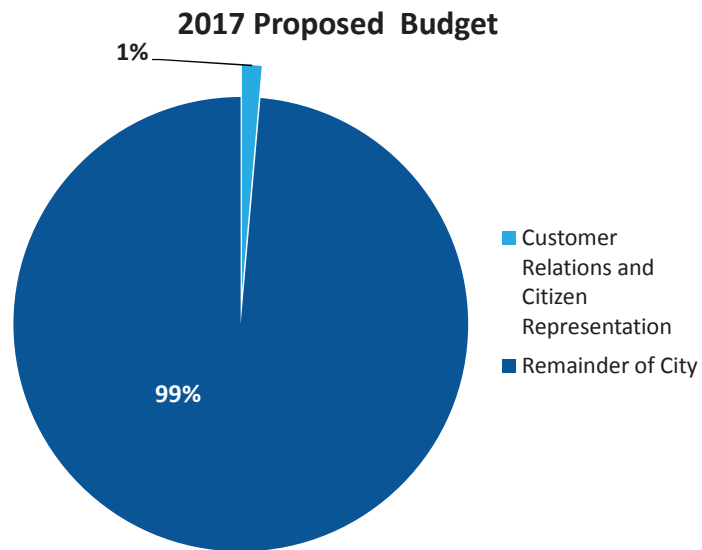
- Council and Citizen Committee
- Service Burlington

2017 OPERATING BUDGET

SERVICE CATEGORY SUMMARY

CUSTOMER RELATIONS AND CITIZEN REPRESENTATION

Services	2015	2016		2017 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Council and Citizen Committee	\$ 1,401,658	\$ 1,515,590	\$ 1,518,025	\$ 1,523,576	\$ 7,986	0.5%	\$ -	\$ 1,523,576	0.5%
Service Burlington	\$ 436,104	\$ 561,390	\$ 478,810	\$ 579,028	\$ 17,638	3.1%	\$ -	\$ 579,028	3.1%
<b>Total Customer Relations and Citizen Representation</b>	<b>\$ 1,837,762</b>	<b>\$ 2,076,980</b>	<b>\$ 1,996,835</b>	<b>\$ 2,102,604</b>	<b>\$ 25,624</b>	<b>1.2%</b>	<b>\$ -</b>	<b>\$ 2,102,604</b>	<b>1.2%</b>





## 2017 OPERATING BUDGET

## SERVICE RESOURCE SUMMARY

## COUNCIL &amp; CITIZEN COMMITTEE

## Service Description

A public service to provide public access to and participation in Council decision making, ensuring open, accountable and transparent local government.

## Service Owner Name

Danielle Pitoscia

	2015	2016		2017 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Human Resources	\$ 1,126,897	\$ 1,350,790	\$ 1,363,440	\$ 1,313,176	\$ (37,614)	-2.8%	\$ -	\$ 1,313,176	-2.8%
Operating/Minor Capital Equip.	\$ 122,483	\$ 104,970	\$ 100,954	\$ 97,410	\$ (7,560)	-7.2%	\$ -	\$ 97,410	-7.2%
Purchased Services	\$ 81,114	\$ 62,130	\$ 63,208	\$ 55,040	\$ (7,090)	-11.4%	\$ -	\$ 55,040	-11.4%
Corp. Expenditures/Provisions	\$ 260,989	\$ 232,860	\$ 236,434	\$ 232,910	\$ 50	0.0%	\$ -	\$ 232,910	0.0%
Internal Charges & Settlements	\$ -	\$ 1,700	\$ 1,700	\$ -	\$ (1,700)	-100.0%	\$ -	\$ -	-100.0%
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,591,483</b>	<b>\$ 1,752,450</b>	<b>\$ 1,765,736</b>	<b>\$ 1,698,536</b>	<b>\$ (53,914)</b>	<b>-3.1%</b>	<b>\$ -</b>	<b>\$ 1,698,536</b>	<b>-3.1%</b>
Controllable Revenues	\$ (17,201)	\$ (10,000)	\$ (20,851)	\$ (12,000)	\$ (2,000)	20.0%	\$ -	\$ (12,000)	20.0%
General Revenues & Recoveries	\$ (172,624)	\$ (226,860)	\$ (226,860)	\$ (162,960)	\$ 63,900	-28.2%	\$ -	\$ (162,960)	-28.2%
<b>TOTAL REVENUES</b>	<b>\$ (189,825)</b>	<b>\$ (236,860)</b>	<b>\$ (247,711)</b>	<b>\$ (174,960)</b>	<b>\$ 61,900</b>	<b>-26.1%</b>	<b>\$ -</b>	<b>\$ (174,960)</b>	<b>-26.1%</b>
<b>NET OPERATING BUDGET</b>	<b>\$ 1,401,658</b>	<b>\$ 1,515,590</b>	<b>\$ 1,518,025</b>	<b>\$ 1,523,576</b>	<b>\$ 7,986</b>	<b>0.5%</b>	<b>\$ -</b>	<b>\$ 1,523,576</b>	<b>0.5%</b>

## Base Budget Commentary

**Human Resources** The decrease is due to the removal of one time cost related to the Implementation of the Agenda Management Solutions. This is partly offset by the increases related to provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits

**Operating/Minor Capital Equip.** Decrease mainly related to the removal of one time cost related to the Implementation of the Agenda Management Solutions

**Purchased Services** Decrease due to cost realignment with Communication Service for professional service costs

**Corp. Expenditures/Provisions** No material change in budget

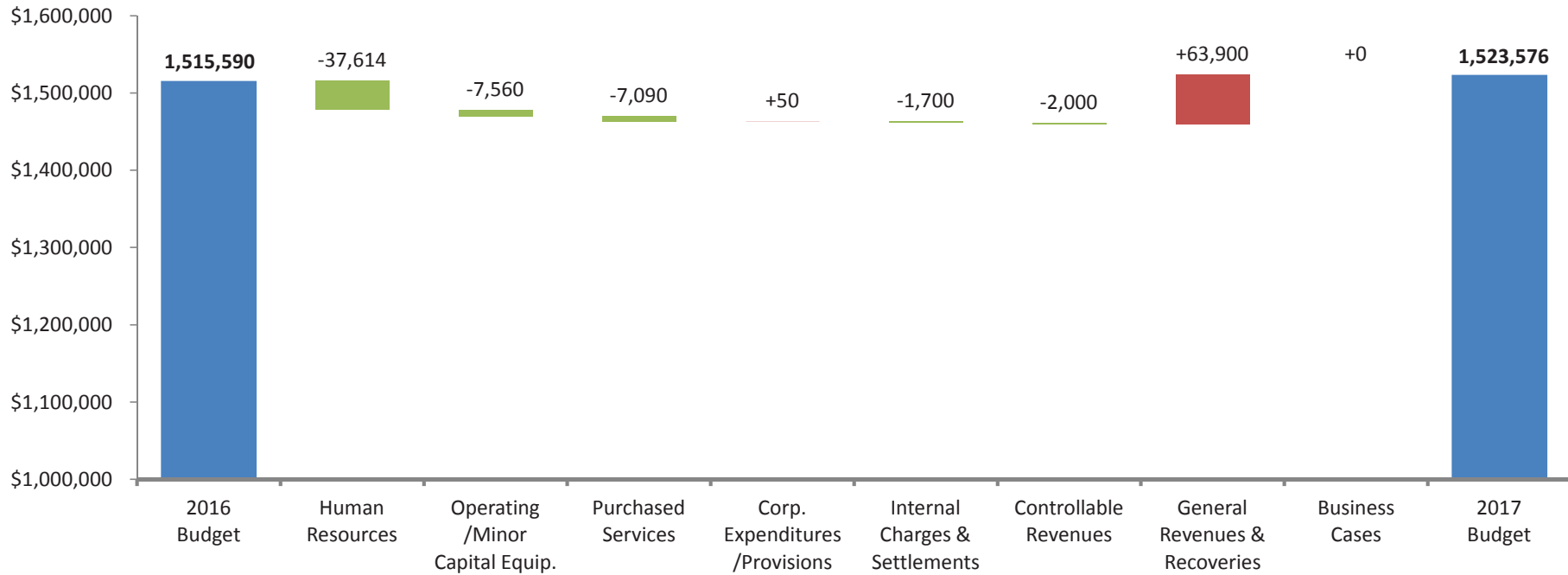
**Internal Charges & Settlements** No material change in budget

**Controllable Revenues** No material change in budget

**General Revenues & Recoveries** Decrease mainly related to the removal of one time cost related to the Implementation of the Agenda Management Solutions

**Business Cases** N/A

2017 Proposed Budget vs. 2016 Approved Budget



## 2017 OPERATING BUDGET

## SERVICE RESOURCE SUMMARY

## SERVICE BURLINGTON

## Service Description

A public service to respond to inquiries and manage payments such as taxes, marriage licences and death registration. Provide transparency through Freedom of Information requests and management of corporate records.

## Service Owner Name

Deb Caughlin

	2015	2016		2017 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Human Resources	\$ 566,934	\$ 705,930	\$ 623,900	\$ 727,878	\$ 21,948	3.1%	\$ -	\$ 727,878	3.1%
Operating/Minor Capital Equip.	\$ 43,224	\$ 36,000	\$ 36,000	\$ 37,440	\$ 1,440	4.0%	\$ -	\$ 37,440	4.0%
Purchased Services	\$ 26,389	\$ 21,900	\$ 31,900	\$ 21,900	\$ -	0.0%	\$ -	\$ 21,900	0.0%
Corp. Expenditures/Provisions	\$ 2,463	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0.0%	\$ -	\$ 1,000	0.0%
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
<b>TOTAL EXPENDITURES</b>	<b>\$ 639,010</b>	<b>\$ 764,830</b>	<b>\$ 692,800</b>	<b>\$ 788,218</b>	<b>\$ 23,388</b>	<b>3.1%</b>	<b>\$ -</b>	<b>\$ 788,218</b>	<b>3.1%</b>
Controllable Revenues	\$ (201,143)	\$ (202,390)	\$ (213,990)	\$ (209,190)	\$ (6,800)	3.4%	\$ -	\$ (209,190)	3.4%
General Revenues & Recoveries	\$ (1,763)	\$ (1,050)	\$ -	\$ -	\$ 1,050	-100.0%	\$ -	\$ -	-100.0%
<b>TOTAL REVENUES</b>	<b>\$ (202,906)</b>	<b>\$ (203,440)</b>	<b>\$ (213,990)</b>	<b>\$ (209,190)</b>	<b>\$ (5,750)</b>	<b>2.8%</b>	<b>\$ -</b>	<b>\$ (209,190)</b>	<b>2.8%</b>
<b>NET OPERATING BUDGET</b>	<b>\$ 436,104</b>	<b>\$ 561,390</b>	<b>\$ 478,810</b>	<b>\$ 579,028</b>	<b>\$ 17,638</b>	<b>3.1%</b>	<b>\$ -</b>	<b>\$ 579,028</b>	<b>3.1%</b>

## Base Budget Commentary

**Human Resources** The increase in human resources costs is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits

**Operating/Minor Capital Equip.** Increased costs associated for marriage licenses is offset with additional revenue

**Purchased Services** No material change in budget

**Corp. Expenditures/Provisions** No material change in budget

**Internal Charges & Settlements** N/A

**Controllable Revenues** Increase revenues from additional marriage license volumes and increased death certificate fees

**General Revenues & Recoveries** Federal grants for summer students are discontinued

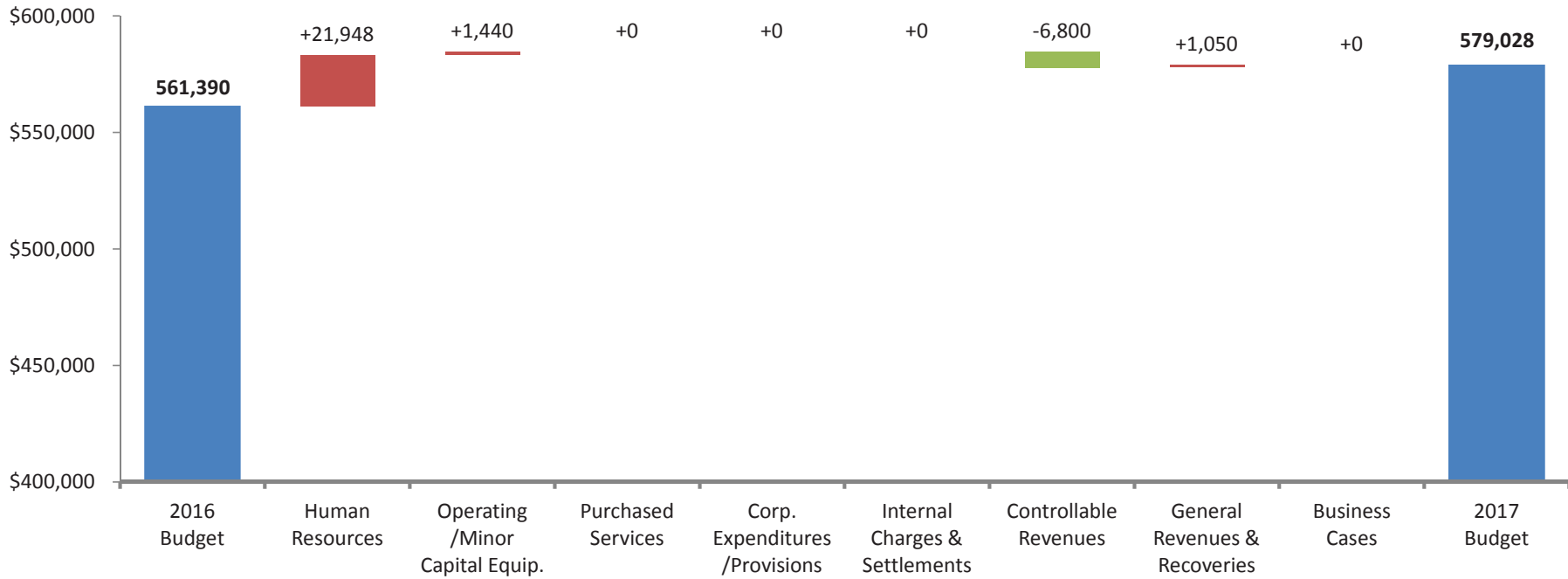
**Business Cases** N/A

2017 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

SERVICE BURLINGTON

2017 Proposed Budget vs. 2016 Approved Budget



# 2017 Budget

## 2017 Proposed Operating Budget

### Internal Support and Administration

- Asset Management
- Communications
- Corporate Legal
- Corporate Management
- Financial Management
- Fleet Management
- Geographic Information and Mapping
- Human Resources
- Information Technology
- Internal Audit

# 2017 Proposed Operating Budget and Forecast

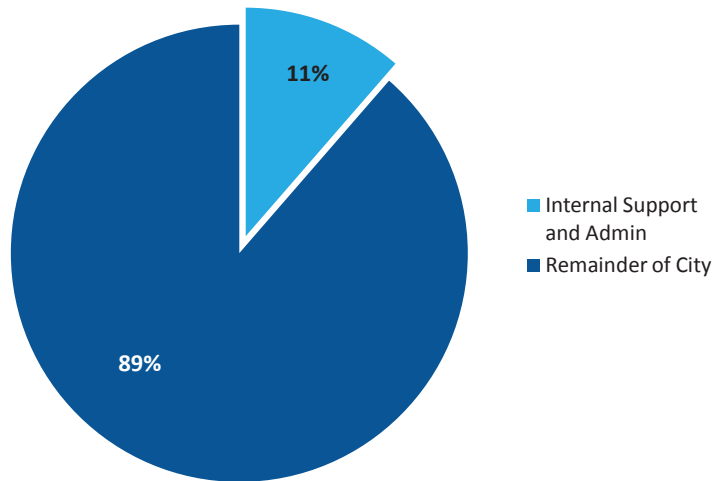
## 2017 OPERATING BUDGET

### SERVICE CATEGORY SUMMARY

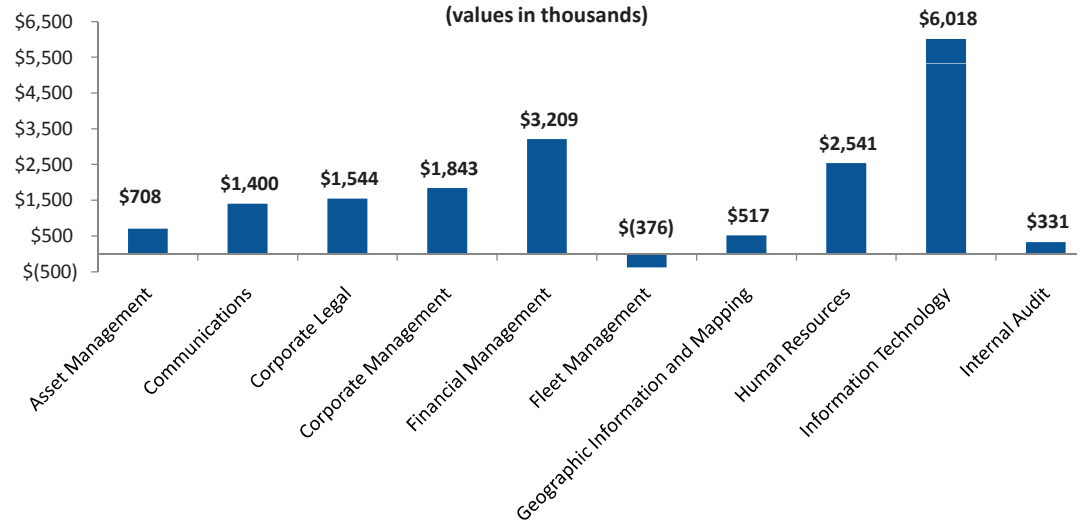
### INTERNAL SUPPORT AND ADMIN

Services	2015	2016		2017 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Asset Management	\$ 317,855	\$ 675,636	\$ 473,771	\$ 707,704	\$ 32,068	4.7%	\$ -	\$ 707,704	4.7%
Communications	\$ 1,182,122	\$ 1,200,085	\$ 1,109,492	\$ 1,399,722	\$ 199,637	16.6%	\$ -	\$ 1,399,722	16.6%
Corporate Legal	\$ 1,182,613	\$ 1,414,460	\$ 1,264,310	\$ 1,543,884	\$ 129,424	9.2%	\$ -	\$ 1,543,884	9.2%
Corporate Management	\$ 1,429,379	\$ 1,264,260	\$ 1,280,179	\$ 1,293,274	\$ 29,014	2.3%	\$ 550,000	\$ 1,843,274	45.8%
Financial Management	\$ 3,043,288	\$ 3,121,291	\$ 2,985,874	\$ 3,208,546	\$ 87,255	2.8%	\$ -	\$ 3,208,546	2.8%
Fleet Management	\$ (308,355)	\$ (309,822)	\$ (227,784)	\$ (308,354)	\$ 1,468	-0.5%	\$ (67,350)	\$ (375,704)	21.3%
Geographic Information and Mapping	\$ 581,173	\$ 514,535	\$ 521,164	\$ 517,389	\$ 2,854	0.6%	\$ -	\$ 517,389	0.6%
Human Resources	\$ 2,280,599	\$ 2,500,613	\$ 2,315,832	\$ 2,541,063	\$ 40,450	1.6%	\$ -	\$ 2,541,063	1.6%
Information Technology	\$ 5,217,348	\$ 5,498,667	\$ 5,373,796	\$ 6,018,367	\$ 519,700	9.5%	\$ -	\$ 6,018,367	9.5%
Internal Audit	\$ 304,418	\$ 326,840	\$ 342,448	\$ 331,145	\$ 4,305	1.3%	\$ -	\$ 331,145	1.3%
<b>Total Internal Support and Admin</b>	<b>\$ 15,230,441</b>	<b>\$ 16,206,565</b>	<b>\$ 15,439,082</b>	<b>\$ 17,252,740</b>	<b>\$ 1,046,175</b>	<b>6.5%</b>	<b>\$ 482,650</b>	<b>\$ 17,735,390</b>	<b>9.4%</b>

2017 Proposed Budget



2017 Internal Support by Service



## 2017 OPERATING BUDGET

## SERVICE RESOURCE SUMMARY

## ASSET MANAGEMENT

## Service Description

An internal service to provide strategic infrastructure asset management, including managing rehabilitation, renewal and revitalization through the assets' full life cycle

## Service Owner Name

Paul Rohoman

	2015	2016		2017 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Human Resources	\$ 512,564	\$ 796,246	\$ 580,596	\$ 811,974	\$ 15,728	2.0%	\$ -	\$ 811,974	2.0%
Operating/Minor Capital Equip.	\$ 344	\$ 650	\$ 650	\$ 450	\$ (200)	-30.8%	\$ -	\$ 450	-30.8%
Purchased Services	\$ 28,330	\$ 23,740	\$ 39,865	\$ 31,700	\$ 7,960	33.5%	\$ -	\$ 31,700	33.5%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
<b>TOTAL EXPENDITURES</b>	<b>\$ 541,238</b>	<b>\$ 820,636</b>	<b>\$ 621,111</b>	<b>\$ 844,124</b>	<b>\$ 23,488</b>	<b>2.9%</b>	<b>\$ -</b>	<b>\$ 844,124</b>	<b>2.9%</b>
Controllable Revenues	\$ (194,938)	\$ (124,000)	\$ (126,000)	\$ (115,000)	\$ 9,000	-7.3%	\$ -	\$ (115,000)	-7.3%
General Revenues & Recoveries	\$ (28,445)	\$ (21,000)	\$ (21,340)	\$ (21,420)	\$ (420)	2.0%	\$ -	\$ (21,420)	2.0%
<b>TOTAL REVENUES</b>	<b>\$ (223,383)</b>	<b>\$ (145,000)</b>	<b>\$ (147,340)</b>	<b>\$ (136,420)</b>	<b>\$ 8,580</b>	<b>-5.9%</b>	<b>\$ -</b>	<b>\$ (136,420)</b>	<b>-5.9%</b>
<b>NET OPERATING BUDGET</b>	<b>\$ 317,855</b>	<b>\$ 675,636</b>	<b>\$ 473,771</b>	<b>\$ 707,704</b>	<b>\$ 32,068</b>	<b>4.7%</b>	<b>\$ -</b>	<b>\$ 707,704</b>	<b>4.7%</b>

## Base Budget Commentary

**Human Resources** The increase in human resources costs is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits

**Operating/Minor Capital Equip.** No material change to budget

**Purchased Services** An increase to due to costs associated with the update of the Asset Management plan by a consultant to be compliant with provincial regulations

**Corp. Expenditures/Provisions** N/A

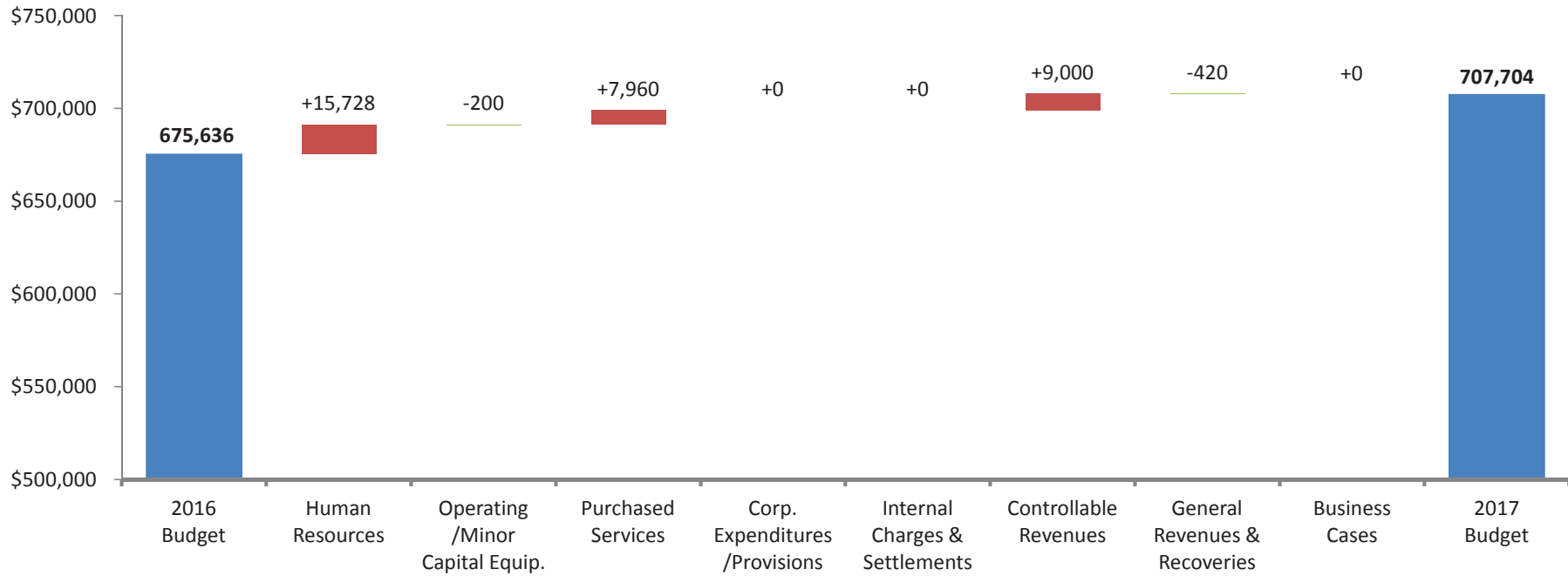
**Internal Charges & Settlements** N/A

**Controllable Revenues** Revenues have decreased due to lower volumes of excavation permits anticipated as Bell and Cogeco upgrades have been completed.

**General Revenues & Recoveries** No material change to budget

**Business Cases** N/A

2017 Proposed Budget vs. 2016 Approved Budget





## 2017 OPERATING BUDGET

## SERVICE RESOURCE SUMMARY

## COMMUNICATIONS

## Service Description

An internal service to support staff in producing timely and effective communication.

## Service Owner Name

Donna Kell

	2015	2016		2017 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Human Resources	\$ 1,106,621	\$ 1,109,600	\$ 1,005,010	\$ 1,222,857	\$ 113,257	10.2%	\$ -	\$ 1,222,857	10.2%
Operating/Minor Capital Equip.	\$ 19,441	\$ 17,800	\$ 15,800	\$ 65,700	\$ 47,900	269.1%	\$ -	\$ 65,700	269.1%
Purchased Services	\$ 131,888	\$ 83,285	\$ 106,175	\$ 116,165	\$ 32,880	39.5%	\$ -	\$ 116,165	39.5%
Corp. Expenditures/Provisions	\$ (185)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,257,764</b>	<b>\$ 1,210,685</b>	<b>\$ 1,126,985</b>	<b>\$ 1,404,722</b>	<b>\$ 194,037</b>	<b>16.0%</b>	<b>\$ -</b>	<b>\$ 1,404,722</b>	<b>16.0%</b>
Controllable Revenues	\$ (2,256)	\$ (9,200)	\$ (16,093)	\$ (5,000)	\$ 4,200	-45.7%	\$ -	\$ (5,000)	-45.7%
General Revenues & Recoveries	\$ (73,386)	\$ (1,400)	\$ (1,400)	\$ -	\$ 1,400	-100.0%	\$ -	\$ -	-100.0%
<b>TOTAL REVENUES</b>	<b>\$ (75,642)</b>	<b>\$ (10,600)</b>	<b>\$ (17,493)</b>	<b>\$ (5,000)</b>	<b>\$ 5,600</b>	<b>-52.8%</b>	<b>\$ -</b>	<b>\$ (5,000)</b>	<b>-52.8%</b>
<b>NET OPERATING BUDGET</b>	<b>\$ 1,182,122</b>	<b>\$ 1,200,085</b>	<b>\$ 1,109,492</b>	<b>\$ 1,399,722</b>	<b>\$ 199,637</b>	<b>16.6%</b>	<b>\$ -</b>	<b>\$ 1,399,722</b>	<b>16.6%</b>

## Base Budget Commentary

**Human Resources** The increase in human resources costs reflects an additional resource to support intergovernmental relations. In addition, other factors include provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits

**Operating/Minor Capital Equip.** Increase related to new software to support community engagement initiatives

**Purchased Services** Increase related to the City Talk publication costs

**Corp. Expenditures/Provisions** N/A

**Internal Charges & Settlements** N/A

**Controllable Revenues** Decrease related to lower than anticipated advertising revenue

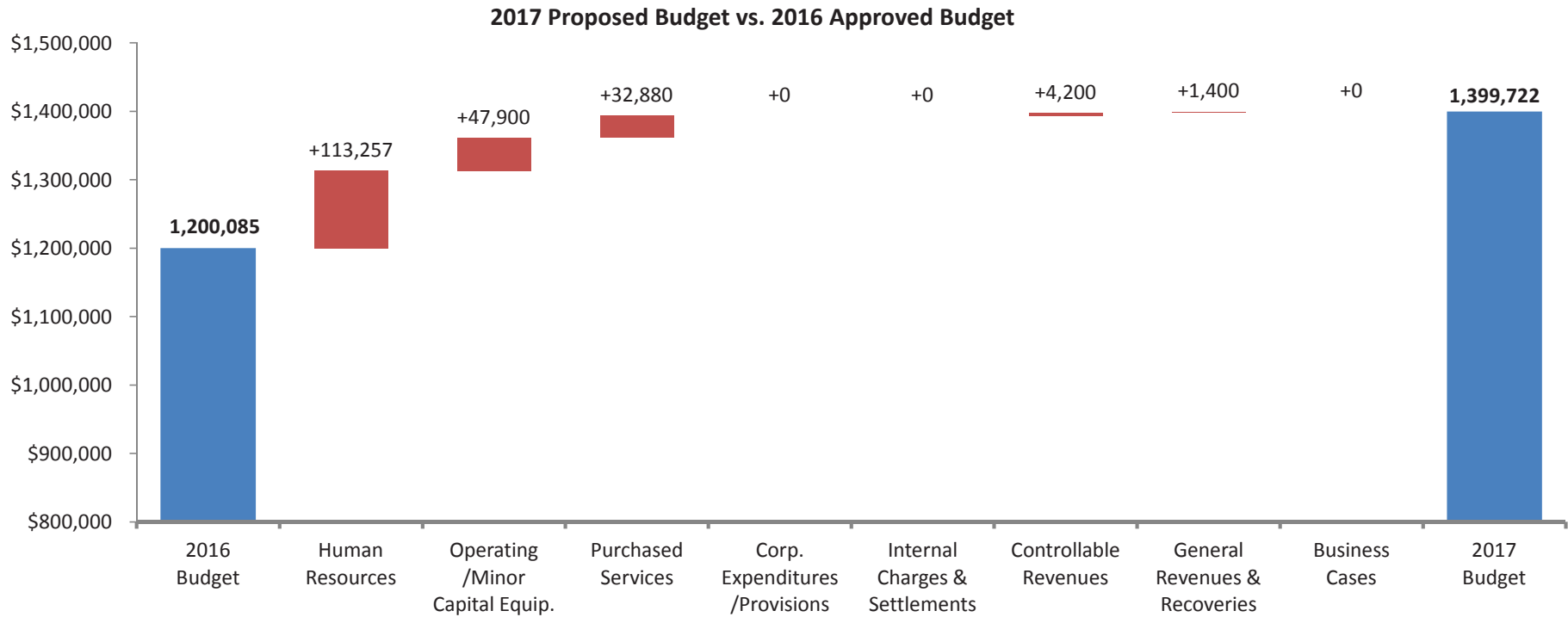
**General Revenues & Recoveries** N/A

**Business Cases** N/A

2017 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

COMMUNICATIONS



## 2017 OPERATING BUDGET

## SERVICE RESOURCE SUMMARY

## CORPORATE LEGAL

## Service Description

An internal service to help Council, the City and its business units achieve their strategic and operating objectives by providing strategic legal and real estate advice and service.

## Service Owner Name

Nancy Shea Nicol

	2015	2016		2017 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Human Resources	\$ 1,413,408	\$ 1,621,290	\$ 1,490,890	\$ 1,771,186	\$ 149,896	9.2%	\$ -	\$ 1,771,186	9.2%
Operating/Minor Capital Equip.	\$ 43,150	\$ 48,450	\$ 46,950	\$ 49,400	\$ 950	2.0%	\$ -	\$ 49,400	2.0%
Purchased Services	\$ 72,050	\$ 84,800	\$ 83,550	\$ 86,400	\$ 1,600	1.9%	\$ -	\$ 86,400	1.9%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,528,608</b>	<b>\$ 1,754,540</b>	<b>\$ 1,621,390</b>	<b>\$ 1,906,986</b>	<b>\$ 152,446</b>	<b>8.7%</b>	<b>\$ -</b>	<b>\$ 1,906,986</b>	<b>8.7%</b>
Controllable Revenues	\$ (204,706)	\$ (159,000)	\$ (176,000)	\$ (179,000)	\$ (20,000)	12.6%	\$ -	\$ (179,000)	12.6%
General Revenues & Recoveries	\$ (141,288)	\$ (181,080)	\$ (181,080)	\$ (184,102)	\$ (3,022)	1.7%	\$ -	\$ (184,102)	1.7%
<b>TOTAL REVENUES</b>	<b>\$ (345,994)</b>	<b>\$ (340,080)</b>	<b>\$ (357,080)</b>	<b>\$ (363,102)</b>	<b>\$ (23,022)</b>	<b>6.8%</b>	<b>\$ -</b>	<b>\$ (363,102)</b>	<b>6.8%</b>
<b>NET OPERATING BUDGET</b>	<b>\$ 1,182,613</b>	<b>\$ 1,414,460</b>	<b>\$ 1,264,310</b>	<b>\$ 1,543,884</b>	<b>\$ 129,424</b>	<b>9.2%</b>	<b>\$ -</b>	<b>\$ 1,543,884</b>	<b>9.2%</b>

## Base Budget Commentary

**Human Resources** The increase in human resource costs is mainly associated the conversion of a part-time solicitor (0.4FTE) to a full time permanent position. Outside of this change, the increase comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits

**Operating/Minor Capital Equip.** No material change to budget

**Purchased Services** No material change to budget

**Corp. Expenditures/Provisions** N/A

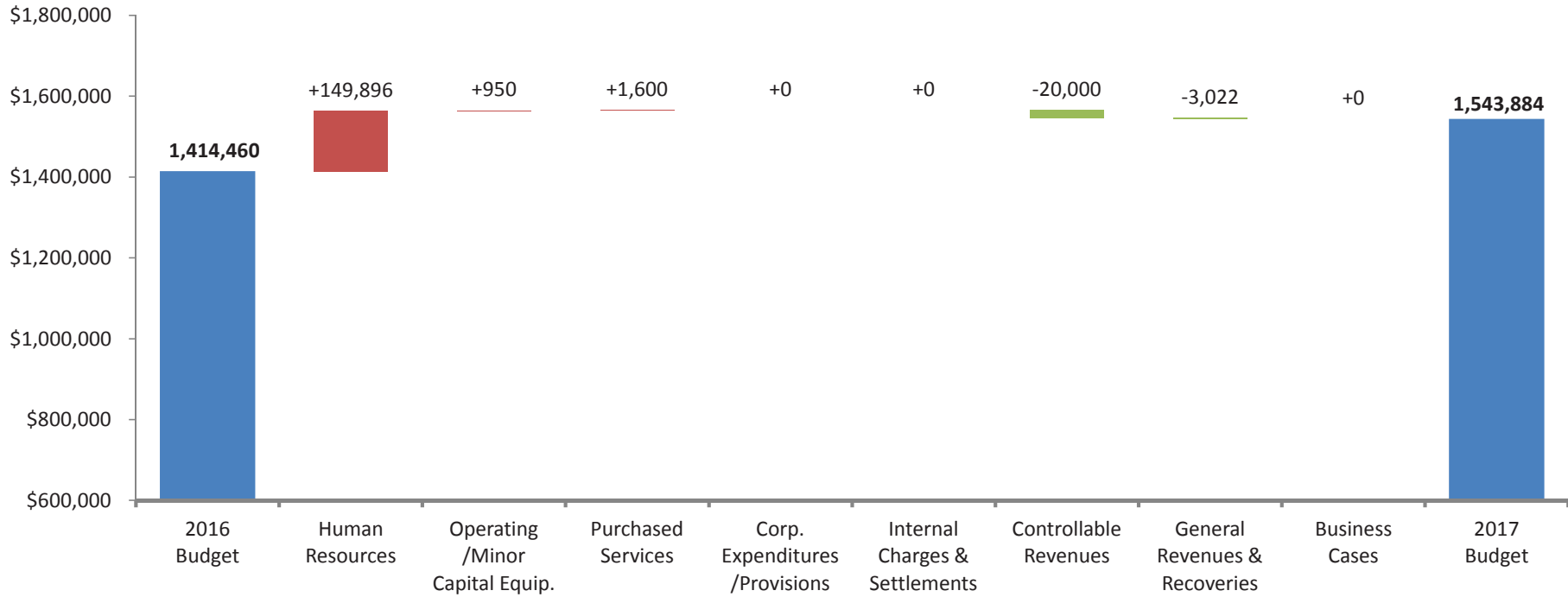
**Internal Charges & Settlements** N/A

**Controllable Revenues** The increase is due to a fee increase for license renewals

**General Revenues & Recoveries** No material change to budget

**Business Cases** N/A

2017 Proposed Budget vs. 2016 Approved Budget



## 2017 OPERATING BUDGET

## SERVICE RESOURCE SUMMARY

## CORPORATE MANAGEMENT

## Service Description

An internal service to provide leadership and direction for the implementation of Council's strategic direction and the City's corporate plans.

## Service Owner Name

James Ridge

	2015	2016		2017 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Human Resources	\$ 1,070,374	\$ 832,270	\$ 843,970	\$ 863,474	\$ 31,204	3.7%	\$ -	\$ 863,474	3.7%
Operating/Minor Capital Equip.	\$ 40,415	\$ 27,000	\$ 29,860	\$ 28,200	\$ 1,200	4.4%	\$ -	\$ 28,200	4.4%
Purchased Services	\$ 328,356	\$ 404,990	\$ 406,349	\$ 401,600	\$ (3,390)	-0.8%	\$ 550,000	\$ 951,600	135.0%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
Internal Charges & Settlements	\$ 684	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,439,829</b>	<b>\$ 1,264,260</b>	<b>\$ 1,280,179</b>	<b>\$ 1,293,274</b>	<b>\$ 29,014</b>	<b>2.3%</b>	<b>\$ 550,000</b>	<b>\$ 1,843,274</b>	<b>45.8%</b>
Controllable Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
General Revenues & Recoveries	\$ (10,450)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
<b>TOTAL REVENUES</b>	<b>\$ (10,450)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>
<b>NET OPERATING BUDGET</b>	<b>\$ 1,429,379</b>	<b>\$ 1,264,260</b>	<b>\$ 1,280,179</b>	<b>\$ 1,293,274</b>	<b>\$ 29,014</b>	<b>2.3%</b>	<b>\$ 550,000</b>	<b>\$ 1,843,274</b>	<b>45.8%</b>

## Base Budget Commentary

**Human Resources** The increase in human resources costs is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits

**Operating/Minor Capital Equip.** No material change to budget

**Purchased Services** No material change to budget

**Corp. Expenditures/Provisions** N/A

**Internal Charges & Settlements** N/A

**Controllable Revenues** N/A

**General Revenues & Recoveries** N/A

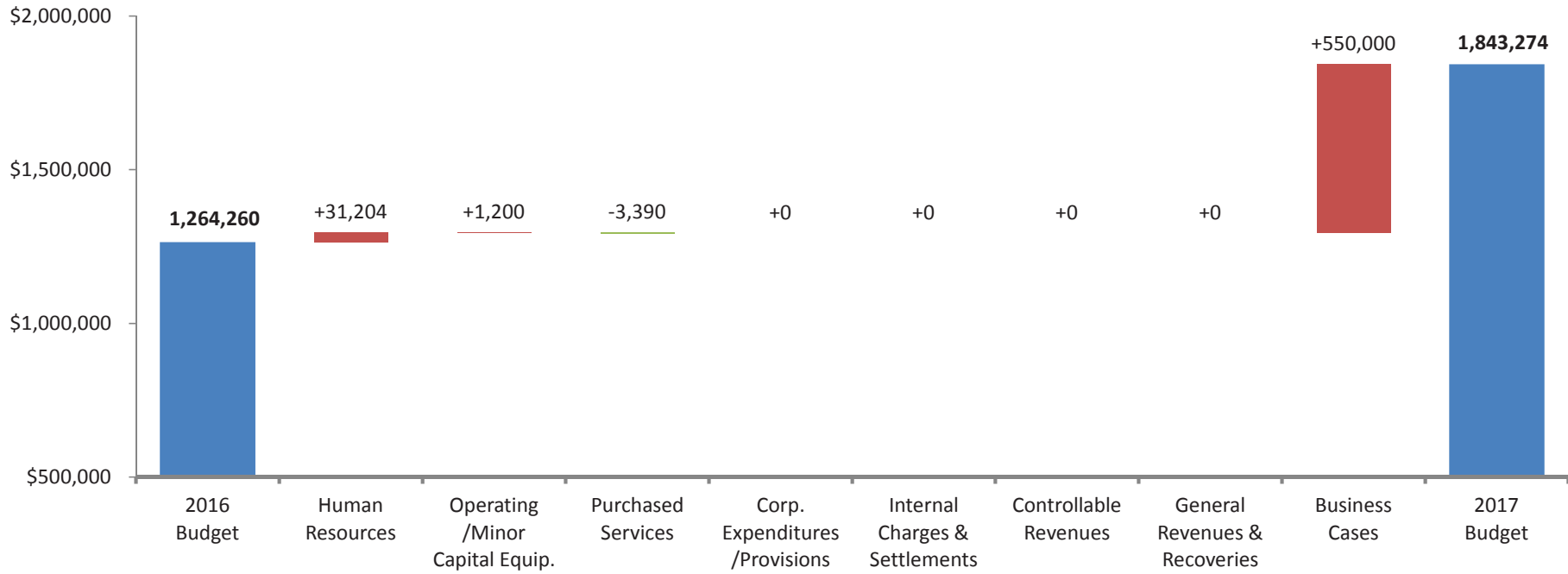
**Business Cases** Project Resources Business Case #2017-026 - Ongoing project management resources to support corporate strategic projects

2017 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

CORPORATE MANAGEMENT

2017 Proposed Budget vs. 2016 Approved Budget



## 2017 OPERATING BUDGET

## SERVICE RESOURCE SUMMARY

## FINANCIAL MANAGEMENT

## Service Description

An internal service to provide for the procurement of goods and services, tax billing and collection, payroll, treasury and financial reporting

## Service Owner Name

Joan Ford

	2015	2016		2017 Proposed					
		Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Human Resources	\$ 3,624,310	\$ 3,851,910	\$ 3,775,780	\$ 3,971,014	\$ 119,104	3.1%	\$ -	\$ 3,971,014	3.1%
Operating/Minor Capital Equip.	\$ 93,231	\$ 72,850	\$ 72,700	\$ 78,500	\$ 5,650	7.8%	\$ -	\$ 78,500	7.8%
Purchased Services	\$ 149,715	\$ 222,550	\$ 206,411	\$ 142,500	\$ (80,050)	-36.0%	\$ -	\$ 142,500	-36.0%
Corp. Expenditures/Provisions	\$ (11)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
Internal Charges & Settlements	\$ 6,852	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	0.0%	\$ -	\$ 10,000	0.0%
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,874,096</b>	<b>\$ 4,157,310</b>	<b>\$ 4,064,891</b>	<b>\$ 4,202,014</b>	<b>\$ 44,704</b>	<b>1.1%</b>	<b>\$ -</b>	<b>\$ 4,202,014</b>	<b>1.1%</b>
Controllable Revenues	\$ (475,207)	\$ (436,525)	\$ (467,423)	\$ (440,325)	\$ (3,800)	0.9%	\$ -	\$ (440,325)	0.9%
General Revenues & Recoveries	\$ (355,601)	\$ (425,094)	\$ (425,094)	\$ (373,888)	\$ 51,206	-12.0%	\$ -	\$ (373,888)	-12.0%
<b>TOTAL REVENUES</b>	<b>\$ (830,808)</b>	<b>\$ (861,619)</b>	<b>\$ (892,517)</b>	<b>\$ (814,213)</b>	<b>\$ 47,406</b>	<b>-5.5%</b>	<b>\$ -</b>	<b>\$ (814,213)</b>	<b>-5.5%</b>
<b>NET OPERATING BUDGET</b>	<b>\$ 3,043,288</b>	<b>\$ 3,295,691</b>	<b>\$ 3,172,374</b>	<b>\$ 3,387,801</b>	<b>\$ 92,110</b>	<b>2.8%</b>	<b>\$ -</b>	<b>\$ 3,387,801</b>	<b>2.8%</b>

## Base Budget Changes Commentary

**Human Resources** The increase in human resources costs is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits

**Operating/Minor Capital Equip.** The increase is due to the exchange rate relating to investment software license which is paid in U.S. funds

**Purchased Services** Decrease is attributable to lower professional and consulting fees due to the removal of one-time costs from 2016 for the implementation of a new operating budgeting system

**Corp. Expenditures/Provisions** N/A

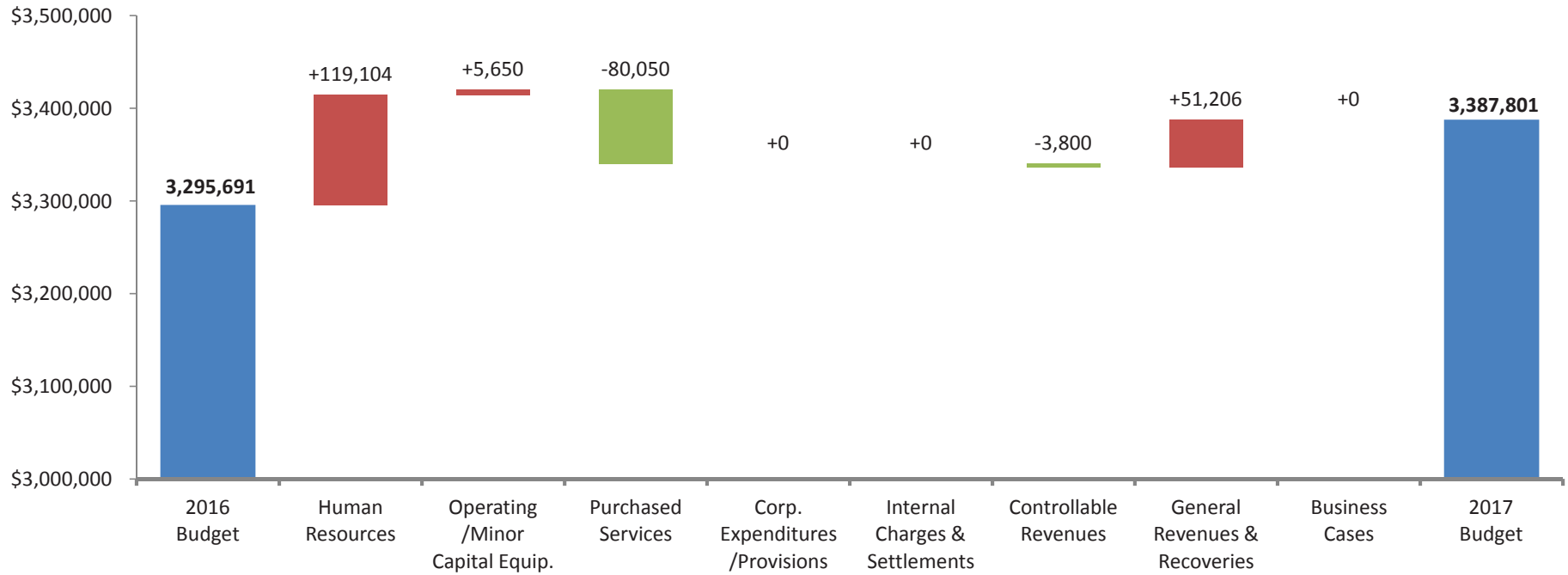
**Internal Charges & Settlements** No material change to budget

**Controllable Revenues** Increase is due to expected increase in tax related service requests

**General Revenues & Recoveries** General revenues are reduced to remove one-time funding received in 2016 to support the implementation of a new operating budgeting system

**Business Cases** N/A

2017 Proposed Budget vs. 2016 Approved Budget





## 2017 OPERATING BUDGET

## SERVICE RESOURCE SUMMARY

## FLEET MANAGEMENT

## Service Description

An internal service to provide vehicle and equipment maintenance and replacement and operator training

## Service Owner Name

Emilie Cote

	2015	2016		2017 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Human Resources	\$ 1,371,191	\$ 1,360,845	\$ 1,372,629	\$ 1,389,537	\$ 28,692	2.1%	\$ 2,346	\$ 1,391,883	2.3%
Operating/Minor Capital Equip.	\$ 949,512	\$ 834,380	\$ 786,534	\$ 880,565	\$ 46,185	5.5%	\$ -	\$ 880,565	5.5%
Purchased Services	\$ 427,771	\$ 435,494	\$ 435,833	\$ 432,704	\$ (2,790)	-0.6%	\$ -	\$ 432,704	-0.6%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
Internal Charges & Settlements	\$ 30,283	\$ 37,178	\$ 36,831	\$ 35,628	\$ (1,550)	-4.2%	\$ -	\$ 35,628	-4.2%
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,778,757</b>	<b>\$ 2,667,897</b>	<b>\$ 2,631,827</b>	<b>\$ 2,738,434</b>	<b>\$ 70,537</b>	<b>2.6%</b>	<b>\$ 2,346</b>	<b>\$ 2,740,780</b>	<b>2.7%</b>
Controllable Revenues	\$ (152)	\$ (2,000)	\$ (1,114)	\$ (2,000)	\$ -	0.0%	\$ -	\$ (2,000)	0.0%
General Revenues & Recoveries	\$ (3,086,960)	\$ (2,975,719)	\$ (2,858,497)	\$ (3,044,788)	\$ (69,069)	2.3%	\$ (69,696)	\$ (3,114,484)	4.7%
<b>TOTAL REVENUES</b>	<b>\$ (3,087,112)</b>	<b>\$ (2,977,719)</b>	<b>\$ (2,859,611)</b>	<b>\$ (3,046,788)</b>	<b>\$ (69,069)</b>	<b>2.3%</b>	<b>\$ (69,696)</b>	<b>\$ (3,116,484)</b>	<b>4.7%</b>
<b>NET OPERATING BUDGET</b>	<b>\$ (308,355)</b>	<b>\$ (309,822)</b>	<b>\$ (227,784)</b>	<b>\$ (308,354)</b>	<b>\$ 1,468</b>	<b>-0.5%</b>	<b>\$ (67,350)</b>	<b>\$ (375,704)</b>	<b>21.3%</b>

## Base Budget Commentary

**Human Resources** The increase in human resources costs is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits

**Operating/Minor Capital Equip.** The increase is mainly attributed to increased costs for vehicle and equipment parts and supplies due to changing technology. Gasoline costs are also higher than expected

**Purchased Services** No material change to budget

**Corp. Expenditures/Provisions** N/A

**Internal Charges & Settlements** No material change to budget

**Controllable Revenues** No material change to budget

**General Revenues & Recoveries** The increase is due to higher internal recoveries related to a newer vehicle fleet

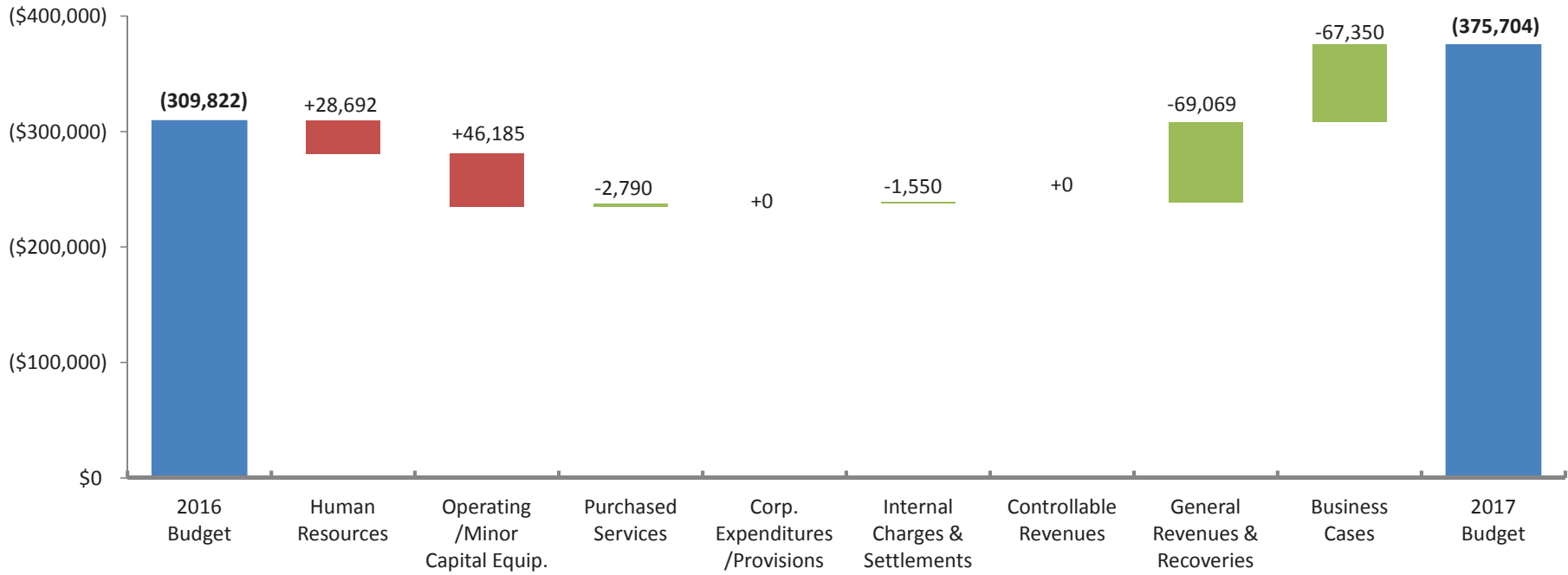
**Business Cases** Additional Resources for Tree Services #2017-006 - Additional resources to meet current levels of service for inspections, work order management, pruning, removals, stumping, planting, watering and fertilizing of trees. This business case has a financial impact on multiple services

2017 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

FLEET MANAGEMENT

2017 Proposed Budget vs. 2016 Approved Budget



## 2017 OPERATING BUDGET

## SERVICE RESOURCE SUMMARY

## GEOGRAPHIC INFORMATION MAPPING

## Service Description

An internal service to provide orthoimagery services, land records management, 3-D visualization, title searching and topographic mapping

## Service Owner Name

Ann Evans

	2015	2016		2017 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Human Resources	\$ 584,301	\$ 501,400	\$ 513,100	\$ 508,139	\$ 6,739	1.3%	\$ -	\$ 508,139	1.3%
Operating/Minor Capital Equip.	\$ 15,264	\$ 9,000	\$ 9,000	\$ 9,000	\$ -	0.0%	\$ -	\$ 9,000	0.0%
Purchased Services	\$ 92,415	\$ 13,635	\$ 14,585	\$ 13,950	\$ 315	2.3%	\$ -	\$ 13,950	2.3%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
<b>TOTAL EXPENDITURES</b>	<b>\$ 691,980</b>	<b>\$ 524,035</b>	<b>\$ 536,685</b>	<b>\$ 531,089</b>	<b>\$ 7,054</b>	<b>1.3%</b>	<b>\$ -</b>	<b>\$ 531,089</b>	<b>1.3%</b>
Controllable Revenues	\$ (3,187)	\$ (2,500)	\$ (2,500)	\$ (2,500)	\$ -	0.0%	\$ -	\$ (2,500)	0.0%
General Revenues & Recoveries	\$ (107,620)	\$ (7,000)	\$ (13,021)	\$ (11,200)	\$ (4,200)	60.0%	\$ -	\$ (11,200)	60.0%
<b>TOTAL REVENUES</b>	<b>\$ (110,807)</b>	<b>\$ (9,500)</b>	<b>\$ (15,521)</b>	<b>\$ (13,700)</b>	<b>\$ (4,200)</b>	<b>44.2%</b>	<b>\$ -</b>	<b>\$ (13,700)</b>	<b>44.2%</b>
<b>NET OPERATING BUDGET</b>	<b>\$ 581,173</b>	<b>\$ 514,535</b>	<b>\$ 521,164</b>	<b>\$ 517,389</b>	<b>\$ 2,854</b>	<b>0.6%</b>	<b>\$ -</b>	<b>\$ 517,389</b>	<b>0.6%</b>

## Base Budget Changes Commentary

**Human Resources** The increase in human resources costs is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits

**Operating/Minor Capital Equip.** No material change to budget

**Purchased Services** No material change to budget

**Corp. Expenditures/Provisions** N/A

**Internal Charges & Settlements** N/A

**Controllable Revenues** No material change to budget

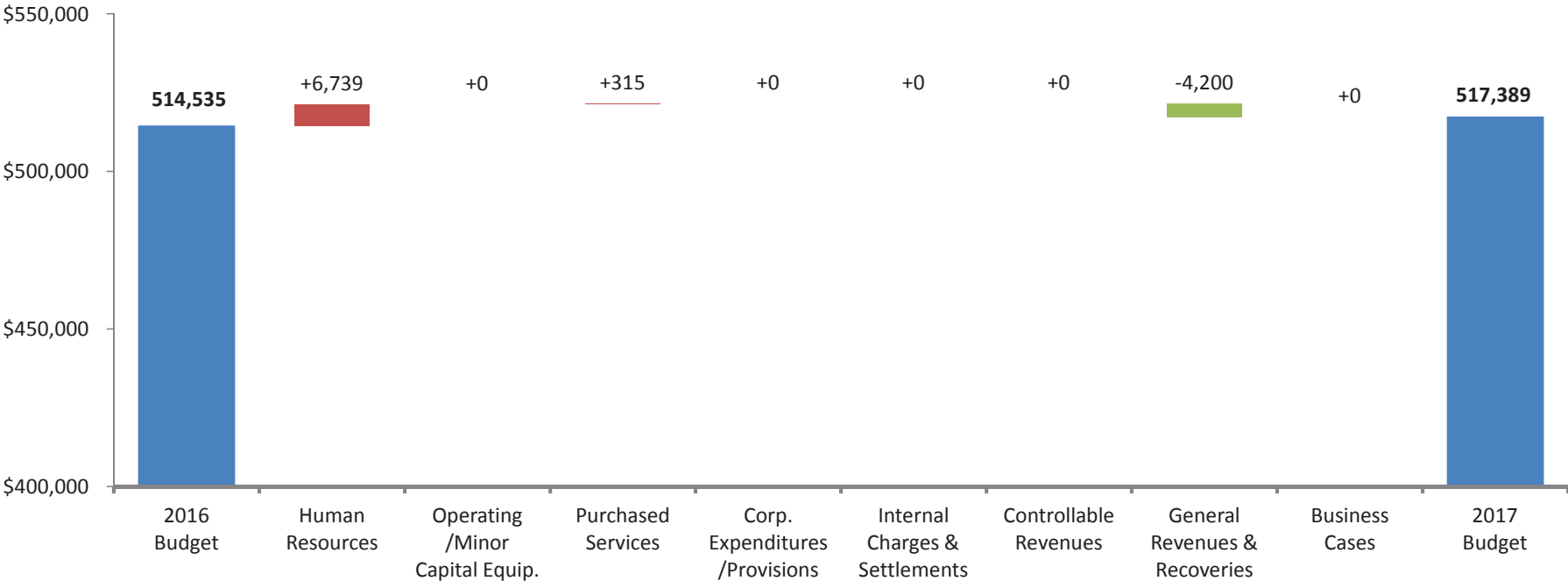
**General Revenues & Recoveries** Adjustments to general revenues were made to better reflect chargebacks from capital projects

**Business Cases** N/A

2017 OPERATING BUDGET  
SERVICE RESOURCE SUMMARY

GEOGRAPHIC INFORMATION MAPPING

2017 Proposed Budget vs. 2016 Approved Budget



## 2017 OPERATING BUDGET

## SERVICE RESOURCE SUMMARY

## HUMAN RESOURCES

## Service Description

An internal service to provide City staff human resource functions including health, safety, wellness, compensation and benefits, performance evaluation, recruitment, learning and development, and labour/employee relations

## Service Owner Name

Leanne Sneddon

	2015	2016		2017 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Human Resources	\$ 2,005,504	\$ 2,145,460	\$ 1,965,460	\$ 2,183,293	\$ 37,833	1.8%	\$ -	\$ 2,183,293	1.8%
Operating/Minor Capital Equip.	\$ 70,647	\$ 72,150	\$ 72,769	\$ 69,950	\$ (2,200)	-3.0%	\$ -	\$ 69,950	-3.0%
Purchased Services	\$ 376,217	\$ 451,103	\$ 430,703	\$ 450,920	\$ (183)	0.0%	\$ -	\$ 450,920	0.0%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,452,368</b>	<b>\$ 2,668,713</b>	<b>\$ 2,468,932</b>	<b>\$ 2,704,163</b>	<b>\$ 35,450</b>	<b>1.3%</b>	<b>\$ -</b>	<b>\$ 2,704,163</b>	<b>1.3%</b>
Controllable Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
General Revenues & Recoveries	\$ (171,769)	\$ (168,100)	\$ (153,100)	\$ (163,100)	\$ 5,000	-3.0%	\$ -	\$ (163,100)	-3.0%
<b>TOTAL REVENUES</b>	<b>\$ (171,769)</b>	<b>\$ (168,100)</b>	<b>\$ (153,100)</b>	<b>\$ (163,100)</b>	<b>\$ 5,000</b>	<b>-3.0%</b>	<b>\$ -</b>	<b>\$ (163,100)</b>	<b>-3.0%</b>
<b>NET OPERATING BUDGET</b>	<b>\$ 2,280,599</b>	<b>\$ 2,500,613</b>	<b>\$ 2,315,832</b>	<b>\$ 2,541,063</b>	<b>\$ 40,450</b>	<b>1.6%</b>	<b>\$ -</b>	<b>\$ 2,541,063</b>	<b>1.6%</b>

## Base Budget Commentary

**Human Resources** The increase in human resources costs is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits

**Operating/Minor Capital Equip.** No material change to budget

**Purchased Services** No material change to budget

**Corp. Expenditures/Provisions** N/A

**Internal Charges & Settlements** N/A

**Controllable Revenues** N/A

**General Revenues & Recoveries** No material change to budget

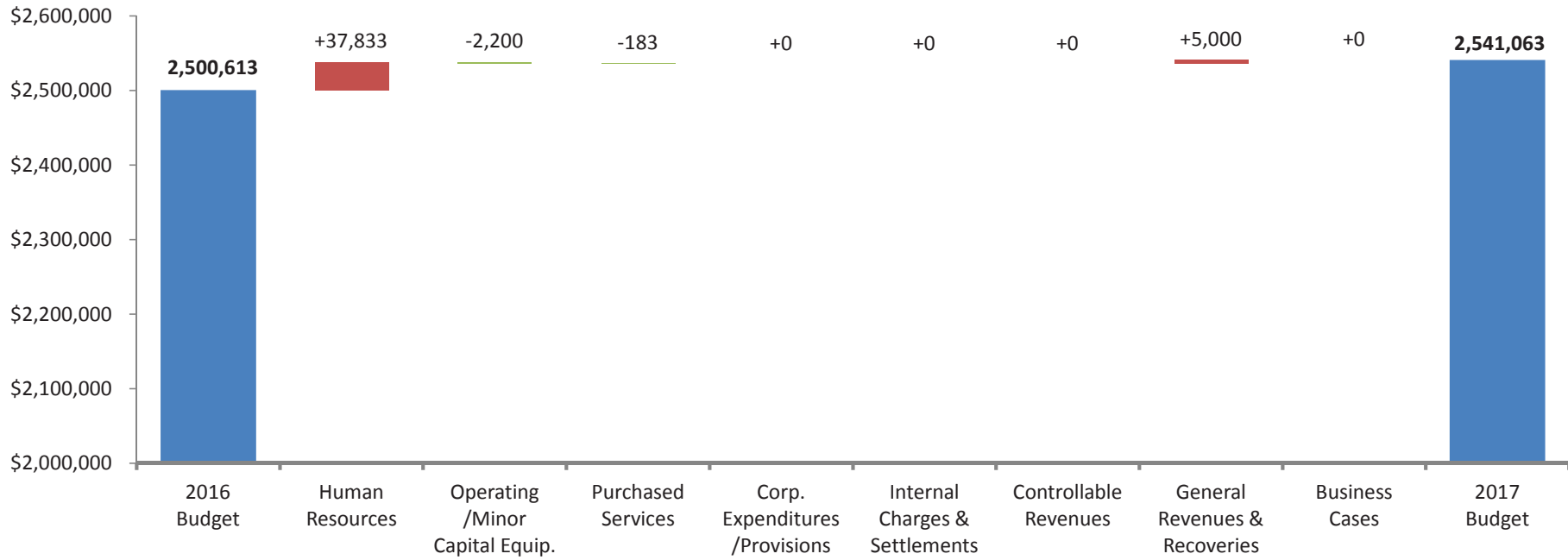
**Business Cases** N/A

2017 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

HUMAN RESOURCES

2017 Proposed Budget vs. 2016 Approved Budget



## 2017 OPERATING BUDGET

## SERVICE RESOURCE SUMMARY

## INFORMATION TECHNOLOGY

## Service Description

An internal service to provide reliable technology solutions.

## Service Owner Name

Christine Swenor

	2015	2016		2017 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Human Resources	\$ 3,329,960	\$ 4,143,338	\$ 3,642,202	\$ 4,019,506	\$ (123,832)	-3.0%	\$ 454,600	\$ 4,474,106	8.0%
Operating/Minor Capital Equip.	\$ 93,219	\$ 66,150	\$ 65,800	\$ 68,350	\$ 2,200	3.3%	\$ 21,625	\$ 89,975	36.0%
Purchased Services	\$ 2,107,424	\$ 2,203,468	\$ 2,135,933	\$ 2,549,286	\$ 345,818	15.7%	\$ 84,600	\$ 2,633,886	19.5%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
<b>TOTAL EXPENDITURES</b>	<b>\$ 5,530,603</b>	<b>\$ 6,412,956</b>	<b>\$ 5,843,935</b>	<b>\$ 6,637,142</b>	<b>\$ 224,186</b>	<b>3.5%</b>	<b>\$ 560,825</b>	<b>\$ 7,197,967</b>	<b>12.2%</b>
Controllable Revenues	\$ (54,363)	\$ (38,480)	\$ (38,480)	\$ (38,480)	\$ -	0.0%	\$ -	\$ (38,480)	0.0%
General Revenues & Recoveries	\$ (258,892)	\$ (875,809)	\$ (431,659)	\$ (580,295)	\$ 295,514	-33.7%	\$ (560,825)	\$ (1,141,120)	30.3%
<b>TOTAL REVENUES</b>	<b>\$ (313,255)</b>	<b>\$ (914,289)</b>	<b>\$ (470,139)</b>	<b>\$ (618,775)</b>	<b>\$ 295,514</b>	<b>-32.3%</b>	<b>\$ (560,825)</b>	<b>\$ (1,179,600)</b>	<b>29.0%</b>
<b>NET OPERATING BUDGET</b>	<b>\$ 5,217,348</b>	<b>\$ 5,498,667</b>	<b>\$ 5,373,796</b>	<b>\$ 6,018,367</b>	<b>\$ 519,700</b>	<b>9.5%</b>	<b>\$ -</b>	<b>\$ 6,018,367</b>	<b>9.5%</b>

## Base Budget Commentary

**Human Resources** A decrease in human resources is mainly due to the removal of one-time costs associated with temporary project positions. This is slightly offset by an increase for permanent staff for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits

**Operating/Minor Capital Equip.** No material change to budget

**Purchased Services** Purchase services have increased as a result of costs associated with previously approved capital projects and contractual increases for maintenance and support on existing systems. There are some decreases in costs associated with decommissioned systems.

**Corp. Expenditures/Provisions** N/A

**Internal Charges & Settlements** N/A

**Controllable Revenues** No material change to budget

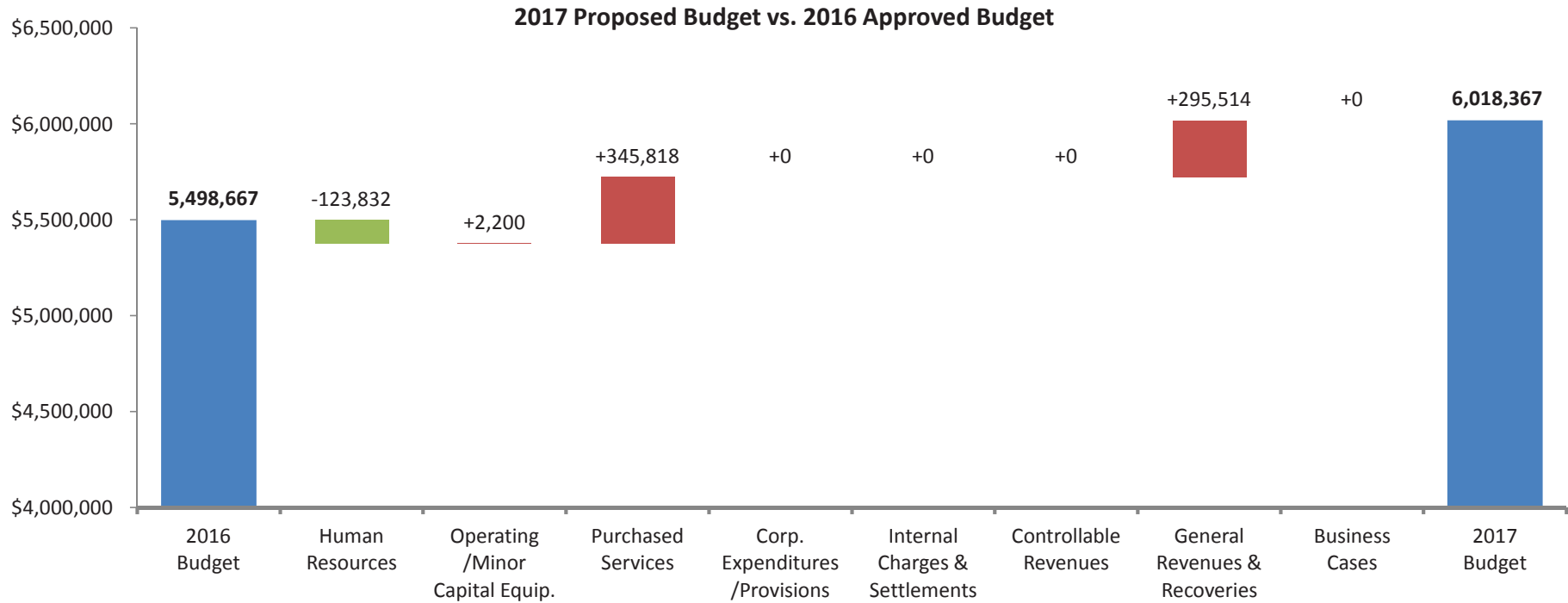
**General Revenues & Recoveries** The decrease is due to the removal of one-time recoveries from reserve funds associated with temporary project positions

**Business Cases** AMANDA 7 Upgrade Project Resources #2017-029 - Temporary project resources to upgrade the city's AMANDA system and improve internal business process

2017 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

INFORMATION TECHNOLOGY





## 2017 OPERATING BUDGET

## SERVICE RESOURCE SUMMARY

## INTERNAL AUDIT

## Service Description

An internal service to provide independent, objective audits and consulting services related to risk and controls.

## Service Owner Name

Sheila Jones

	2015	2016		2017 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Human Resources	\$ 566,850	\$ 351,860	\$ 346,860	\$ 288,945	\$ (62,915)	-17.9%	\$ -	\$ 288,945	-17.9%
Operating/Minor Capital Equip.	\$ 1,818	\$ 3,000	\$ 3,000	\$ 2,550	\$ (450)	-15.0%	\$ -	\$ 2,550	-15.0%
Purchased Services	\$ 74,452	\$ 40,800	\$ 52,271	\$ 39,650	\$ (1,150)	-2.8%	\$ -	\$ 39,650	-2.8%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
<b>TOTAL EXPENDITURES</b>	<b>\$ 643,120</b>	<b>\$ 395,660</b>	<b>\$ 402,131</b>	<b>\$ 331,145</b>	<b>\$ (64,515)</b>	<b>-16.3%</b>	<b>\$ -</b>	<b>\$ 331,145</b>	<b>-16.3%</b>
Controllable Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
General Revenues & Recoveries	\$ (338,702)	\$ (68,820)	\$ (59,683)	\$ -	\$ 68,820	-100.0%	\$ -	\$ -	-100.0%
<b>TOTAL REVENUES</b>	<b>\$ (338,702)</b>	<b>\$ (68,820)</b>	<b>\$ (59,683)</b>	<b>\$ -</b>	<b>\$ 68,820</b>	<b>-100.0%</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-100.0%</b>
<b>NET OPERATING BUDGET</b>	<b>\$ 304,418</b>	<b>\$ 326,840</b>	<b>\$ 342,448</b>	<b>\$ 331,145</b>	<b>\$ 4,305</b>	<b>1.3%</b>	<b>\$ -</b>	<b>\$ 331,145</b>	<b>1.3%</b>

## Base Budget Commentary

**Human Resources** A decrease in Human Resources is mainly due to the removal of a one-time contract position. This is slightly offset by an increase comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits

**Operating/Minor Capital Equip.** Decrease is mainly in cellular costs as a result of employees opting to use their own devices under the Bring Your Own Device policy.

**Purchased Services** No material change to the budget

**Corp. Expenditures/Provisions** N/A

**Internal Charges & Settlements** N/A

**Controllable Revenues** N/A

**General Revenues & Recoveries** Removal of one-time revenues related to the end of a contract position

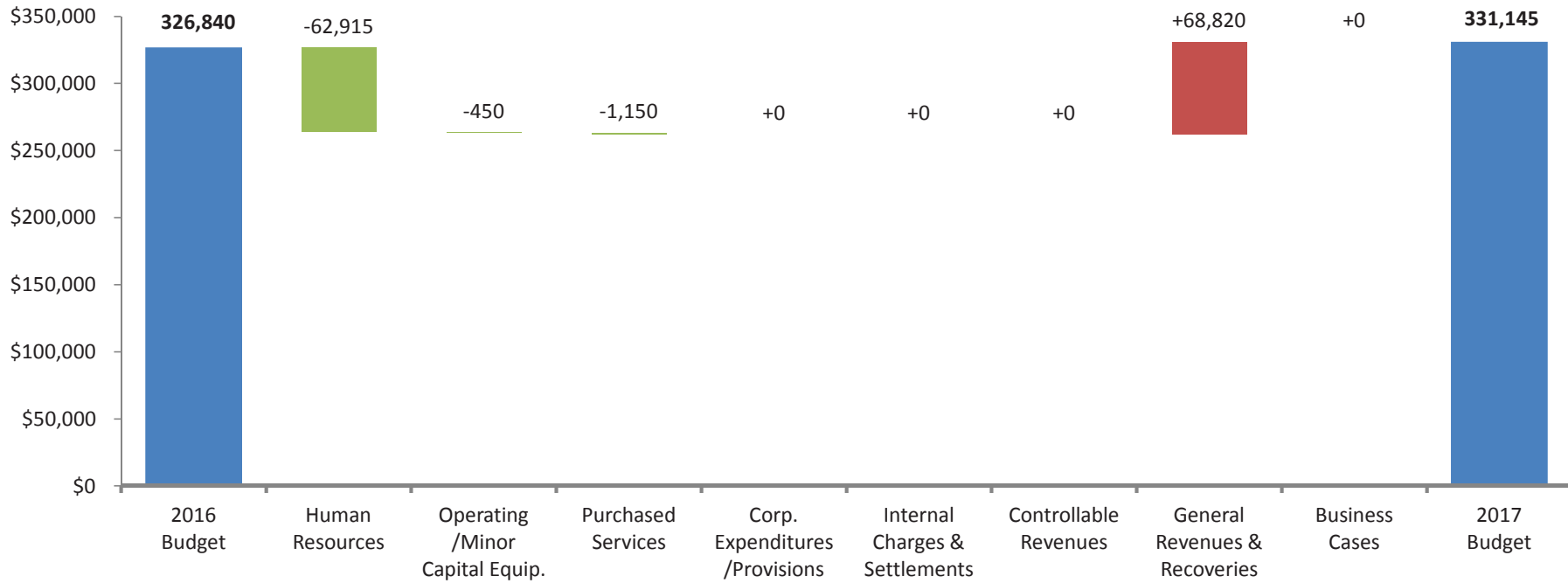
**Business Cases** N/A

2017 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

INTERNAL AUDIT

2017 Proposed Budget vs. 2016 Approved Budget



# 2017 Budget

2017 Proposed  
Operating Budget

Mayor and Council

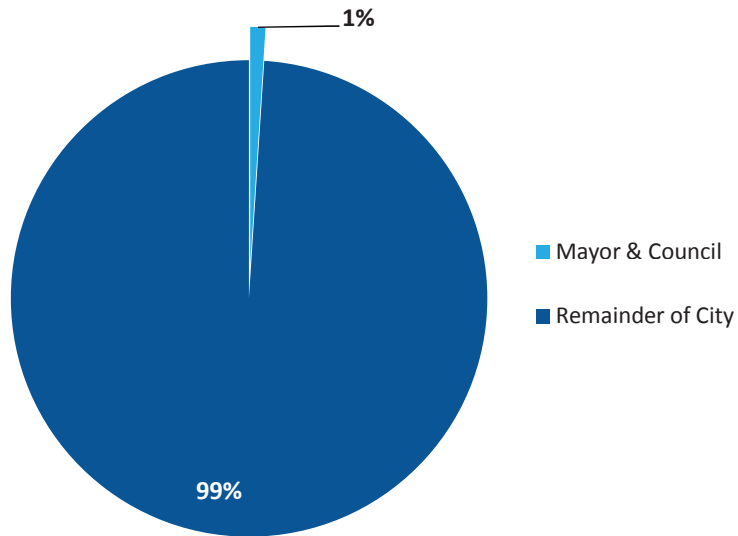
2017 OPERATING BUDGET

SERVICE CATEGORY SUMMARY

MAYOR AND COUNCIL

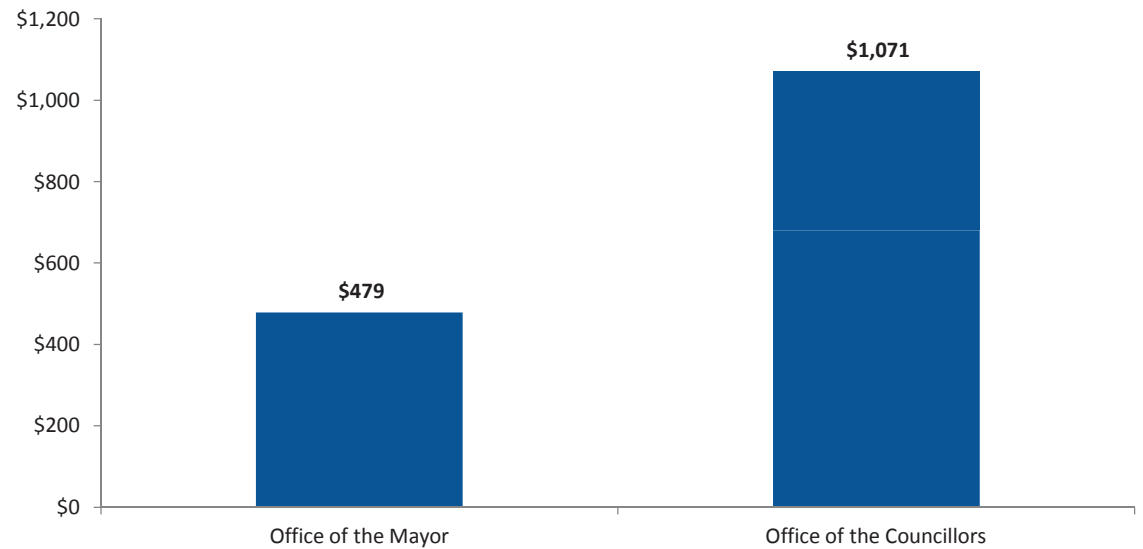
Services	2015	2016		2017 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Office of the Mayor	\$ 435,931	\$ 462,110	\$ 462,110	\$ 478,553	\$ 16,443	3.6%	\$ -	\$ 478,553	3.6%
Office of the Councillors	\$ 970,107	\$ 1,019,930	\$ 1,015,330	\$ 1,071,250	\$ 51,320	5.0%	\$ -	\$ 1,071,250	5.0%
<b>Total Mayor and Council</b>	<b>\$ 1,406,038</b>	<b>\$ 1,482,040</b>	<b>\$ 1,477,440</b>	<b>\$ 1,549,803</b>	<b>\$ 67,763</b>	<b>4.6%</b>	<b>\$ -</b>	<b>\$ 1,549,803</b>	<b>4.6%</b>

2017 Proposed Budget



2017 Mayor and Council

(values in thousands)



## 2017 OPERATING BUDGET

## SERVICE RESOURCE SUMMARY

## OFFICE OF THE MAYOR

	2015	2016		2017 Proposed					
		Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Human Resources	\$ 449,973	\$ 483,430	\$ 483,430	\$ 497,298	\$ 13,868	2.9%	\$ -	\$ 497,298	2.9%
Operating/Minor Capital Equip.	\$ 21,287	\$ 18,635	\$ 18,635	\$ 19,525	\$ 890	4.8%	\$ -	\$ 19,525	4.8%
Purchased Services	\$ 18,590	\$ 17,141	\$ 17,141	\$ 18,826	\$ 1,685	9.8%	\$ -	\$ 18,826	9.8%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	n/a
Internal Charges & Settlements	\$ 1,137	\$ 304	\$ 304	\$ 304	\$ -	0.0%	\$ -	\$ 304	0.0%
<b>TOTAL EXPENDITURES</b>	<b>\$ 490,987</b>	<b>\$ 519,510</b>	<b>\$ 519,510</b>	<b>\$ 535,953</b>	<b>\$ 16,443</b>	<b>3.2%</b>	<b>\$ -</b>	<b>\$ 535,953</b>	<b>3.2%</b>
Controllable Revenues	\$ (55,056)	\$ (57,400)	\$ (57,400)	\$ (57,400)	\$ -	0.0%	\$ -	\$ (57,400)	0.0%
General Revenues & Recoveries	\$ -	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	n/a
<b>TOTAL REVENUES</b>	<b>\$ (55,056)</b>	<b>\$ (57,400)</b>	<b>\$ (57,400)</b>	<b>\$ (57,400)</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>\$ (57,400)</b>	<b>0.0%</b>
<b>NET OPERATING BUDGET</b>	<b>\$ 435,931</b>	<b>\$ 462,110</b>	<b>\$ 462,110</b>	<b>\$ 478,553</b>	<b>\$ 16,443</b>	<b>3.6%</b>	<b>\$ -</b>	<b>\$ 478,553</b>	<b>3.6%</b>

## 2017 OPERATING BUDGET

## SERVICE RESOURCE SUMMARY

## OFFICE OF THE COUNCILLORS

	2015	2016		2017 Proposed					
		Budget	Year End Projections	Base Budget	\$ Change vs. 2016 Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Human Resources	\$ 1,237,342	\$ 1,302,380	\$ 1,297,380	\$ 1,353,400	\$ 51,020	3.9%	\$ -	\$ 1,353,400	3.9%
Operating/Minor Capital Equip.	\$ 14,405	\$ 15,650	\$ 15,650	\$ 15,450	\$ (200)	-1.3%	\$ -	\$ 15,450	-1.3%
Purchased Services	\$ 42,348	\$ 53,600	\$ 54,000	\$ 54,100	\$ 500	0.9%	\$ -	\$ 54,100	0.9%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	n/a
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	n/a
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,294,096</b>	<b>\$ 1,371,630</b>	<b>\$ 1,367,030</b>	<b>\$ 1,422,950</b>	<b>\$ 51,320</b>	<b>3.7%</b>	<b>\$ -</b>	<b>\$ 1,422,950</b>	<b>3.7%</b>
Controllable Revenues	\$ (322,989)	\$ (350,700)	\$ (350,700)	\$ (350,700)	\$ -	0.0%	\$ -	\$ (350,700)	0.0%
General Revenues & Recoveries	\$ (1,000)	\$ (1,000)	\$ (1,000)	\$ (1,000)	\$ -	0.0%	\$ -	\$ (1,000)	0.0%
<b>TOTAL REVENUES</b>	<b>\$ (323,989)</b>	<b>\$ (351,700)</b>	<b>\$ (351,700)</b>	<b>\$ (351,700)</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>\$ (351,700)</b>	<b>0.0%</b>
<b>NET OPERATING BUDGET</b>	<b>\$ 970,107</b>	<b>\$ 1,019,930</b>	<b>\$ 1,015,330</b>	<b>\$ 1,071,250</b>	<b>\$ 51,320</b>	<b>5.0%</b>	<b>\$ -</b>	<b>\$ 1,071,250</b>	<b>5.0%</b>

# 2017 Budget

2017 Proposed  
Operating Budget

Corporate Expenditures and Revenues

## 2017 PROPOSED CORPORATE EXPENDITURES AND REVENUES

	2015	2016		2017				
	Actual	Budget	Year End Projection	Base Budget	Change vs. 2016 Budget	Business Cases	Proposed Budget	Change vs. 2016 Budget
<b>Corporate Expenditures</b>								
<b>Financial Transactions</b>								
Provision for Contingency	2,138,445	1,738,445	1,738,445	1,838,445	100,000	5.8%	- 1,838,445	5.8%
Provision for Insurance	3,100,000	3,250,000	3,250,000	3,350,000	100,000	3.1%	- 3,350,000	3.1%
Provision for Joseph Brant Hospital	4,800,000	4,800,000	4,800,000	4,800,000	-	0.0%	- 4,800,000	0.0%
Provision for Strategic Land Acquisition	990,000	240,000	240,000	240,000	-	0.0%	- 240,000	0.0%
Provision for Randle Reef	230,000	230,000	230,000	230,000	-	0.0%	- 230,000	0.0%
Provision for Culture Initiatives	100,000	100,000	100,000	100,000	-	0.0%	- 100,000	0.0%
Provision for Policy Initiatives	600,000	100,000	100,000	100,000	-	0.0%	- 100,000	0.0%
Provision for Property Tax Matters	2,748,300	1,827,445	2,982,933	1,957,445	130,000	7.1%	- 1,957,445	7.1%
Total Financial Transactions	14,706,745	12,285,890	13,441,378	12,615,890	330,000	2.7%	- 12,615,890	2.7%
<b>Capital Financing Transactions</b>								
Capital from Operating Funding	5,548,380	3,933,380	3,933,380	3,933,380	-	0.0%	- 3,933,380	0.0%
Provision for VDRF	2,805,800	2,889,975	2,889,975	3,179,674	289,699	10.0%	- 3,179,674	10.0%
Provision to Infrastructure Renewal RESF	12,973,700	14,768,700	14,768,700	16,594,700	1,826,000	12.4%	- 16,594,700	12.4%
Debt Charges	8,970,795	9,260,796	8,564,122	9,444,636	183,840	2.0%	- 9,444,636	2.0%
Total Capital Financing Transactions	30,298,675	30,852,851	30,156,177	33,152,390	2,299,539	7.5%	- 33,152,390	7.5%
<b>Shared Costs</b>								
Civic Administration	1,649,400	1,767,598	1,545,917	1,830,765	63,167	3.6%	- 1,830,765	3.6%
Financial Expenses (ex. Bank Charges, postage, etc.)	2,849,526	1,281,670	1,545,488	1,310,030	28,360	2.2%	- 1,310,030	2.2%
Total Shared Costs	4,498,925	3,049,268	3,091,405	3,140,795	91,527	3.0%	- 3,140,795	3.0%
<b>Total Corporate Expenditures</b>	<b>49,504,346</b>	<b>46,188,009</b>	<b>46,688,960</b>	<b>48,909,075</b>	<b>2,721,066</b>	<b>5.9%</b>	<b>- 48,909,075</b>	<b>5.9%</b>

	2015	2016		2017				
	Actual	Budget	Year End Projection	Base Budget	Change vs. 2016 Budget	Business Cases	Proposed Budget	Change vs. 2016 Budget
<b>Corporate Revenues</b>								
Supplementary Taxes	(2,785,119)	(900,000)	(1,578,010)	(1,000,000)	(100,000)	11.1%	- (1,000,000)	11.1%
Payment in Lieu of Taxes	(3,268,529)	(3,258,750)	(3,246,263)	(3,343,070)	(84,320)	2.6%	- (3,343,070)	2.6%
Penalties & Interest on Taxes	(2,201,071)	(2,000,000)	(1,774,560)	(2,100,000)	(100,000)	5.0%	- (2,100,000)	5.0%
Earnings on Investments	(6,328,429)	(5,300,000)	(6,858,833)	(5,300,000)	-	0.0%	- (5,300,000)	0.0%
Reserve Fund Contribution to Operating	(250,000)	(250,000)	(250,000)	(250,000)	-	0.0%	- (250,000)	0.0%
Other Revenues	(315,372)	(202,500)	(2,066,698)	(202,500)	-	0.0%	- (202,500)	0.0%
<b>Total Corporate Revenues</b>	<b>(15,148,520)</b>	<b>(11,911,250)</b>	<b>(15,774,363)</b>	<b>(12,195,570)</b>	<b>(284,320)</b>	<b>2.4%</b>	<b>- (12,195,570)</b>	<b>2.4%</b>



# 2017 Budget

## 2017 Proposed Operating Budget

### Local Boards and Other Agencies

#### Local Boards

- Art Gallery of Burlington
- Burlington Economic Development Corporation
- Burlington Performing Arts Centre
- Burlington Public Library
- Museums of Burlington
- Tourism Burlington

#### Other Agencies

- Halton Court Services



1333 Lakeshore Road  
Burlington, Ontario, Canada L7S 1A9  
T: 905.632.7796 • F: 905.632.0278  
agb.life

September 21, 2016

Attention: Sandy O'Reilly  
Controller and Manager of Financial Services  
City of Burlington

Dear Sandy O'Reilly,

Please find attached the AGB's Operating submission for 2017.

Our grant request for 2016 is \$934,405 as per the City's allocation guideline.

A summary of the AGB's current profile and progress is enclosed. 2016 has been a very successful year so far, and we anticipate further success in 2017.

Thank you for your consideration of our request.

If you have any questions, or if you require any further information please contact me at your convenience.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Robert Steven', with a long horizontal flourish extending to the right.

Robert Steven  
President and CEO

## **Art Gallery of Burlington Profile and Progress 2016**

The Art Gallery of Burlington is one of Burlington's greatest cultural assets. Opened in 1978, the AGB is home to seven community art associations, the most senior of which was founded in 1958. The AGB is also home to the largest collection of contemporary Canadian ceramic art in the world, an asset of national and international significance. Throughout its history, the AGB has operated both as a public art gallery and a community art centre, providing rich opportunities for the use of professional studios as well as offering exhibitions and traditional educational activities. Over 100,000 visits are paid to the AGB every year for a wide variety of purposes including exhibitions, community gatherings, educational programs, shopping, and of course art making at all levels.

In 2016, the AGB's primary successes have included:

- engaging over 1800 people at community festivals and remote locations in activities as part of our travelling outreach program in the first half of the year alone; these events also provided exposure for the gallery to many thousands more who did not join in an activity
- offering a free Open Studio program for families every week, year round, with over 600 participants in the first half of the year alone
- making children's courses more accessible through financial assistance for youth and through price reductions
- securing agreements for very significant and unique exhibitions for 2016, 2017, and beyond including Ceramics from Rankin Inlet (2016), the Inaugural Canadian Craft Biennial (2017) in partnership with Craft Ontario and other provincial craft councils, and Decolonizing Craft (2020) in partnership with the Royal Ontario Museum and the Victoria and Albert Museum (UK).
- carrying out significant evidence based planning process to develop transformational plans for the future of the AGB

The primary anticipated area of variance in 2016 relates to strategic planning and business planning costs.

The budget proposed for 2017 returns the AGB to the five-year plan approved for 2016 with minimal revision.

## ART GALLERY of BURLINGTON PROPOSED 2017 OPERATING BUDGET

	2017 Proposed Budget	2016 Variance	2016 Projected to Year End	2016 Approved Budget	%change from Approved to Proposed
	\$	\$	\$	\$	%
1 City of Burlington Operating Grant	934,405	-	916,083	916,083	2.0%
2 City of Burlington One-Time Funding	-	-	-	-	-
3 AGB Foundation Grant	149,050	-	135,500	135,500	10.0%
4 OAF /AGBF	25,646	5,646	25,646	20,000	28.2%
5 Exhibitions	80,174	(14,054)	96,271	110,325	-27.3%
6 Education Programs	286,900	14,000	314,000	300,000	-4.4%
7 Enterprise Revenues	442,593	10,647	430,647	420,000	5.4%
8 Art Etc	586,475	26,000	556,000	530,000	10.7%
9 TOTAL REVENUE	<b>2,505,243</b>	<b>42,239</b>	<b>2,474,147</b>	<b>2,431,908</b>	<b>3.0%</b>

## EXPENSE SUMMARY

10 Exhibitions	318,320	(29,112)	287,706	316,818	0.5%
11 Education Programs	351,878	(22,984)	341,908	364,892	-3.6%
12 Enterprise/Marketing	282,118	(16,674)	274,168	290,842	-3.0%
13 Art Etc.	493,036	(10,078)	486,281	496,359	-0.7%
14 Administration	331,082	37,106	321,994	284,888	16.2%
15 Occupancy & Maintenance	716,875	33,281	700,198	666,917	7.5%
16 Strategic Renewal	-	61,814	61,814	-	
17 Restructuring	-	-	-	-	
18 Debt Reduction	11,934	(11,114)	78	11,192	6.6%
19 TOTAL EXPENSES	<b>2,505,243</b>	<b>42,239</b>	<b>2,474,147</b>	<b>2,431,908</b>	<b>3.0%</b>
20 EXCESS (DEFICIT) OF REVENUE OVER EXP'S CURRENT YEAR	-	-	-	-	



We are pleased to present the Burlington Economic Development Corporation budget for 2017. The budget is within guideline and no business cases will be presented.

The Burlington Economic Development Corporation (BEDC) continues to act as a strategic partner in helping the City achieve objectives in the City's 25 Year Strategic Plan. BEDC in particular supports Strategic Direction 1, A City that Grows by helping the City achieve actions aligned with Promoting Economic Growth. While minimal changes will take place in the operating budget, the focus continues to be on projects that help to achieve these objectives.

An economic development corporation is responsible for attracting new business, retention and expanding of existing companies and marketing the City. The focus for 2017 will be on developing and supporting start up networks for new businesses.

BEDC looks forward to another successful year as strategic partner to the City.



**Consolidated Statement of Operations**  
**Proposed Budget**

	<b>2017 Proposed Plan</b>	<b>2016 Year End Projection</b>	<b>2016 Original Plan</b>	<b>Variance</b>	<b>Notes</b>
City Contribution	1,314,926	1,289,143	1,289,143	-	
Recovered Costs	-	17,120	-	17,120	
Admin Fees	214,330	164,725	210,125	(45,400)	
ICCI Rebate			20,000	(20,000)	
Jobs Ontario Grant	125,000	121,887	122,446	(559)	
Reserve Fund		67,448	96,848	(29,400)	Project carryover from 2015
<b>Total Revenues</b>	<b>1,654,256</b>	<b>1,660,323</b>	<b>1,738,562</b>	<b>(78,239)</b>	
Salaries & Benefits	1,017,366	997,209	1,058,831	61,622	Reduction in Fresh Insights staffing costs
Professional Development	10,000	16,000	10,000	(6,000)	
General Office Expenses	21,000	38,130	23,912	(14,218)	
Meeting Expenses	15,200	12,669	15,200	2,531	
Bldg/Facility Rental	53,240	56,106	53,240	(2,866)	
Telecommunications	7,550	7,148	7,550	402	
Travel	8,600	11,100	8,600	(2,500)	
External Contracts	-	-	-	-	
Audit Fees	5,300	5,300	5,300	-	
Contract Services	44,000	51,028	40,000	(11,028)	
Advertising & Promotion	11,000	10,411	23,700	13,289	
Network	30,000	30,000	30,000	-	
Events	-	(4,687)	-	4,687	
Community Development Funding	6,000	6,000	6,000	-	
Projects	425,000	423,909	456,229	32,320	
<b>Total Expenses</b>	<b>1,654,256</b>	<b>1,660,323</b>	<b>1,738,562</b>	<b>78,239</b>	
(To)/From Operations		-			
(To)/From Reserve Fund					
<b>Net Income (Loss)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

October 28, 2016

**To: Chair and Members of the Budget and Corporate Services Committee, City of Burlington**

**Re: The Burlington Performing Arts Centre 2017 Budget Submission**

Please find attached, The Burlington Performing Arts Centre Budget for 2017, which was approved by the Burlington Theatre Board of Directors on October 28<sup>th</sup>, 2016.

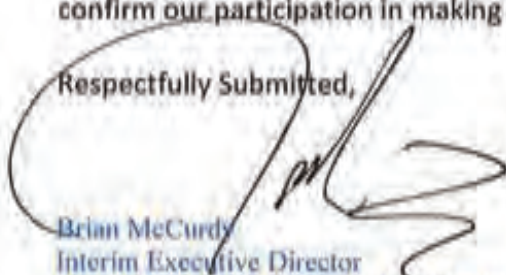
Throughout the 2017 budget creation process, we relied on a number of resources in preparing our projections. More importantly, we have also drawn from 5 full seasons of actual operations, including assessing events to date, box office data, rental interest and activity reflecting the current mix of community and professional presentations. This has allowed us to build educated assumptions, providing benchmarks to go forward.

➤ **2017 Base Budget Contribution of \$971,204**

The major initiative for the 2017 budget, and beyond, is to focus on expanding our rentals and balancing rentals and "Presents" programming. In addition, we will continue to focus on growing our annual philanthropic and sponsorship giving program to more greatly involve the community.

The Burlington Performing Arts Centre looks forward to working with the City of Burlington in supporting the ongoing development of the Arts and Cultural sector in the community. The Centre has made incredible contributions within the community and we will continue to support and strengthen Burlington's cultural landscape and its stakeholders. There are success stories we gather annually that confirm our participation in making Burlington a vital, vibrant and active place to be.

Respectfully Submitted,



Brian McCurdy  
Interim Executive Director  
The Burlington Performing Arts Centre  
440 Locust Street, Burlington, ON, L7S 1T7  
T: 905-681-2551 Ext. 6305 E: [brian.mccurdy@burlington.ca](mailto:brian.mccurdy@burlington.ca)



*experiences that inspire*

[www.burlingtonpac.ca](http://www.burlingtonpac.ca)



## The Burlington Performing Arts Centre

## 2017 Draft Operating Budget

2016 Budget	2016 YEP	Estimated 2016 Variance		2017 Budget	2017 vs 2016 Budget	% Change 2017 vs 2016 Budget	% Change 2017 Budget vs 2016 YEP
<b>Revenues</b>							
\$ 1,270,000	\$ 1,092,000	\$ (178,000)	Ticket sales to presenting series	\$ 1,239,027	\$ (30,973)	(2.44%)	13.46%
6,000	-	(6,000)	Ticket sales to special events	-	(6,000)	(100.00%)	
35,000	16,000	(19,000)	Memberships	23,500	(11,500)	(32.86%)	46.88%
140,000	182,667	42,667	Sponsorships	250,000	110,000	78.57%	36.86%
42,000	210,204	168,204	Sponsorships in-kind	200,370	158,370	377.07%	(4.68%)
35,000	15,000	(20,000)	Donations	23,500	(11,500)	(32.86%)	56.67%
7,500	10,500	3,000	Advertising	10,500	3,000	40.00%	0.00%
136,430	120,000	(16,430)	Box office handling fees	137,910	1,480	1.08%	14.93%
126,010	118,400	(7,610)	Ticket service fees	130,480	4,470	3.55%	10.20%
151,500	168,250	16,750	Concessions	160,000	8,500	5.61%	(4.90%)
20,580	21,180	600	Coat check, merch. commissions, other revenue	21,730	1,150	5.59%	2.60%
60,000	60,825	825	Grants: Federal	45,000	(15,000)	(25.00%)	(26.02%)
34,725	53,195	18,470	Provincial	36,500	1,775		(31.38%)
-	-	-	Other	-	-		
109,375	109,375	-	Capital Renewal Fund	119,256	9,881	9.03%	9.03%
532,890	485,297	(47,593)	Rental revenue and recovered costs	562,263	29,373	5.51%	15.86%
952,161	952,161	-	City of Burlington: Base budget contribution	971,204	19,043	2.00%	2.00%
<b>3,659,171</b>	<b>3,615,054</b>	<b>(44,117)</b>	<b>Total Revenues</b>	<b>3,931,240</b>	<b>272,069</b>	<b>7.44%</b>	<b>8.75%</b>
<b>Expenses</b>							
1,503,705	1,426,200	77,505	Salaries, wages and benefits	1,402,064	101,641	6.76%	1.69%
2,046,091	2,383,685	(337,594)	Other operating expenses	2,409,920	(363,829)	(17.78%)	(1.10%)
<b>3,549,796</b>	<b>3,809,885</b>	<b>(260,089)</b>		<b>3,811,984</b>	<b>(262,188)</b>	<b>(7.39%)</b>	<b>(0.06%)</b>
109,375	109,375	-	Contribution to Capital Renewal Fund	119,256	(9,881)	(9.03%)	(9.03%)
<b>\$ 3,659,171</b>	<b>\$ 3,919,260</b>	<b>\$ (260,089)</b>	<b>Total Expenses</b>	<b>\$ 3,931,240</b>	<b>\$ (272,069)</b>	<b>(7.44%)</b>	<b>(0.31%)</b>
<b>\$ -</b>	<b>\$ (304,206.00)</b>	<b>\$ (304,206.00)</b>	<b>Total Revenues Less Expenses</b>				

BOARD APPROVED

October 28, 2016



## The Burlington Performing Arts Centre

## 2017 Draft Operating Budget

2016 Budget	2016 YEP	Estimated 2016 Variance		2017 Budget	2017 vs 2016 Budget	% Change 2017 vs 2016 Budget	% Change 2017 Budget vs 2016 YEP
<b>Revenues</b>							
\$ 1,270,000	\$ 1,092,000	\$ (178,000)	Ticket sales to presenting series	\$ 1,239,027	\$ (30,973)	(2.44%)	13.46%
6,000	-	(6,000)	Ticket sales to special events	-	(6,000)	(100.00%)	
35,000	16,000	(19,000)	Memberships	23,500	(11,500)	(32.86%)	46.88%
140,000	182,667	42,667	Sponsorships	250,000	110,000	78.57%	36.86%
42,000	210,204	168,204	Sponsorships in-kind	200,370	158,370	377.07%	(4.68%)
35,000	15,000	(20,000)	Donations	23,500	(11,500)	(32.86%)	56.67%
7,500	10,500	3,000	Advertising	10,500	3,000	40.00%	0.00%
136,430	120,000	(16,430)	Box office handling fees	137,910	1,480	1.08%	14.93%
126,010	118,400	(7,610)	Ticket service fees	130,480	4,470	3.55%	10.20%
151,500	168,250	16,750	Concessions	160,000	8,500	5.61%	(4.90%)
20,580	21,180	600	Coat check, merch. commissions, other revenue	21,730	1,150	5.59%	2.60%
60,000	60,825	825	Grants: Federal	45,000	(15,000)	(25.00%)	(26.02%)
34,725	53,195	18,470	Provincial	36,500	1,775	5.11%	(31.38%)
-	-	-	Other	-	-		
109,375	109,375	-	Capital Renewal Fund	119,256	9,881	9.03%	9.03%
532,890	485,297	(47,593)	Rental revenue and recovered costs	562,263	29,373	5.51%	15.86%
<b>City of Burlington:</b>							
952,161	952,161	-	Base budget contribution	971,204	19,043	2.00%	2.00%
<b>3,659,171</b>	<b>3,615,054</b>	<b>(44,117)</b>	<b>Total Revenues</b>	<b>3,931,240</b>	<b>272,069</b>	<b>7.44%</b>	<b>8.75%</b>
<b>Expenses</b>							
1,503,705	1,426,200	77,505	Salaries, wages and benefits	1,402,064	101,641	6.76%	1.69%
45,775	46,295	(520)	Materials and supplies	50,110	(4,335)	(9.47%)	(8.24%)
234,300	235,659	(1,359)	Maintenance services and bldg operations	222,600	11,700	4.99%	5.54%
70,735	75,485	(4,750)	Office administration	73,774	(3,039)	(4.30%)	2.27%
967,845	1,093,355	(125,510)	Artist expense	1,084,314	(116,469)	(12.03%)	0.83%
18,945	18,945	-	Downtown parking levy	18,945	-	0.00%	0.00%
70,450	136,600	(66,150)	Professional services	158,750	(88,300)	(125.34%)	(16.22%)
374,500	522,820	(148,320)	Promotional expenses	530,613	(156,113)	(41.69%)	(1.49%)
12,000	-	12,000	Special events	-	12,000	100.00%	
9,865	7,500	2,365	Education - community engagement	16,775	(6,910)	(70.05%)	(123.67%)
20,575	20,925	(350)	Communications	22,300	(1,725)	(8.38%)	(6.57%)
191,101	191,101	-	Utilities	196,738	(5,637)	(2.95%)	(2.95%)
30,000	35,000	(5,000)	Web site maintenance	35,000	(5,000)	(16.67%)	0.00%
<b>3,549,796</b>	<b>3,809,885</b>	<b>(260,089)</b>		<b>3,811,984</b>	<b>(262,188)</b>	<b>(7.39%)</b>	<b>(0.06%)</b>
109,375	109,375	-	Contribution to Capital Renewal Fund	119,256	(9,881)	(9.03%)	(9.03%)
<b>\$ 3,659,171</b>	<b>\$ 3,919,260</b>	<b>\$ (260,089)</b>	<b>Total Expenses</b>	<b>\$ 3,931,240</b>	<b>\$ (272,069)</b>	<b>(7.44%)</b>	<b>(0.31%)</b>
<b>\$ -</b>	<b>\$ (304,206.00)</b>	<b>\$ (304,206.00)</b>	<b>Total Revenues Less Expenses</b>				

BOARD APPROVED

October 28, 2016

## Mapping of Revenues and Expenses in 2017 Budget Submission

2017 Budget Submission	Detail Line Items
------------------------	-------------------

**Revenues** (where not self-explanatory)

<b>Rental revenue and recovered costs</b>	Rental revenues for all theatre halls and spaces, recovered costs for staffing, box office set-up fees, room set-up fees, consumables fees, box office charges (5% on gross rental ticket sales for ticketed rental events), equipment rental fees and rental insurance charge backs
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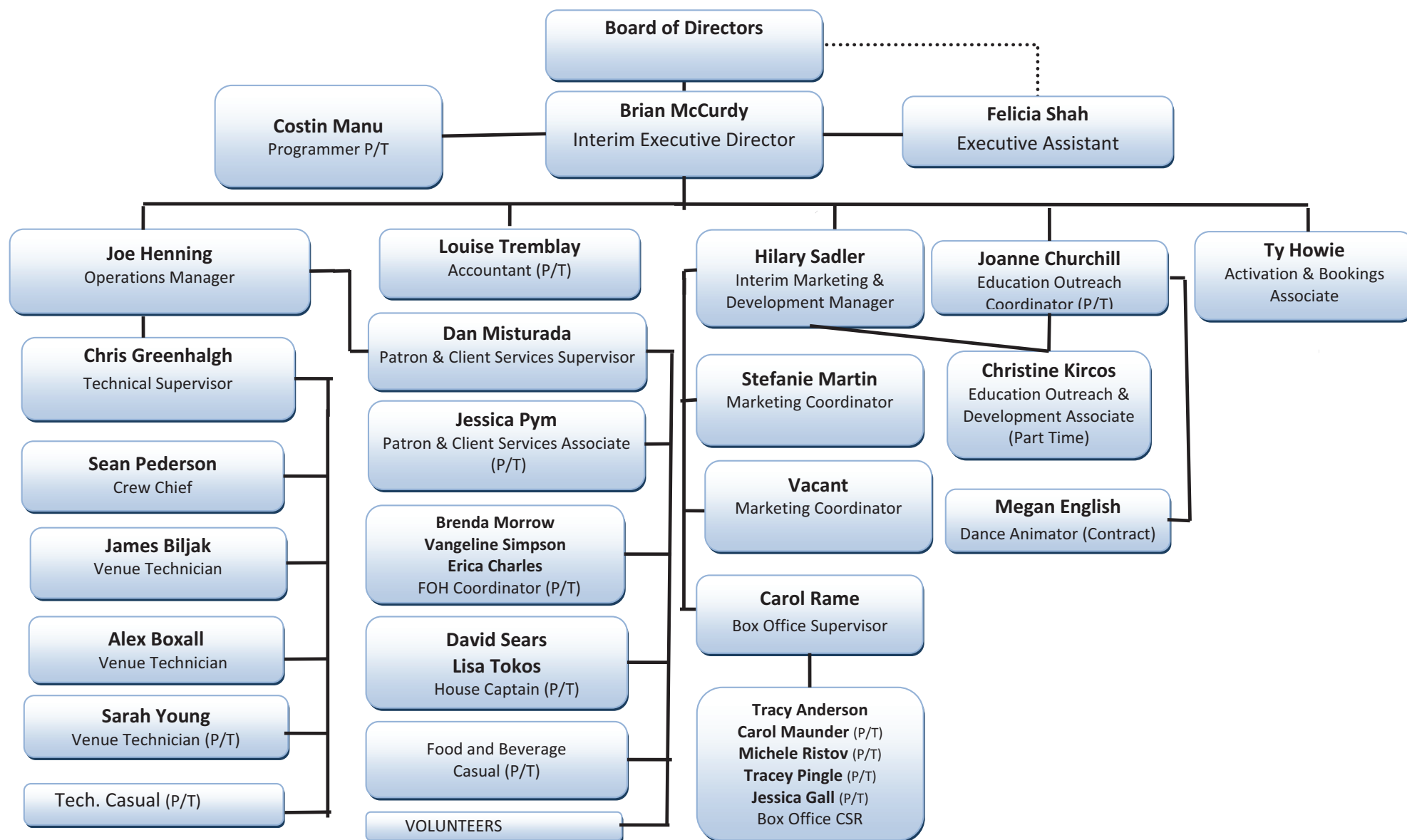
**Expenditures**

<b>Salaries, wages and benefits</b>	Salaries and benefits for F/T & P/T staff, development & training
<b>Materials and supplies</b>	Office and operating supplies, licenses & permits, uniforms
<b>Maintenance services and building operations</b>	Building and equipment repairs & maintenance, janitorial services and supplies, security services, equipment rental (owned and on behalf of clients) and contracted services for <u>Building Operations</u> which include: HVAC /mechanical, fire inspections and monitoring, elevator inspections and maintenance and automatic door and grounds maintenance
<b>Office administration</b>	Credit card charges, insurance, membership fees, mileage, office equipment leases, computer hardware, postage, printing
<b>Artist expense</b>	Artist fees, artist riders and artist selection
<b>Downtown parking levy</b>	Downtown parking levy
<b>Professional services</b>	Audit fees, contracted services which includes <u>Administration</u> : Tixhub fees and consultants, <u>Programming</u> : dance animator
<b>Promotional expenses</b>	Advertising & promotion, appreciation events for volunteers, food & beverage, meeting expenses, fundraising and membership (donor benefits and membership cultivation)
<b>Special Events</b>	No event planned for 2017
<b>Education community engagement</b>	Teacher engagement, industry mentorship program costs for all education realated performances and activities
<b>Communications</b>	Telephones and cell phones, includes land lines, fax line, internet connections and annual maintenance for service guarantees on telephone equipment
<b>Utilities</b>	Hydro, water & natural gas
<b>Web site maintenance</b>	Web site maintenance

H:\Budget\2017\Working Papers\Mapping of Revenues and Expenses 2017.xls

8/31/2016 4:28 PM

The Burlington Performing Arts Centre – Org Chart (Updated October 26, 2016)





# **Burlington Public Library Board 2017 Proposed Operating Budget**

*Submitted to:*

City Council

City of Burlington

September 2016

## Executive Summary

---

The Burlington Public Library Board is submitting a draft 2017 Current Budget for library operations within the 2% guideline. The Library Board and Senior Management Team are concerned that it will be difficult to meet growing demands for library services in our rapidly changing community as budget challenges and cost escalations continue.

In June 2016 the Library Board approved a new Strategic Plan that reflects messages we heard from our community. **Where Ideas Thrive: Burlington Public Library's Strategic Plan 2016 to 2020** is focused on supporting Burlington residents in realizing their aspirations. Senior Management continues to conduct service reviews and embraces strategic vacancy management practices as part of the Library's focused and careful stewardship of funds. These practices have allowed a balanced budget to be achieved for 2017 submission.

Burlington Public Library has continued to experience a significant increase in usage of the Library by our customers.

### 2016 Statistical Snapshot at July 31, 2016:

- ✓ **42% of Burlington residents are library members – 74,000** people hold Burlington Public Library cards.
- ✓ **1,091,787 items circulated** – the equivalent of every resident in Burlington borrowing 6 items each so far this year.
- ✓ **5,102 new registrations to date.**
- ✓ **31,836 program attendees**– the programs range from pre-school literacy programs to university level lectures.
- ✓ **634,681 people visited the library.**
- ✓ **971,338 on-line visits.**
- ✓ **283,080 wireless access sessions in our libraries.**

Burlington Public Libraries are community hubs and destinations of choice for Burlington residents. High societal priority is placed on gaining 21<sup>st</sup> Century literacies and we have positioned our services and programs to provide opportunities for lifelong learning. In 2016 Burlington Public Library locations served as welcoming spaces and vital resources for the refugee families who arrived in our City and they continue to be regular visitors. Our Board and Staff are committed to continually evolving library services to meet changing interests and needs.

Maureen Barry,  
Chief Executive Officer

## Library Board Priorities and Mission Statement

---

**Where Ideas Thrive: Burlington Public Library's Strategic Plan 2016 to 2020** includes four key **Strategic Priorities** that define our direction for the next four years:

Inspire Exploration

Improve Awareness

Increase Access

Advance Governance

The Library Board revised the Library's Mission Statement in 2016 to more accurately describe the important role the Public Library plays in Burlington.

### Our Mission

*“Engaging Burlington in building 21st century literacies,  
lifelong learning, and community connections.”*

## Budget Challenges

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It has been challenging to achieve a balanced budget for 2017 and to stay within the 2% guideline established by the City. In addition, the direction from the City to absorb program changes within the base budget unless greater than \$25,000 has further tested the Library's ability to avoid a deficit in 2017.

Burlington Public Library is experiencing financial pressures that exceed the 2% guideline while at the same time experiencing an unprecedented and increasing demand for our services. The Library Senior Management Team and the Board are very concerned that it will not be possible to achieve a balanced budget in future years, given the increasing demand for library services and the ever rising cost environment the Library is encountering.

Some of the financial pressures Burlington Public Library is experiencing include:

- **Library generated revenues:** These are anticipated to be 4.8% lower than the 2016 base budget. Overall, the composition of Library generated revenue has changed. It is estimated that fines will be 12.6% lower in 2017 due to the continued increase in use of the electronic collection. The increase in revenue earned from overseeing exams and the sale of discards is helping to offset this reduction in fines.
- **Benefits costs:** The benefit rate forecasted for 2017 is 25.1%. This has increased due to anticipated higher health benefits costs at the renewal in July each year, as well as an additional number of staff qualifying for OMERS due to the standardization of part-time hours.
- **Energy Cost inflation:** Costs related to utilities are rapidly increasing. At August 2016, utilities cost were on track to be 4% higher than the 2016 budget which included a 7% increase for hydro and 1.5% increase for gas over the 2015 budget. The Library has included an overall 12% increase compared to the 2016 budget for utility costs, which is equivalent to 5% over the actual 2016 expenses being realized. This increase is in line with the guidelines presented by the City of Burlington.
- **US-Canadian Exchange rate:**
  - The **Collection**, the second largest budget line, continues to be negatively impacted by the exchange rate. Approximately 22% of Collection purchases are made in US dollars, and purchases in CAD dollars may be impacted as suppliers pass along any exchange rate impact they experience. In addition, the cost of purchasing an item for the electronic collection is far higher than the cost of the same item when purchased for the physical collection. As the use of the electronic collection continues to increase, this will place further strain on this budget line. A total budget increase of \$12,690 for materials and the associated processing costs has been included in the 2017 budget.

- **Automated systems** includes costs related to software, data communication and IT service contracts. An increase of 7.6% over the 2015 base expense has been included in the budget to reflect the upwards trend in higher costs experienced over the last few years. This budget item is also negatively impacted by the exchange rate.

**Provincial operating and pay equity grants:** The amounts have not been adjusted by the Province since the late 1990's. On July 20<sup>th</sup> the first Provincial Cultural Strategy included the following commentary about provincial funding for public libraries however no specific changes to funding have been announced yet. Excerpt from Culture Strategy: *Review and update provincial funding programs for public libraries to build the capacity of libraries serving rural and remote communities, improve digital services and support leadership and innovation.*

## Meeting the Challenges

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The Library Board and Senior Management have been proactive in meeting financial challenges. Service and organizational reviews and strategic vacancy management practices are on-going as part of the Library's focused and careful stewardship of funds. In the past couple of years, the Library has experienced a significant number of staff retirements as the baby boomer generation continues to leave the workplace. As a result, there were some savings as new hires began at lower salaries than their predecessors.

In 2014 the Library engaged the services of a materials recovery service with a focus on more assertively pursuing delinquent borrowers and recovering overdue materials and overdue fines. Since 2014, the Library has recovered \$22,500 in fines owing and has had overdue materials valued at \$28,000. As a result, fewer replacement copies of materials needed to be purchased.

In addition, the Library has benefited in 2015/2016 with support from an Elderly Technology Assistance Grant (ETAG) in the amount of \$2,750. This funding was used to provide free technology assistance for seniors using volunteers. A small grant of \$200 was received from the Writers' Guild for an author visit to occur in November 2016.

The Library has endowment funds established with the Burlington Foundation and when investment markets experience profitable years, interest earned is allocated towards services to those with vision difficulties (as per the direction of those who left the bequests).



## 2016 Investment: Where Ideas Thrive

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In 2016 the Library Board confirmed, through community engagement, the priorities for our new strategic plan. Our focus is on customer service excellence and in creating meaningful experiences for our visitors.

### **Partnerships:**

#### **Syrian Refugees**

Within 12 hours of the arrival of the first airplane of Syrian refugees, Burlington Public Library welcomed a young male refugee at Central Library. We worked with all local settlement partner organizations in offering orientation sessions for sponsors and developed information materials about library services in other languages. Special language conversation circles, computer courses, access to Syrian media on-line and access to settlement workers have been just some of the services our library has made available to these newcomers. We continue to welcome refugees as they have become regular customers. One young Syrian woman shared the following observation with library staff after a tour of Central Library: *"Everything is possible here."*

#### **Teens with Disabilities**

The Teen Advisory Board (TAB) at Alton Branch partnered with teens from Life Skills classes at M. M. Robinson Secondary school because the library teen volunteers said they 'wanted to make a difference'. They planned evening activities together at the library and the teens continue to socialize outside the program and via social media. This program is extending to other parts of the city in fall 2016.

Students with disabilities from Robert Bateman Secondary School make regular visits to the Central Library where they have become regular users of the Library's makerspace and where they feel free to explore their ideas and creativity.

#### **Halton Housing Help**

In partnership with Halton Housing Help the library offers space for one-on-one appointments for those in need of assistance and housing support. Case managers have reported great success in assisting Burlington residents in gaining affordable housing, avoiding eviction and connecting chronically homeless people with support.

### **Technology/Innovation:**

#### **Burlington's First Public Makerspace**

In March 2016 we launched **Ideaworks Studio** at Central Library, the first public makerspace in our city with representatives from all levels of government and over 500 excited community members in attendance. As public libraries evolve from places where people

access information to places where people create and explore ideas, the makerspace provides the opportunity to experiment and discover. These are key skills and competencies in our knowledge focused economy.

### **Digital Media Lab**

In fall 2016 our Alton Branch will launch a **Digital Media Lab** with hardware and software to support creative expression in digital media. iMacs, MacBooks, Scanners, Drawing tablets and digital design software are available at no charge. Programming is scheduled to provide guidance for residents as they encounter these new technologies.

### **Technology Lending**

The library expanded its lending collections to include Chromebooks and MacBooks. By borrowing these devices residents are gaining in techno-literacy and having the opportunity to explore new technologies. They are proving popular with all ages.

### **Cultural Hub:**

#### **Film/Music/Literature**

The library expanded its film programming to include summer film series of documentaries which gained a popular following during the summer months. In addition we introduced summer lunchtime concerts at Central Library featuring pop, roots and Celtic music. The intent was to fill the library with music for one hour every few weeks and our visitors were delighted to have these cultural experiences. In 2016 we celebrate the 10<sup>th</sup> anniversary of our One Book One Burlington program in support of Canadian literature.

### **Community Engagement:**

To inform our strategic planning process, library staff developed a unique approach to conducting stakeholder and community consultations. Street teams of library staff attended pop up community art events, the farmers market, festivals and other community events to have conversations with attendees. Residents were asked what their three top goals were for the coming year and what barriers there were to achieving those goals. These aspirational conversations served to guide the Board's priority setting for the coming four years. We are committed to continuing those community conversations to ensure our plans and priorities remain on track for our residents.

### **Our Commitment**

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Burlington Public Library Board and Staff are committed to strong stewardship and careful administration of all funding dollars. Burlington residents place a high value on the collections, services, programs and spaces provided by Burlington Public Library. The Library is committed to evolving and making stronger community connections in 2017.

2017 Proposed Operating Budget and Forecast

Burlington Public Library  
2017 Draft Operating Budget

	2016 Full Year				Budget Year over Year			
	Budget	Year End Projection	\$ Change	% Change	2016 Budget	2017 Base Budget	\$ Change	% Change
Human Resources	8,353,550	8,289,039	64,511	0.8%	8,353,550	8,487,912	134,362	1.6%
Library Collections & Programming	1,061,603	1,061,250	353	0.0%	1,061,603	1,076,500	14,897	1.4%
Operating/Minor Capital Equip.	661,009	654,407	6,602	1.0%	661,009	656,445	(4,564)	-0.7%
Facility Costs	724,578	724,578	-	0.0%	724,578	772,829	48,251	6.7%
Transfer to Capital Reserve		69,419	(69,419)					
<b>TOTAL EXPENDITURES</b>	<b>10,800,740</b>	<b>10,798,693</b>	<b>2,047</b>	<b>0.0%</b>	<b>10,800,740</b>	<b>10,993,686</b>	<b>192,946</b>	<b>1.8%</b>
City of Burlington Funding	10,299,651	10,299,651	-	0.0%	10,299,651	10,505,644	205,993	2.0%
Province of Ontario Funding	229,403	229,403	-	0.0%	229,403	229,403	-	0.0%
Library Generated Revenue	271,686	264,564	7,122	2.6%	271,686	258,639	(13,047)	-4.8%
Grants and Donations	-	5,075	(5,075)		-	-	-	
<b>TOTAL REVENUES</b>	<b>10,800,740</b>	<b>10,798,693</b>	<b>2,047</b>	<b>0.0%</b>	<b>10,800,740</b>	<b>10,993,686</b>	<b>192,946</b>	<b>1.8%</b>
					-			
<b>NET OPERATING BUDGET</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>	<b>-</b>	

# Museums of Burlington



**Joseph Brant Museum**  
1240 North Shore Boulevard East  
Burlington, Ontario L7S 1C5  
Tel: 905-634-3556  
Fax: 905-634-4498  
Toll Free: 1-888-748-5386



**Ireland House at Oakridge Farm**  
2168 Guelph Line  
Burlington, Ontario L7P 5A8  
Tel: 905-332-9888  
Fax: 905-332-1714  
Toll Free: 1-800-374-2099

**Museums of Burlington  
Administration Offices**  
2168 Guelph Line  
Burlington, Ontario L7P 5A8  
Tel: 905-332-9888  
Fax: 905-332-1714

[www.museumsofburlington.com](http://www.museumsofburlington.com)

2017 Proposed Operating Budget and Forecast  
September 9, 2016

Mayor and Members of Council  
City of Burlington  
426 Brant Street, P.O. Box 5013  
Burlington, ON L7R 3Z6

Dear Mayor Goldring and Members of Council,

On behalf of the Burlington Museums Board, I am pleased to present the 2017 Draft Proposed Consolidated Current Budget and Budget Notes for Joseph Brant Museum and Ireland House at Oakridge Farm. The budget has been prepared following Council direction of a 2% base budget target for local boards.

To date, over 32,000 people have visited Burlington Museums and we are on track to match our attendance figures from the previous year. Museums' staff and volunteers continue to develop and present programs that are of interest to a wide variety of audiences. This year we updated and made current our education programs in conjunction with the revised Social Studies Curriculum. We also made current our youth group programs in line with new badge requirements. Other new initiatives included programs targeted for home schooled youth as well as toddlers.

A number of excellent exhibitions were presented at both Museums including "A Stitch in Time: Exploring the Eileen Collard Collection", "March to the Beat!" (a tribute to Burlington Teen Tour Band) at Joseph Brant Museum; "Ireland House: Home, Family, History" which includes an interactive kiosk where people can learn more about the Ireland family, a family timeline, family artifacts and aerials of Ireland House, inside Oakridge Interpretive Centre; and, off site at the Legislative Assembly in Toronto, "Exploring the Eileen Collard Collection at the Joseph Brant Museum", travelling exhibition.

We've received \$5,483, to date, in tax-receipted gifts and donations; operating grants totaling \$58,426; approximately \$10,288 in summer employment grants; \$10,000 from the Celebrate Canada Program for our annual Canada Day Strawberry Festival; and \$2,000 from TD Bank in support of our summer camp program. Our website, [www.museumsofburlington.com](http://www.museumsofburlington.com), continues to be a valuable source of information for residents and visitors alike, receiving 27,800 visits in 2015. 70% were new users to the site. Monthly average was 2,317 visits.

We continue to work collaboratively and in partnership with many of our colleagues within our community through joint programming/initiatives and we appreciate the continued support of City Council and City staff.

Thank you.

Sincerely,

**Barbara Teatero**

Barbara E. Teatero  
Director of Museums

# 2017 Proposed Operating Budget and Forecast

September 8, 2016

## Burlington Museums Board 2017 Draft Proposed Consolidated Current Budget

	2015	2016		2017			Change vs. 2016 Budget	
	Actual	Budget	Year End Projections	Proposed Base Budget	% Change vs 2016 budget	Program Changes	Proposed Budget	\$ %
City of Burlington Grant	661,904	671,833	671,833	685,270	2.0%	0	685,270	13,437 2.0%
Province of Ontario	58,426	58,426	58,426	58,426	0.0%		58,426	0 0.0%
Earned Revenue	117,149	76,079	83,359	61,413	-19.3%		61,413	(14,666) -19.3%
Museum Programs	47,150	43,522	44,668	45,267	4.0%		45,267	1,745 4.0%
Total revenue	884,629	849,860	858,286	850,376	0.1%	0	850,376	516 0.1%
EXPENSES								
Salaries, Wages & Benefits	603,040	671,020	646,905	680,918	1.5%		680,918	9,898 1.5%
Grant Salaries, Wages & Benefits - Subsidy	0	1,000	1,000	1,000	0.0%		1,000	0 0.0%
Staff Development and Travel	4,979	4,388	3,311	4,475	2.0%		4,475	87 2.0%
Collections Management	19,618	14,755	12,299	15,050	2.0%		15,050	295 2.0%
Museums Programs	71,817	54,369	42,119	55,449	2.0%		55,449	1,080 2.0%
General Office Materials	10,993	7,612	5,438	7,765	2.0%		7,765	153 2.0%
Purchases of Inventory	8,462	10,237	9,880	10,442	2.0%		10,442	205 2.0%
Telephone and Utilities	34,649	35,609	35,609	29,060	-18.4%		29,060	(6,549) -18.4%
Repairs & Maintenance	49,381	39,678	29,892	34,876	-12.1%		34,876	(4,802) -12.1%
Insurance & Professional Fees	8,957	9,929	9,834	10,053	1.2%		10,053	124 1.2%
Fee Waiver - La Salle Park	1,244	1,263	1,263	1,288	2.0%		1,288	25 2.0%
Total expenses	813,140	849,860	797,550	850,376	0.1%	0	850,376	516 0.1%
Surplus/(Deficit)	71,489	0	60,736	0	0	0	0	0 0

**Museums of Burlington**  
**2017 Draft Proposed Consolidated Current Budget**  
Notes to Budget

The Burlington Museums Board 2017 Draft Proposed Consolidated Current Budget for Burlington's Museums has been prepared following Council direction of a 2% base budget target for local boards.

**Expenditures**

Salaries, Wages & Benefits - \$680,918

Human resources costs which is comprised of provisions for market adjustment/union contract increase, range movement, training, overtime, payroll taxes (EI, CPP, EHT), WSIB, OMERS, and insurance benefits. The 2017 budget has been prepared using the Personnel Service Worksheets for full time and part time staff and includes a 2.25% merit increase.

Grant Salaries, Wages & Benefits - \$1,000

The Young Canada Works in Heritage Organizations provides for 75% of the total cost. The amount budgeted represents 25% based on two positions historically received.

Staff Development and Staff Travel - \$4,475

- Staff Development (\$3,177) – professional development courses for staff and volunteers and provision for attendance at the OMA Conference
- Staff Travel (\$1,298)

Collections Management - \$15,050

- Display & Travelling Exhibits (\$9,486) - exhibition ideas for 2017-2018 include showcasing the history of an early Burlington farming family, how they adapted to changing farming trends and how the city's landscape has changed over time; exploring one of the founding families in Burlington who excelled in farming and played an important role in the community; showcasing our vast costume collection to illustrate social and economic changes throughout various decades.
- Acquisitions (\$204) – provides for appraisals by an outside appraiser and associated expenses
- Conservation (\$2,861) – conservation supplies plus the purchase of a HOBO data logger for IHM
- Curatorial (\$2,499) - curatorial supplies/projects

Museums Programs - \$55,449

- Marketing (\$8,160) – to promote the Museums and all programming, includes participation in the TODS program
- Education & Interpretation (\$10,349) – program supplies & materials for the delivery of educational programs, youth group programs, special events, site materials, learning resource materials and reproduction costuming

- Events & Activities (\$29,650) – for the delivery of 9 special events, including Doors Open Burlington
- Volunteer Program (\$7,290) - provides for volunteer support, training, development, recruitment and recognition

General Office Materials - \$7,765

Purchases of Inventory - \$10,442 - inventory to sell in the museums' gift shops, transaction fees, device rentals and other service charges as well as Interac charges related to other program fees

Telephone & Utilities - \$29,060

- Telephone (\$9,748) – decrease of 15% is attributed to the 2017 closure of Joseph Brant Museum for construction/renovation
- Utilities (\$19,312) – decrease of 20% is attributed to the 2017 closure of Joseph Brant Museum for construction/renovation

Repairs and Maintenance - \$34,876

- Capital (\$695)
- Furniture & Fixtures (\$700)
- Fixed Office Expense (\$5,643) – costs for equipment rentals, photocopier charges and hi-speed Internet
- Maintenance (\$27,838) - decrease of 15% is attributed to the 2017 closure of Joseph Brant Museum for construction/renovation

Insurance & Professional Fees - \$10,053

- Insurance (\$2,776) – insurance premiums provided by cost centre
- Audit (\$5,240)
- Professional Affiliations (\$2,037) – professional affiliations include the Canadian Museum Association, the Ontario Museums Association, Costume Society of Ontario, as examples – fees are based on a percentage of the operating budget

Joseph Brant Day Fee Waiver - \$1,288 – for the use of La Salle Park where the annual event is held – in 2017, we will be presenting our 38<sup>th</sup> annual Joseph Brant Day Festival which will focus on *Ontario150*

Revenue

City of Burlington - \$685,270 – our request to the City is 2% as per City of Burlington guidelines. Our budget request does not include any business plans.

Province of Ontario Community Museum Operating Grant (CMOG) – \$58,426 - no change from the 2016 level.

Earned Revenue - \$61,413

- Admissions (\$48,000) – decrease of 20% attributed to closure of Joseph Brant Museum for construction/renovation – partially offset by lower telephone and utility costs attributed to closure of Joseph Brant Museum for construction/renovation
- Souvenir Sales (\$6,063) – decrease of 20% attributed to closure of Joseph Brant Museum for construction/renovation – partially offset by lower telephone and utility costs attributed to closure of Joseph Brant Museum for construction/renovation
- Memberships (\$1,530)
- Sundry (\$1,020)
- Facility Rental (\$4,800) – decrease of 20% attributed to closure of Joseph Brant Museum for construction/renovation – partially offset by lower telephone and utility costs attributed to closure of Joseph Brant Museum for construction/renovation

Museum Programs - \$45,267 – increase of 4% attributed to Doors Open Burlington program





414 Locust Street, Burlington, ON L7S 1T7

November 21, 2016

Mayor and Council  
City of Burlington  
426 Brant Street, P.O. Box 5013  
Burlington, Ontario  
L7R 3Z6

Dear Mayor and Members of Council,

On behalf of the Board of Tourism Burlington I am pleased to present the 2017 current budget for our organization. Our new Strategic Plan approved in 2016, guides Tourism Burlington board and staff for the next five years. Our Strategic Plan Vision is:

*Burlington is seen as a distinctive waterfront destination known for its culture, festivals and outdoor experiences and tourism is recognized as an economic driver.*

Working with our marketing committee, we have developed a business & marketing plan targeted to our key markets. We have focused primarily on our main marketing tools our website, visitor guide, map and social media platforms and developed cooperative marketing partnerships.

From a performance measures standpoint, we have seen an increase in visitor information centre stats by 5% YTD, and our infomobile was up 76% due to increased operating hours due to having additional students this summer. Our website has seen average visits of 20,000/mo up 6,000/mo from 2015. Our social networking sites are seeing significant increases of Facebook likes 3,747, and Twitter followers reached a milestone of over 10,000 followers our blogs are well-read with 74,000 views and numerous guest bloggers contributing stories and interest has increased for our Instagram page to 2,311. The hotel occupancy in April, May, and July were highest in ten years and there continues to be new sport tournament and meeting bookings. Taste of Burlington, our fixed price dining program continues to see steady growth with a popular public launch event and up to 32 restaurants seeing a total of over \$400,000 in revenue. Taste of Burlington also shows strong web 37,482 YTD and social media support- Facebook 1,302 - Twitter 3,948 and Enews subscribers 4,367.

Tourism Burlington will continue to work together with our partners including the Ministry of Tourism, Culture & Sport, Ontario Tourism Marketing Partnership, Canadian Tourism Commission, Destination Marketing Association of Canada, Tourism Industry Association of Canada, Hamilton/Halton/Brant Tourism Organization (RTO#3), Halton Region Tourism, Team Burlington, other destination marketing organizations and our industry partners to promote and market Burlington and Ontario to visitors.

**2017 Plans and Current Budget Overview**

In 2017, Canada will be celebrating 150 years since Confederation. To commemorate this historic milestone, Tourism Burlington is implementing a marketing campaign to encourage former Burlingtonians and family and friends of residents to visit and rediscover Burlington events and attractions during 2017. This campaign will begin in the fall of 2016 and will engage residents, former residents and many of our famous Burlingtonians.

The 2017 grant request to the City of Burlington is within the 2% guidelines as directed by Council.

Attached to this budget information we have also included an organization profile which outlines the key functions that tourism performs.

Our Board, staff and volunteers appreciate the continued support the city has provided. We welcome any questions you may have regarding our budget and plans for 2017.

Sincerely,



Gord Langford, Chair  
Tourism Burlington, Board of Directors



905.634.5594 • TF: 1.877.499.9989 • F: 905.634-7220 • E: [info@tourismburlington.ca](mailto:info@tourismburlington.ca) • [www.tourismburlington.com](http://www.tourismburlington.com)

## TOURISM BURLINGTON - Proposed Current Budget 2017

2016 Approved Budget	2016 Year-End Forecast	2016 Estimated Year-End Variance		2017 Base Budget	2017 \$ Change over 2016B	% Change 17B - 16B	% Change 17B - 16Y/E
			<b>REVENUES</b>				
\$ 376,511	\$ 376,511	\$ -	City of Burlington	\$ 384,041	\$ 7,530	2%	2%
<b>\$ 376,511</b>	<b>\$ 376,511</b>	<b>\$ -</b>	<b>Sub-total City Contribution</b>	<b>\$ 384,041</b>	<b>\$ 7,530</b>	<b>2%</b>	<b>2%</b>
\$ 54,250	\$ 50,893	\$ (3,357)	Partner Revenues - Co-ops	\$ 50,250	\$ (4,000)	-7%	-1%
\$ 38,200	\$ 35,125	\$ (3,075)	Taste of Burlington	\$ 36,500	\$ (1,700)	-4%	4%
\$ 10,000	\$ 29,533	\$ 19,533	Federal/Provincial Summer Staff Grants	\$ 10,000	\$ -	0%	-66%
<b>\$ 102,450</b>	<b>\$ 115,551</b>	<b>\$ 13,101</b>	<b>Sub-total Grants &amp; Partner revenue</b>	<b>\$ 96,750</b>	<b>\$ (5,700)</b>	<b>-6%</b>	<b>-16%</b>
		\$ -	<b>Other Revenues</b>				
\$ 2,300	\$ 2,300	\$ -	Souvenir Sales	\$ 2,300	\$ -	0%	0%
\$ 9,000	\$ 9,000	\$ -	Tear maps	\$ 9,000	\$ -	0%	0%
\$ 500	\$ 1,100	\$ 600	Other Income	\$ 500	\$ -	0%	-55%
<b>\$ 11,800</b>	<b>\$ 12,400</b>	<b>\$ 600</b>	<b>Sub-total Other Revenue</b>	<b>\$ 11,800</b>	<b>\$ -</b>	<b>0%</b>	<b>-5%</b>
<b>\$ 490,761</b>	<b>\$ 504,462</b>	<b>\$ 13,701</b>		<b>\$ 492,591</b>	<b>\$ 1,830</b>		
		\$ -	<b>EXPENDITURES</b>		\$ -		
			<b>Marketing</b>				
\$ 52,350	\$ 45,600	\$ (6,750)	Leisure Travel	\$ 52,100	\$ (250)	0%	14%
\$ 2,450	\$ 2,450	\$ -	Meetings and Conventions	\$ 2,450	\$ -	0%	0%
\$ 3,000	\$ 3,000	\$ -	Sport Tourism	\$ 3,000	\$ -	0%	0%
\$ 2,500	\$ 5,500	\$ 3,000	Public Relations	\$ 5,380	\$ 2,880	115%	-2%
\$ 38,200	\$ 43,360	\$ 5,160	Taste of Burlington	\$ 36,500	\$ (1,700)	-4%	-16%
<b>\$ 98,500</b>	<b>\$ 99,910</b>	<b>\$ 1,410</b>	<b>Sub-total Marketing</b>	<b>\$ 99,430</b>	<b>\$ 930</b>	<b>1%</b>	<b>0%</b>
<b>\$ 56,861</b>	<b>\$ 57,861</b>	<b>\$ 1,000</b>	<b>C. Service /Visitor Centre</b>	<b>\$ 56,861</b>	<b>\$ -</b>	<b>0%</b>	<b>-2%</b>
<b>\$ 6,700</b>	<b>\$ 8,440</b>	<b>\$ 1,740</b>	<b>Partner Services</b>	<b>\$ 7,200</b>	<b>\$ 500</b>	<b>7%</b>	<b>-15%</b>
		\$ -	<b>Administration</b>		\$ -		
\$ 268,500	\$ 265,500	\$ (3,000)	Human Resources (incl. Benefits, Tr & Dev.)	\$ 267,500	\$ (1,000)	0%	1%
\$ 4,800	\$ 4,500	\$ (300)	Telephone	\$ 5,100	\$ 300	6%	13%
\$ 500	\$ 500	\$ -	Dues and Subscriptions	\$ 500	\$ -	0%	0%
\$ 800	\$ 2,000	\$ 1,200	Postage	\$ 2,000	\$ 1,200	150%	0%
\$ 4,800	\$ 3,500	\$ (1,300)	Bookkeeping Services	\$ 3,500	\$ (1,300)	-27%	0%
\$ 4,500	\$ 6,000	\$ 1,500	Professional Fees (Audit)	\$ 6,000	\$ 1,500	33%	0%
\$ 900	\$ 900	\$ -	Consulting & Legal Fees	\$ 900	\$ -	0%	0%
\$ 26,200	\$ 26,200	\$ -	Rent and Insurance	\$ 26,200	\$ -	0%	0%
\$ 2,000	\$ 2,000	\$ -	Office Supplies & Equipment	\$ 2,000	\$ -	0%	0%
\$ 10,700	\$ 9,700	\$ (1,000)	General Expense/Other	\$ 9,700	\$ (1,000)	-9%	0%
\$ 5,000	\$ 6,000	\$ 1,000	Information technology	\$ 5,700	\$ 700	14%	-5%
<b>\$ 328,700</b>	<b>\$ 326,800</b>	<b>\$ (1,900)</b>	<b>Sub-total Administration</b>	<b>\$ 329,100</b>	<b>\$ 400</b>	<b>0%</b>	<b>1%</b>
<b>\$ 490,761</b>	<b>\$ 493,011</b>	<b>\$ 2,250</b>		<b>\$ 492,591</b>	<b>\$ 1,830</b>		
<b>\$ -</b>	<b>\$ 11,451</b>	<b>\$ 11,451</b>	<b>(SURPLUS) / DEFICIT</b>	<b>\$ -</b>	<b>\$ -</b>		

## 2017 OPERATING BUDGET

## SERVICE RESOURCE SUMMARY

## HALTON COURT SERVICES

## Service Description

A public service to administer provincial court services and prosecute provincial offence charges on behalf of the City of Burlington and Towns of Oakville, Milton and Halton Hills.

## Service Owner Name

Frances Evans

	2015	2016		2017 Proposed				
	Actual	Budget	Year End Projections	Base Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Human Resources	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
Operating/Minor Capital Equip.	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
Purchased Services	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>
Controllable Revenues	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
General Revenues & Recoveries	\$ (623,074)	\$ (634,473)	\$ (622,866)	\$ (622,866)	-1.8%	\$ -	\$ (622,866)	-1.8%
<b>TOTAL REVENUES</b>	<b>\$ (623,074)</b>	<b>\$ (634,473)</b>	<b>\$ (622,866)</b>	<b>\$ (622,866)</b>	<b>-1.8%</b>	<b>\$ -</b>	<b>\$ (622,866)</b>	<b>-1.8%</b>
<b>NET OPERATING BUDGET</b>	<b>\$ (623,074)</b>	<b>\$ (634,473)</b>	<b>\$ (622,866)</b>	<b>\$ (622,866)</b>	<b>-1.8%</b>	<b>\$ -</b>	<b>\$ (622,866)</b>	<b>-1.8%</b>

# 2017 Budget

2017 Proposed  
Operating Budget

Additional Analysis

**2017 PROPOSED OPERATING BUDGET SUMMARY**

2017 Proposed Operating Budget and Forecast

	2016	2017					Tax Impact	
	Budget	Base Budget	Business Cases	Proposed Total Budget	\$ Change from 2016	% Change from 2016	Base Budget	Total Budget
<b>Net Expenditures</b>								
<b>Public Safety</b>								
Fire Protection	\$ 27,667,151	28,200,033	-	28,200,033	532,882	1.9%	0.3%	0.3%
Animal Control	519,498	540,612	-	540,612	21,114	4.1%	0.0%	0.0%
By-law Enforcement	427,970	453,987	-	453,987	26,017	6.1%	0.0%	0.0%
Emergency Management	129,120	156,973	-	156,973	27,853	21.6%	0.0%	0.0%
Total Public Safety	28,743,739	29,351,605	-	29,351,605	607,866	2.1%	0.4%	0.4%
<b>Maintenance</b>								
Roadway and Sidewalk Maintenance	6,866,164	7,119,666	48,474	7,168,140	301,976	4.4%	0.2%	0.2%
Winter Maintenance	4,687,068	4,947,148	13,367	4,960,515	273,447	5.8%	0.2%	0.2%
Parks and Open Space Maintenance	4,659,602	4,766,576	-	4,766,576	106,974	2.3%	0.1%	0.1%
Tree Management	2,747,930	3,786,618	259,669	4,046,287	1,298,357	47.2%	0.7%	0.9%
Surface Water Drainage	1,648,056	1,641,400	-	1,641,400	(6,656)	-0.4%	0.0%	0.0%
Environment and Energy	347,158	361,677	-	361,677	14,519	4.2%	0.0%	0.0%
Cemetery	45,527	46,747	-	46,747	1,220	2.7%	0.0%	0.0%
Total Maintenance	21,001,505	22,669,832	321,510	22,991,342	1,989,837	9.5%	1.1%	1.3%
<b>Roads and Transportation</b>								
Transit	10,110,796	10,494,095	-	10,494,095	383,299	3.8%	0.3%	0.3%
Traffic Operations Management	3,069,313	3,082,779	-	3,082,779	13,466	0.4%	0.0%	0.0%
Road and Structure Design and Construction	1,503,824	1,463,627	-	1,463,627	(40,197)	-2.7%	0.0%	0.0%
Transportation Network Planning	425,145	436,677	-	436,677	11,532	2.7%	0.0%	0.0%
Parking Management	(380,002)	(743,810)	-	(743,810)	(363,808)	95.7%	-0.2%	-0.2%
Total Roads and Transportation	14,729,076	14,733,368	-	14,733,368	4,292	0.0%	0.0%	0.0%
<b>Leisure</b>								
Recreation	5,283,762	5,427,973	-	5,427,973	144,211	2.7%	0.1%	0.1%
Organized Sport Support	3,620,281	3,753,268	30,000	3,783,268	162,987	4.5%	0.1%	0.1%
Arts and Culture	1,309,428	1,360,223	-	1,360,223	50,795	3.9%	0.0%	0.0%
Total Leisure	10,213,471	10,541,463	30,000	10,571,463	357,992	3.5%	0.2%	0.2%
<b>Design and Build</b>								
Community Design and Development Review	1,766,793	1,875,924	-	1,875,924	109,131	6.2%	0.1%	0.1%
Facilities and Buildings Design and Construction	702,264	714,377	-	714,377	12,113	1.7%	0.0%	0.0%
Planning Policy	651,160	682,900	-	682,900	31,740	4.9%	0.0%	0.0%
Parks and Open Space Design and Development	650,739	709,206	-	709,206	58,467	9.0%	0.0%	0.0%
Building Code Permits and Inspection	(1,102,659)	(1,169,584)	-	(1,169,584)	(66,925)	6.1%	0.0%	0.0%
Total Design and Build	2,668,297	2,812,823	-	2,812,823	144,526	5.4%	0.1%	0.1%

	2016	2017					Tax Impact	
	Budget	Base Budget	Business Cases	Proposed Total Budget	\$ Change from 2016	% Change from 2016	Base Budget	Total Budget
<b>Customer Relations and Citizen Representation</b>								
Council and Citizen Committee	1,515,590	1,523,576	-	1,523,576	7,986	0.5%	0.0%	0.0%
Service Burlington	561,390	579,028	-	579,028	17,638	3.1%	0.0%	0.0%
Total Customer Relations and Citizen Representation	2,076,980	2,102,604	-	2,102,604	25,624	1.2%	0.0%	0.0%
<b>Internal Support and Administration</b>								
Information Technology	5,498,667	6,018,367	-	6,018,367	519,700	9.5%	0.3%	0.3%
Financial Management	3,295,691	3,208,546	-	3,208,546	(87,145)	-2.6%	-0.1%	-0.1%
Human Resources	2,500,613	2,541,063	-	2,541,063	40,450	1.6%	0.0%	0.0%
Corporate Management	1,364,260	1,293,274	550,000	1,843,274	479,014	35.1%	0.0%	0.3%
Communications	1,100,085	1,399,722	-	1,399,722	299,637	27.2%	0.2%	0.2%
Corporate Legal	1,240,060	1,543,884	-	1,543,884	303,824	24.5%	0.2%	0.2%
Geographic Information and Mapping	514,535	517,389	-	517,389	2,854	0.6%	0.0%	0.0%
Asset Management	675,636	707,704	-	707,704	32,068	4.7%	0.0%	0.0%
Internal Audit	326,840	331,145	-	331,145	4,305	1.3%	0.0%	0.0%
Fleet Management	(309,822)	(308,354)	(67,350)	(375,704)	(65,882)	21.3%	0.0%	0.0%
Total Internal Support and Administration	16,206,565	17,252,740	482,650	17,735,390	1,528,825	9.4%	0.7%	1.0%
<b>Mayor and Council</b>	1,482,040	1,549,803	-	1,549,803	67,763	4.6%	0.0%	0.0%
<b>Total City Services</b>	<b>97,121,673</b>	<b>101,014,238</b>	<b>834,160</b>	<b>101,848,398</b>	<b>4,726,725</b>	<b>4.9%</b>	<b>2.6%</b>	<b>3.1%</b>

	2016	2017					Tax Impact	
	Budget	Base Budget	Business Cases	Proposed Total Budget	\$ Change from 2016	% Change from 2016	Base Budget	Total Budget
<b>Corporate Expenditures</b>								
<b>Financial Transactions</b>								
Provision for Contingency	1,738,445	1,838,445	-	1,838,445	100,000	5.8%	0.1%	0.1%
Provision for Insurance	3,250,000	3,350,000	-	3,350,000	100,000	3.1%	0.1%	0.1%
Provision for Joseph Brant Hospital	4,800,000	4,800,000	-	4,800,000	-	0.0%	0.0%	0.0%
Provision for Strategic Land Acquisition	240,000	240,000	-	240,000	-	0.0%	0.0%	0.0%
Provision for Randle Reef	230,000	230,000	-	230,000	-	0.0%	0.0%	0.0%
Provision for Culture Initiatives	100,000	100,000	-	100,000	-	0.0%	0.0%	0.0%
Provision for Policy Initiatives	100,000	100,000	-	100,000	-	0.0%	0.0%	0.0%
Provision for Emerald Ash Borer	850,000	-	-	-	(850,000)	-100.0%	-0.6%	-0.6%
Provision for Property Tax Matters	1,827,445	1,957,445	-	1,957,445	130,000	7.1%	0.1%	0.1%
Total Financial Transactions	13,135,890	12,615,890	-	12,615,890	(520,000)	-4.0%	-0.4%	-0.4%
<b>Capital Financing Transactions</b>							0.0%	0.0%
Capital from Operating Funding	3,933,380	3,933,380	-	3,933,380	-	0.0%	0.0%	0.0%
Provision for VDRF	2,889,975	3,179,674	-	3,179,674	289,699	10.0%	0.2%	0.2%
Provision to Infrastructure Renewal RESF	14,768,700	16,594,700	-	16,594,700	1,826,000	12.4%	1.2%	1.2%
City's Share of Local	(29,204)	(20,364)	-	(20,364)	8,840	-30.3%	0.0%	0.0%
Debt Charges	9,290,000	9,465,000	-	9,465,000	175,000	1.9%	0.1%	0.1%
Total Capital Financing Transactions	30,852,851	33,152,390	-	33,152,390	2,299,539	7.5%	1.5%	1.5%
<b>Shared Costs</b>							0.0%	0.0%
Civic Administration	1,767,598	1,830,765	-	1,830,765	63,167	3.6%	0.0%	0.0%
Financial Expenses (ex. Bank Charges, postage, etc.)	1,281,670	1,310,030	-	1,310,030	28,360	2.2%	0.0%	0.0%
Total Shared Costs	3,049,268	3,140,795	-	3,140,795	91,527	3.0%	0.1%	0.1%
<b>Total Corporate Expenditures</b>	<b>47,038,009</b>	<b>48,909,075</b>	<b>-</b>	<b>48,909,075</b>	<b>1,871,066</b>	<b>4.0%</b>	<b>1.2%</b>	<b>1.2%</b>



	2016	2017					Tax Impact	
	Budget	Base Budget	Business Cases	Proposed Total Budget	\$ Change from 2016	% Change from 2016	Base Budget	Total Budget
<b>Local Boards and Other Agencies</b>								
Burlington Public Library	10,299,651	10,505,644	-	10,505,644	205,993	2.0%	0.1%	0.1%
Business Economic Development Corporation	1,289,143	1,314,926	-	1,314,926	25,783	2.0%	0.0%	0.0%
Art Gallery of Burlington	916,083	934,405	-	934,405	18,322	2.0%	0.0%	0.0%
Burlington Performing Arts Centre	952,161	971,204	-	971,204	19,043	2.0%	0.0%	0.0%
Museums of Burlington	671,833	685,270	-	685,270	13,437	2.0%	0.0%	0.0%
Tourism Burlington	376,511	384,041	-	384,041	7,530	2.0%	0.0%	0.0%
Halton Court Services	(634,473)	(622,866)	-	(622,866)	11,607	-1.8%	0.0%	0.0%
<b>Total Local Boards and Other Agencies</b>	<b>13,870,909</b>	<b>14,172,624</b>	<b>-</b>	<b>14,172,624</b>	<b>301,715</b>	<b>2.2%</b>	<b>0.2%</b>	<b>0.2%</b>
<b>Total Net Expenditures</b>	<b>158,030,591</b>	<b>164,095,937</b>	<b>834,160</b>	<b>164,930,097</b>	<b>6,899,506</b>	<b>4.4%</b>	<b>4.0%</b>	<b>4.6%</b>
<b>Corporate Revenues</b>								
Supplementary Taxes	(900,000)	(1,000,000)	-	(1,000,000)	(100,000)	11.1%	-0.1%	-0.1%
Payment in Lieu of Taxes	(3,258,750)	(3,343,070)	-	(3,343,070)	(84,320)	2.6%	-0.1%	-0.1%
Penalties & Interest on Taxes	(2,000,000)	(2,100,000)	-	(2,100,000)	(100,000)	5.0%	-0.1%	-0.1%
Earnings on Investments	(5,300,000)	(5,300,000)	-	(5,300,000)	-	0.0%	0.0%	0.0%
Reserve Fund Contribution to Operating	(250,000)	(250,000)	-	(250,000)	-	0.0%	0.0%	0.0%
Other Revenues	(202,500)	(422,500)	-	(422,500)	(220,000)	108.6%	-0.2%	-0.2%
<b>Total Corporate Revenues</b>	<b>(11,911,250)</b>	<b>(12,415,570)</b>	<b>-</b>	<b>(12,415,570)</b>	<b>(504,320)</b>	<b>4.2%</b>	<b>-0.3%</b>	<b>-0.3%</b>
<b>Net City Tax Levy</b>	<b>146,119,341</b>	<b>151,680,367</b>	<b>834,160</b>	<b>152,514,527</b>	<b>6,395,186</b>	<b>4.4%</b>	<b>3.66%</b>	<b>4.23%</b>

## CITY OF BURLINGTON

## 2017 PROPOSED OPERATING BUDGET

## SUMMARY OF HUMAN RESOURCES COSTS &amp; BENEFITS

Expenditures	2016 Restated	2017 Base Budget	Change from 2016 Base Budget Change		2017		Change from 2016 Total Budget Change	
			\$	%	Business Cases	Total Proposed	\$	%
Regular Full Time Salaries & Wages	\$67,981,166	\$69,926,493	\$1,945,327	2.9%	\$543,322	\$70,469,815	\$2,488,649	3.7%
PT/Temp/Casual Salaries & Wages	\$8,841,160	\$8,640,300	(\$200,860)	-2.3%	\$0	\$8,640,300	(\$200,860)	-2.3%
Councillors Fees	\$804,340	\$820,809	\$16,469	2.0%	\$0	\$820,809	\$16,469	2.0%
Overtime	\$1,265,900	\$1,365,400	\$99,500	7.9%	\$0	\$1,365,400	\$99,500	7.9%
Volunteer Fire Allowance	\$241,600	\$241,600	\$0	0.0%	\$0	\$241,600	\$0	0.0%
Training Pay - Fire	\$30,000	\$0	(\$30,000)	-100.0%	\$0	\$0	(\$30,000)	-100.0%
Performance Excellence	\$177,650	\$152,650	(\$25,000)	-14.1%	\$0	\$152,650	(\$25,000)	-14.1%
Vacation Pay, On Call, Sick Leave, Paid Leave etc.	\$3,362,143	\$3,353,961	(\$8,182)	-0.2%	\$10,448	\$3,364,409	\$2,266	0.1%
Sub-total Earnings	\$82,703,959	\$84,501,213	\$1,797,254	2.2%	\$553,770	\$85,054,983	\$2,351,024	2.8%
Fringe Benefits (incl. Can Life, CPP, UI & OMERS)	\$17,418,017	\$18,397,639	\$979,622	5.6%	\$131,744	\$18,529,383	\$1,111,366	6.4%
Employee Health Tax	\$1,589,212	\$1,625,063	\$35,851	2.3%	\$10,940	\$1,636,003	\$46,791	2.9%
Employee Accident Fund	\$1,157,457	\$1,196,364	\$38,907	3.4%	\$8,196	\$1,204,560	\$47,103	4.1%
WCB Experience	\$102,700	\$103,200	\$500	0.5%	\$0	\$103,200	\$500	0.5%
Sub-total Legislated Benefits	\$20,267,386	\$21,322,266	\$1,054,880	5.2%	\$150,880	\$21,473,146	\$1,205,760	5.9%
Education, Training & Development	\$898,710	\$976,420	\$77,710	8.6%	\$0	\$976,420	\$77,710	8.6%
Memberships - Employee (Excl. Corporate)	\$150,653	\$159,960	\$9,307	6.2%	\$0	\$159,960	\$9,307	6.2%
Other Allowances and Benefits	\$11,500	\$10,300	(\$1,200)	-10.4%	\$0	\$10,300	(\$1,200)	-10.4%
Sub-total Other Benefits & Allowances	\$1,060,863	\$1,146,680	\$85,817	8.1%	\$0	\$1,146,680	\$85,817	8.1%
<b>TOTAL HUMAN RESOURCES BUDGET</b>	<b>\$104,032,208</b>	<b>\$106,970,159</b>	<b>\$2,937,951</b>	<b>2.8%</b>	<b>\$704,650</b>	<b>\$107,674,809</b>	<b>\$3,642,601</b>	<b>3.5%</b>

**2017 PROPOSED OPERATING BUDGET SUMMARY**

	Whole City	Urban Area	City Hospital	Total
<b>Public Safety</b>				
Fire Protection	\$ 28,200,033			\$ 28,200,033
Animal Control	540,612			540,612
By-law Enforcement	453,987			453,987
Emergency Management	156,973			156,973
Total Public Safety	\$ 29,351,605	\$ -	\$ -	\$ 29,351,605
<b>Maintenance</b>				
Roadway and Sidewalk Maintenance	7,092,008	76,132		7,168,140
Winter Maintenance	4,364,156	596,359		4,960,515
Parks and Open Space Maintenance	4,766,576			4,766,576
Tree Management	3,261,353	784,934		4,046,287
Surface Water Drainage	922,608	718,792		1,641,400
Environment and Energy	361,677			361,677
Cemetery	46,747			46,747
Total Maintenance	\$ 20,815,125	\$ 2,176,217	\$ -	\$ 22,991,342
<b>Roads and Transportation</b>				
Transit	1,012,843	9,481,252		10,494,095
Traffic Operations Management	3,082,779			3,082,779
Road and Structure Design and Construction	1,463,627			1,463,627
Transportation Network Planning	436,677			436,677
Parking Management	(743,810)			(743,810)
Total Roads and Transportation	\$ 5,252,116	\$ 9,481,252	\$ -	\$ 14,733,368
<b>Leisure</b>				
Recreation	5,427,973			5,427,973
Organized Sport Support	3,783,268			3,783,268
Arts and Culture	1,360,223			1,360,223
Total Leisure	\$ 10,571,463	\$ -		\$ 10,571,463
<b>Design and Build</b>				
Community Design and Development Review	1,875,924			1,875,924
Facilities and Buildings Design and Construction	714,377			714,377
Planning Policy	682,900			682,900
Parks and Open Space Design and Development	709,206			709,206
Building Code Permits and Inspection	(1,169,584)			(1,169,584)
Total Design and Build	\$ 2,812,823	\$ -	\$ -	\$ 2,812,823
<b>Customer Relations and Citizen Representation</b>				
Council and Citizen Committee	1,523,576			1,523,576
Service Burlington	579,028			579,028
Total Customer Relations and Citizen Representation	\$ 2,102,604	\$ -	\$ -	\$ 2,102,604
<b>Internal Support and Administration</b>				
Information Technology	6,018,367			6,018,367
Financial Management	3,208,546			3,208,546
Human Resources	2,541,063			2,541,063
Corporate Management	1,843,274			1,843,274
Communications	1,399,722			1,399,722
Corporate Legal	1,543,884			1,543,884
Geographic Information and Mapping	517,389			517,389
Asset Management	707,704			707,704
Internal Audit	331,145			331,145
Fleet Management	(375,704)			(375,704)
Total Internal Support and Administration	\$ 17,735,390	\$ -	\$ -	\$ 17,735,390
<b>Mayor and Council</b>	\$ 1,549,803			\$ 1,549,803
<b>Total City Services</b>	\$ 90,190,929	\$ 11,657,469	\$ -	\$ 101,848,398

**2017 PROPOSED OPERATING BUDGET SUMMARY**

	Whole City	Urban Area	City Hospital	Total
<b>Corporate Expenditures</b>				
<b>Financial Transactions</b>				
Provision for Contingency	1,838,445			1,838,445
Provision for Insurance	3,350,000			3,350,000
Provision for Joseph Brant Hospital	-		4,800,000	4,800,000
Provision for Strategic Land Acquisition	240,000			240,000
Provision for Randle Reef	230,000			230,000
Provision for Culture Initiatives	100,000			100,000
Provision for Policy Initiatives	100,000			100,000
Provision for Emerald Ash Borer	-			-
Provision for Property Tax Matters	1,957,445			1,957,445
Total Financial Transactions	7,815,890	-	4,800,000	12,615,890
<b>Capital Financing Transactions</b>				
Capital from Operating Funding	3,017,880	915,500	-	3,933,380
Capital from Operating Funding - City	2,139,480	915,500		3,054,980
Capital from Operating Funding - Local Boards	878,400			878,400
Provision for VDRF	3,179,674			3,179,674
Provision to Infrastructure Renewal RESF	16,594,700			16,594,700
Debt Charges	1,929,659	7,514,977		9,444,636
Total Capital Financing Transactions	24,721,913	8,430,477	-	33,152,390
<b>Shared Costs</b>				
Civic Administration	1,830,765			1,830,765
Corporate Related Financial Expenses (ex. Bank Charges, pos	1,310,030			1,310,030
General Financial Expenses	236,940			236,940
Corporate Postage / Courier	241,700			241,700
Retired Employees	575,300			575,300
Human Resources Other	251,090			251,090
Provision for Inventory Adjustments	5,000			5,000
Total Shared Costs	3,140,795	-	-	3,140,795
<b>Total Corporate Expenditures</b>	<b>\$ 35,678,598</b>	<b>\$ 8,430,477</b>	<b>\$ 4,800,000</b>	<b>\$ 48,909,075</b>
<b>Local Boards and Other Agencies</b>				
Burlington Public Library	10,505,644			10,505,644
Business Economic Development Corporation	1,314,926			1,314,926
Art Gallery of Burlington	934,405			934,405
Burlington Performing Arts Centre	971,204			971,204
Museums of Burlington	685,270			685,270
Tourism Burlington	384,041			384,041
Halton Court Services	(622,866)			(622,866)
<b>Total Local Boards and Other Agencies</b>	<b>\$ 14,172,624</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 14,172,624</b>
<b>Total Net Expenditures</b>	<b>\$ 140,042,151</b>	<b>\$ 20,087,946</b>	<b>\$ 4,800,000</b>	<b>\$ 164,930,097</b>
<b>Corporate Revenues</b>				
Supplementary Taxes	(1,000,000)			(1,000,000)
Payment in Lieu of Taxes	(3,343,070)			(3,343,070)
Penalties & Interest on Taxes	(2,100,000)			(2,100,000)
Earnings on Investments	(5,300,000)			(5,300,000)
Reserve Fund Contribution to Operating	(250,000)			(250,000)
Other Revenues	(422,500)			(422,500)
<b>Total Corporate Revenues</b>	<b>\$ (12,415,570)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (12,415,570)</b>
<b>Net City Tax Levy</b>	<b>\$ 127,626,581</b>	<b>\$ 20,087,946</b>	<b>\$ 4,800,000</b>	<b>\$ 152,514,527</b>

