



2018 Budget

2018 Proposed
Operating Budget

17-592

burlington.ca/budget



2018 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 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.

It is important to ensure that resources and funding are aligned with the Strategic Plan. During the 2018 Budget, decisions about resources and pacing of implementation of the Strategic Plan initiatives 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

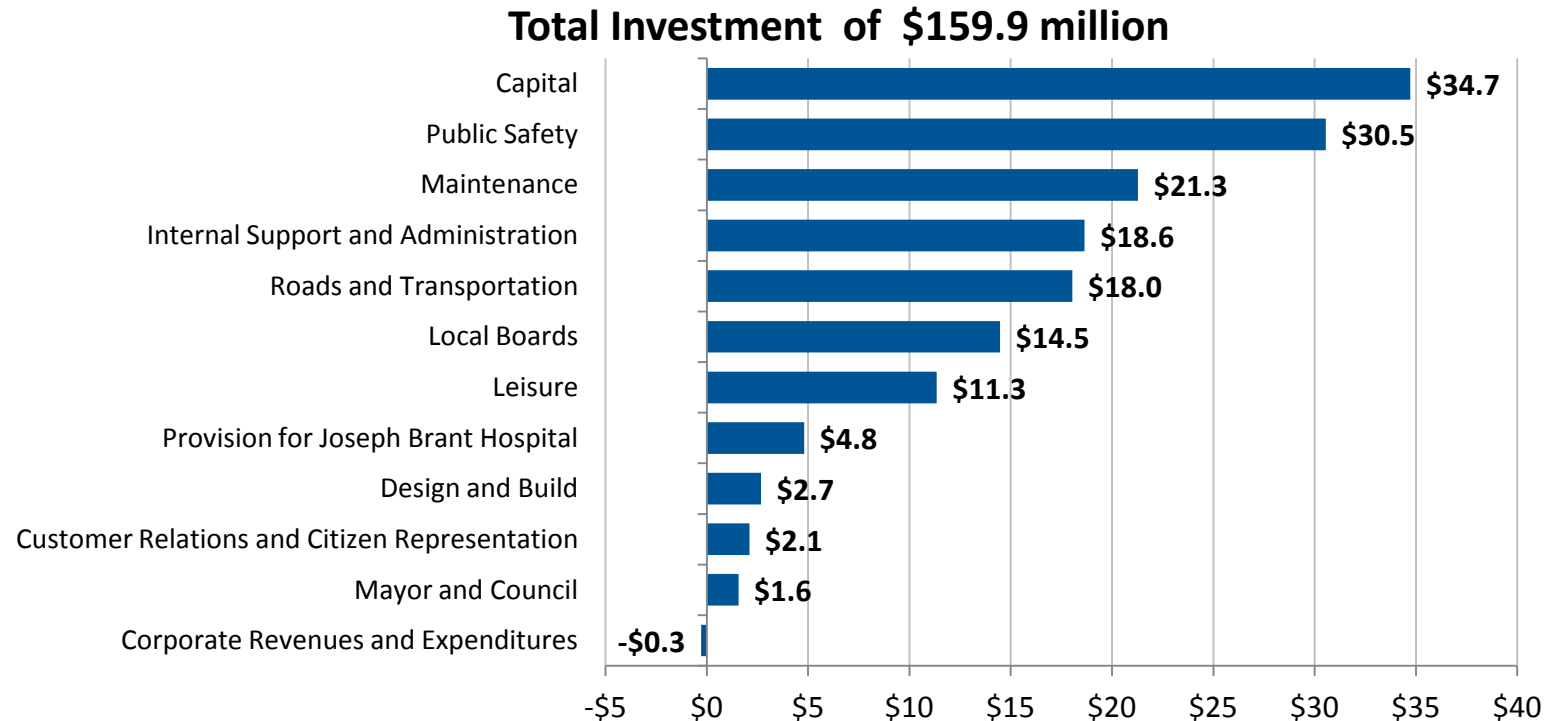
The following areas present highlights of items in the 2018 proposed operating base budget which are aligned to the city's new Strategic Plan.

Strategic Direction	Alignment to the Strategic Plan	Base Budget Item	2018 Budget (rounded)
	Good Governance City infrastructure, such as buildings and roads, are in good condition and properly maintained.	1.25% levy increase (\$1.9M) dedicated to the renewal of the city's infrastructure as recommended in the city's Asset Management Plan	\$1.9 million
	Community Building through Arts and Culture Additional resources have been provided to support the city's cultural organizations	Funding in 2018 to develop culturally specific programming for both youth and adults and to engage new Canadians and educate the public to the rich cultural fabric of our community	\$50,000 One-Time
	Intensification The city will analyze the cost of all forms of development	Funding in 2018 to retain Land Economics consulting services for development proposals	\$75,000 One-Time
	Healthy Lifestyles The Parks Master Plan will be updated to reflect growth objectives and changing diversity in the city	Funding in 2018 to conduct a Parks Master Plan update in association with the New Official Plan	\$75,000 One-Time

Service Structure of the City

The City of Burlington has multiple lines of business. For business planning purposes, they are organized into 45 distinct services. Of these, 25 services are delivered directly to the public, 13 are internally focused support services and 7 are managed externally by distinct governance structures but receive a portion of their funding from the city. For budget presentation purposes the 38 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 7 externally managed Local Boards and Other Agencies, Corporate Revenues and Expenditures and the Mayor and Council.



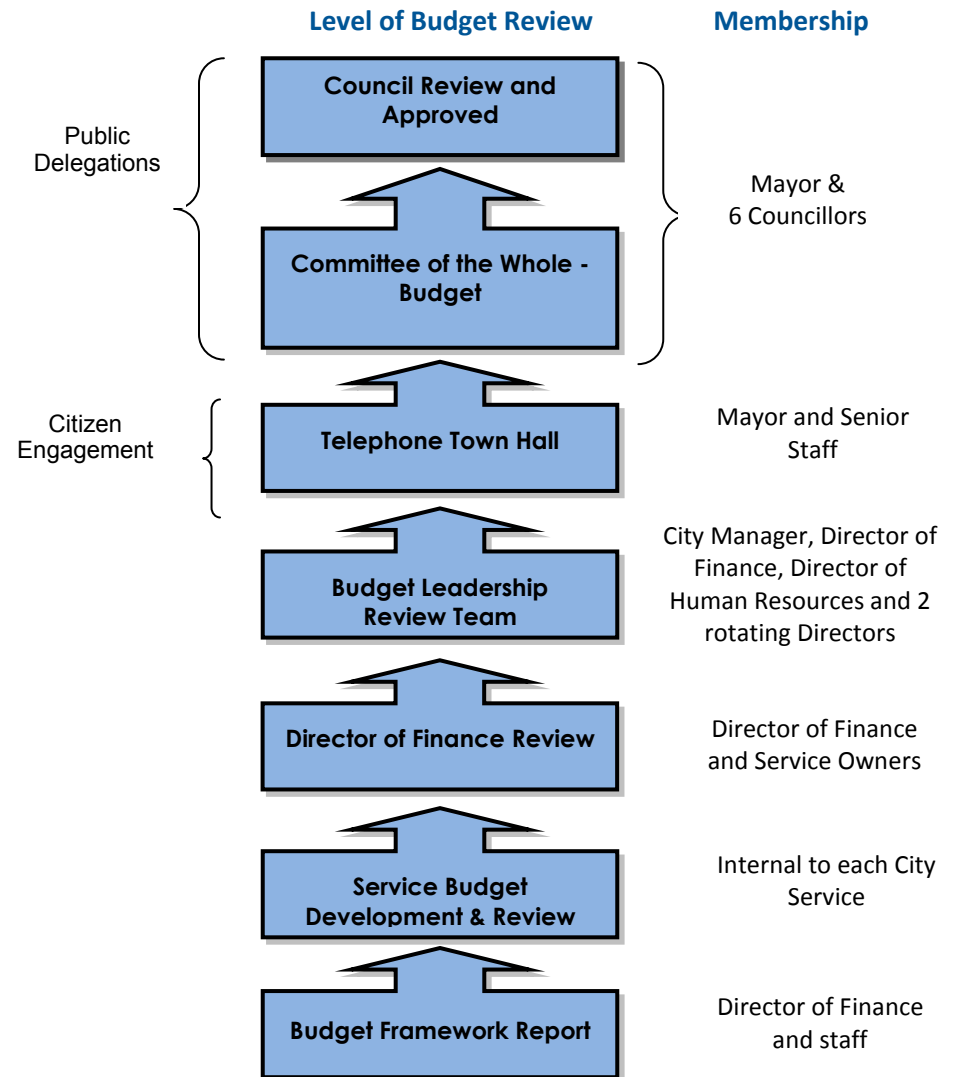
The Operating Budget Development Process

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.

The City is continuously looking for ways to improve and increase transparency for the public. The City hosted a Telephone Town Hall on the 2018 Proposed Budget on Wednesday, October 18, 2017 for residents, business, and community partners. Participants learned about and discussed the proposed 2018 budget priorities with Mayor Rick Golding and senior staff. In this live, call-in session, residents, organizations and business owners were able to make inquiries about the upcoming budget and respond to polling questions.



Council Review

Following the internal staff review process the proposed budget is presented to the Committee of the Whole - Budget 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 Committee of the Whole - Budget meeting is scheduled so that Council members can review 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 2018 Proposed Operating Budget:

Key Dates	Operating Budget
October 18, 2017	Telephone Town Hall
December 1, 2017	Committee of the Whole – Budget Overview of 2018 Proposed Operating Budget
December 12, 2017	Council Information Session
January 2, 2018	Operating budget review forms due
January 18, 2018	Committee of the Whole – Budget Review & Approval of 2018 Proposed Operating Budget
January 22, 2018	Council Approval of 2018 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

2018 Budget Summary

The Proposed 2018 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 \$159,855,656 (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 \$245,902,194 and budgeted non-tax revenues of \$86,046,538. The net tax levy represents 65.0% of total City revenues.

- This budget delivers a base budget increase to maintain services at 0.46%
- 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.
- Other budget pressures include new Employment Standard Act impacts, Transit Sustainability and the Arbitrated Fire Settlement impacts of 2.27% brings the tax increase to 3.98%
- A business case to increase maintenance standards on city Sportfields for \$320,320 or 0.21% , brings the total increase to 4.19%
- Combined with the Region of Halton increase and the Boards of Education, the overall increase is 2.49% or \$21.03 per \$100,000 of Current Value Assessment

The following table provides a breakdown of the proposed 2018 tax increase:

	2018 Budget Change	2018 Tax Impact
City Services	\$1,180	0.41%
Local Boards and Other Agencies	\$304	0.10%
Corporate Revenues and Expenditures	\$(149)	(0.05)%
Cumulative Impact (\$ / %)	\$1,332	0.46%*
Employment Standards Impacts	\$1,000	0.65%
Transit Sustainability	\$1,306	0.85%
Arbitrated Fire Settlement	\$1,200	0.78%
Capital Infrastructure Renewal	\$1,900	1.25%
Cumulative Impact (\$ / %)	\$6,740	3.98%
BUSINESS CASE		
Sportsfield Maintenance Enhancements	\$320	0.21%
Cumulative Impact (\$ / %)	\$7,060	4.19%
Overall Tax Impact (City, Region, Education)	2.49%	

Numbers may not add due to rounding

* Base budget offset with assessment growth of 0.41%

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.

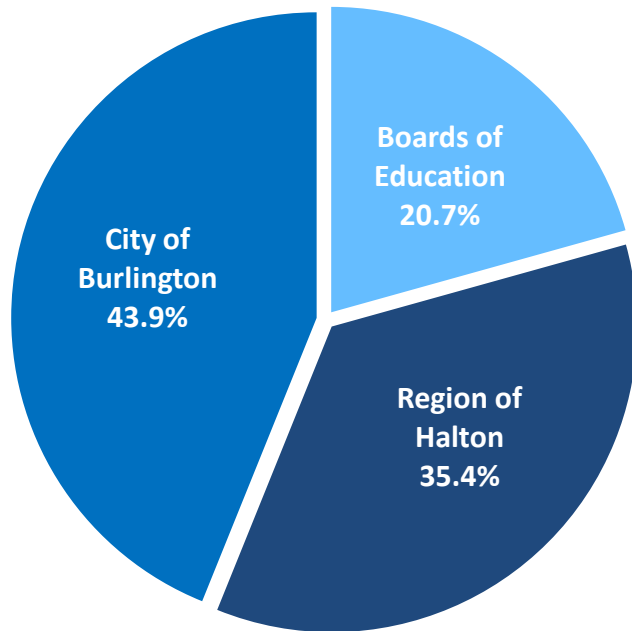
Calculating Property Taxes

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

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

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 44% stays with the City, 35% 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 \$134.2 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

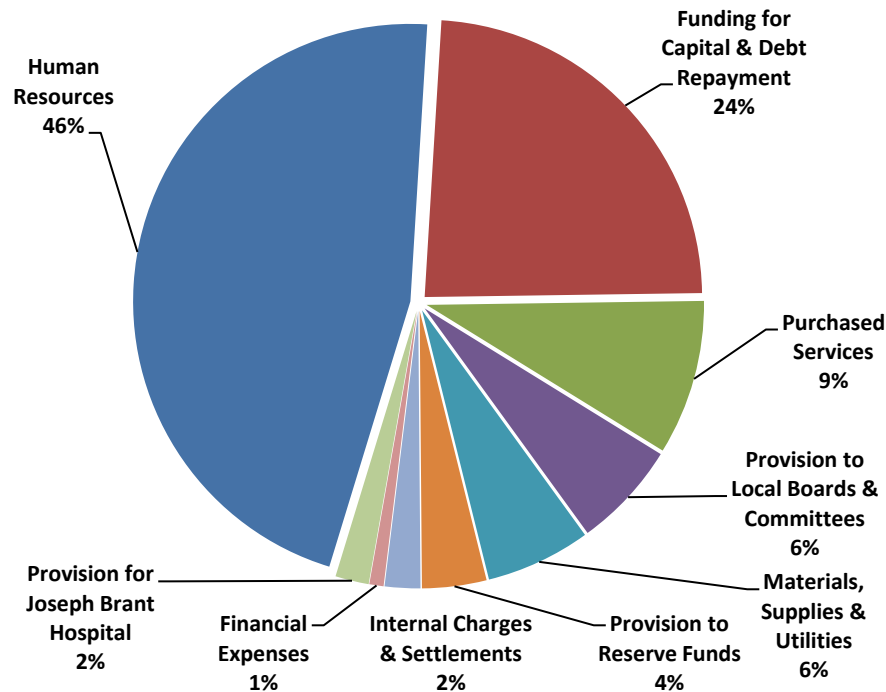
approximately \$20.8 million. Finally the \$4.8 million annual levy for the City’s \$60 million commitment towards the Joseph Brant Hospital Redevelopment Project is shared by for all taxpayers. The total net costs are then divided by the total assessment base to determine the tax rates for each property class.



Base Budget Expenditures

The City’s base budget expenditures for 2018 are \$245.5 million. Human Resources represent the City’s largest expense category at \$113.5 million or 46.2% of the total. This is followed by Funding for Capital & Debt Repayment at \$58.4 million or 23.8% of the 2018 Proposed Operating Base Budget. Purchased Services represents 9.0% of the budget at \$22.2

million, followed by the City's Provision to Local Boards & Committees at \$15.2 million or 6.2%. Materials, Supplies & Utilities costs of \$15 million is 6.1% of the 2018 Proposed Operating Base Budget followed by the City's Provision to Reserve Funds at \$9.2 million or 3.8%. The remaining expenditure categories each represent 2.0% or less with the City's Provision to Joseph Brant Hospital at \$4.8 million or 2.0% being one category.



	2017 Approved Budget	2018 Proposed Base Budget	\$ Change from 2017
Gross Budget Expenditures	\$238,211,185	\$245,516,974	\$7,305,789
Human Resources	\$108,406,859	\$113,541,681	\$5,134,822
Funding for Capital & Debt Repayment	\$56,587,905	\$58,442,555	\$1,854,650
Purchased Services	\$22,147,030	\$22,166,904	\$19,874
Provision to Local Boards & Committees	\$14,947,383	\$15,243,193	\$295,810
Materials, Supplies & Utilities	\$14,877,707	\$15,004,077	\$126,370
Provision to Reserve Funds	\$9,184,763	\$9,207,445	\$22,682
Internal Charges & Settlements	\$5,173,124	\$5,079,775	\$(93,349)
Financial Expenses	\$2,086,414	\$2,031,344	\$(55,070)
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 \$5.1 million or 4.7%. Excluding the impacts from Bill 148, Fire Interest Arbitration and Transit sustainability impacts the increase is \$1.86 million or 1.7%. This increase is primarily attributable to annual performance adjustment, job range movements, payroll taxes (EI, CPP, EHT), OMERS and group benefits.

Investment in the Capital Program

The city continues to make progress on its infrastructure renewal through *Predictable Infrastructure Investment*, in the form of a dedicated incremental infrastructure levy. The proposed budget includes a 1.25% (\$1.9 million) levy as recommended in the city's Asset Management Financing Plan.

Council also approved a minor increase to Vehicle Depreciation Reserve Fund (VDRF) from 3% to 4% per annum to ensure long-term financial sustainability. This increased contribution has an incremental \$.03 million ongoing impact to the operating budget.

Purchased Services

Purchased Services are the expenses necessary to procure services and materials 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 \$0.02 million or 0.1% is mainly due to higher computer software vendor hosted solutions and license fees, offset with salt savings as a result of favourable tender pricing.

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. For 2018 a base budget increase of 2.0% was provided for local boards, equating to \$.3 million.

	2017 Approved Budget	2018 Proposed Base Budget	\$ Change from 2017
Total Provision to Local Boards & Committees	\$14,795,490	\$15,091,400	\$295,910
Burlington Public Library	\$10,505,644	\$10,715,757	\$210,113
Burlington Economic Development Corporation	\$1,314,926	\$1,341,225	\$26,299
Burlington Performing Arts Centre	\$971,204	\$990,628	\$19,424
Art Gallery of Burlington	\$934,405	\$953,093	\$18,688
Burlington Museums	\$685,270	\$698,975	\$13,705
Tourism Burlington	\$384,041	\$391,722	\$7,681

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 \$0.13 million or 0.8% is primarily due to higher costs for equipment parts, offset by reduced hydro costs from the on-going conversion of streetlights to LED technology and a reduction in professional and consulting costs due to a reduced reliance on external services.

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 \$0.02 million or 0.2%.

Internal Charges and Settlements

Internal Charges and Settlements are the 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 decrease of \$0.09 million or -1.8% is due to a reduction 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 decrease of \$.06 million or -2.6% is primarily due to the decrease in vacancy rebates and lower credit card service charges.

Provision for Joseph Brant Hospital

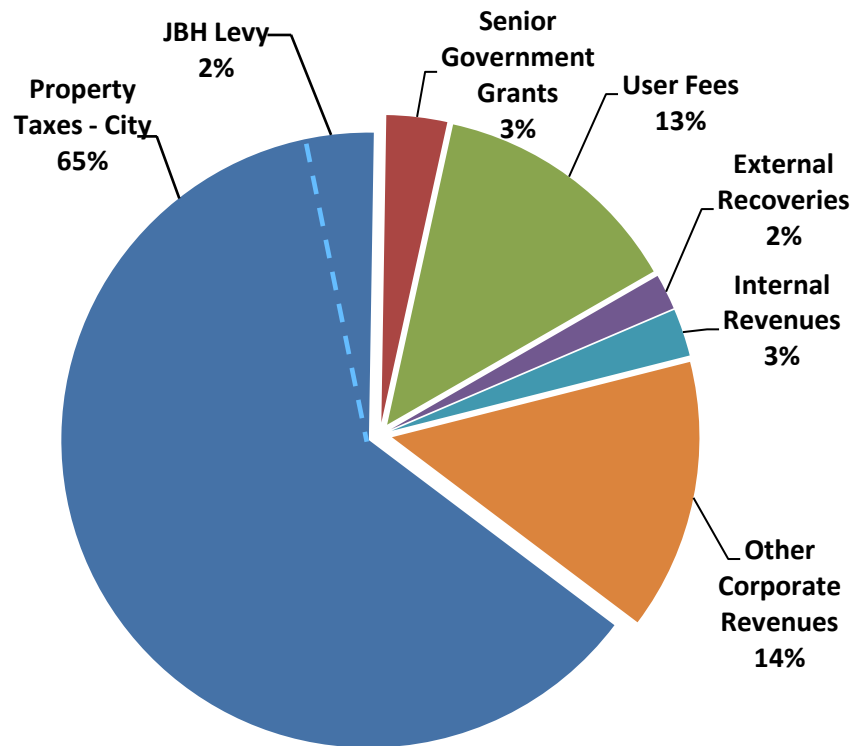
The dedicated levy for the city's contribution to the Joseph Brant Hospital Redevelopment Project is deposited into the hospital reserve fund to cover the payments to the hospital and repayment of debt issued for this project. In 2018 the dedicated levy and associated provision to the reserve fund remain at \$4.8 million.



City Hall Clock

Base Budget Revenues

The City's base budget revenues for 2018 are \$245.5 million. Most revenue comes from property taxes – at 65% (over \$159.5 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 3.2% (\$7.8 million), and the city generates approximately 31.8 per cent (\$73.4 million) from all other sources, such as user fees and corporate revenues.



	2017 Approved Budget	2018 Proposed Base Budget	\$ Change from 2017
Gross Budget Revenues	\$238,211,184	\$245,516,974	\$7,305,790
Senior Government Grants (Federal & Provincial)	\$8,154,897	\$7,824,749	\$(330,148)
External Recoveries	\$4,602,325	\$4,592,224	\$(10,101)
User Fees (registrations, licensing, etc.)	\$31,434,198	\$32,527,954	\$1,093,756
Internal Revenues	\$6,394,837	\$6,124,100	\$(270,737)
Other Corporate Revenues (investment income, supplementary taxes, PILs, Hydro contribution, etc.)	\$34,830,400	\$34,912,611	\$82,211
Property Tax Revenue – City Services	\$152,794,527	\$159,535,336	\$6,740,809
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 2018, 65% 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 \$159,535,336 which represents an increase of \$6,740,808 or 3.98% over the 2017 tax levy.

Senior Government Grants

Senior Government Grants are \$7.8 million or 3.2% of the City's total revenues. 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 2018, the City has budgeted recoveries of \$4.6 million in costs or 1.9% of total revenues. The largest of the recoveries are work the City performs for Halton Region at approximately \$2.2 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 \$32.5 million or 13.2% 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 \$6.1 million of the total budget representing 2.5% 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 \$34.9 million or 14.2% of the total revenues the 2018 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.

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.

Business cases must have a minimum value of \$25,000 and are not to be completed for budget pressures such as inflation, commodity increases (e.g. hydro, diesel) and salary adjustments. These are considered base budget increases.

As part of the 2017 budget, \$200,000 was provided to implement the first phase of the Enhanced Sportsfield Maintenance Strategy. Included with the 2018 budget is a business case to provide the remaining funding requirements of \$320,320 and 3.2 FTE to fully implement this strategy. This business case aligns with the city's Strategic Direction of a Healthy and Greener City. It will result in improved turf resilience and playability as well as demonstrates environmental leadership and stewardship of our natural assets.

In addition to the one business case recommended in the 2018 budget, a second business case has been included for Council's consideration. This business case was not recommended in the tax increase, so would need to be added, in whole or part by City Council.



This additional business case would provide for 5 additional Transit operators to build in appropriate industry standard layover times into routes. This would improve schedule adherence and reliability of the service. This business case for \$372,424 would add an additional 0.24 % tax increase above the Proposed Budget of 4.19%. These business cases are outlined in further detail in the next section of this document

List of Services

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



Public Safety

- Animal Control
- By-law Enforcement
- Emergency Management
- Fire Emergency Response
- Fire Communication
- Fire Prevention and Public Education



Maintenance

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



Roads and Transportation

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



Leisure

- Arts and Culture
- Organized Sport Support
- Recreation



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



Customer Relations and Citizen Representation

- Council and Citizen Committee
- Service Burlington



Internal Support and Administration



- Asset Management
- Corporate Legal
- Corporate Management
- Financial Management
- Fleet Management
- Geographic Information and Mapping
- Human Resources
- Information Technology
- Internal Audit
- Sign Production
- Strategic Communications and Government Relations

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2018 Business Cases

City of Burlington
Summary of 2018 Business Cases

Alignment	Business Case #	Service	Description	2018 Proposed Costs	Net Tax Impact	FT FTE Impact	PT FTE Impact		
	2018-016	Organized Sport Support	<i>Adjusted 2017 Levy</i>	\$ 153,421					
			<i>Base Budget before Business Case</i>	\$ 6,740	3.97%				
			<u>Proposed Business Case</u>						
			Sportsfields Maintenance Enhancements	\$ 320	0.21%	1.0	2.2		
			Additional investment in irrigated sports fields through proactive cultural practices to improve playability and safety of these considerable assets.						
Total Proposed Business Case				\$ 320	0.21%	1.0	2.2		
Total Proposed Budget Increase				\$ 7,060	4.19%				
	2018-020	Transit Service	<u>Additional Item for Consideration</u>						
			Additional Transit Operators	\$ 372	0.24%	5.0			
			5 additional Transit Operators to enhance layover and recovery time which is currently below planning standards.						
			Total Additional Item for Consideration	\$ 372	0.24%	5.0	0		

Business Case - Sportsfields Maintenance Enhancements



Number: 2018-016
Service: Organized Sport Support
Strategic Direction: A Healthy and Greener City
Business Case Stage:

Purpose	
Business Case Type	Service Enhancement
Description	Additional investment in irrigated sports fields through proactive cultural practices to improve playability and safety of these considerable assets. This additional funding will support the partial implementation of the Enhanced Sportsfields Maintenance Strategy.
Report Ref (if applicable)	
Justification	
Strategic Alignment	A Healthy and Greener City - by ensuring that irrigated playfields are maintained consistently to an industry standard, the City will be able to meet its goal of making recreation and sports programs widely available to all residents through both the City of Burlington and partners in the community (3.1.i) A proactive turf management program that includes a custom nutrient management program resulting in improved turf resilience and playability demonstrates environmental leadership and stewardship.
Benefits of Implementation	Implementing a proactive approach to enhanced service standards for irrigated playfields will allow the City to safeguard and maximize the use of this important asset. This additional funding will allow for the partial implementation of the Enhanced Sportsfields Maintenance Strategy.
Consequences / Risks of Not Implementing	Without the additional funding there would be a delay in the implementation of the strategy.

Business Case - Sportsfields Maintenance Enhancements



Options Considered

Staff considered a number of options when looking at the irrigated sports field service standards. These included:

- Redeploying staff and resources from other services towards a formalized turf maintenance program for sport fields. This would have no impact to the overall corporate operating budget, but would negatively impact other parks services city-wide, as well as the operational support provided to the Loose Leaf Collection program, as considerable turf maintenance and renovation work is done in the fall.
- Contracting out all cultural services for sports field maintenance resulting in an increase to the operating budget and difficulty for staff to ensure quality control on the service delivery standard
- Passing along the total increase of the enhanced sports field maintenance program to the playfield user groups. This would drive the user rates for sports fields out of the market range.
- Keeping service standards as status quo with no change.

Financial Impact

Account Category	2018 Budget
Human Resources	\$ 276,770
Operating & Minor Capital	\$ 50,450
Internal Charges & Settlements	\$ 58,000
Total	\$ 385,220
General Revenues & Recoveries	\$ 58,000
Controllable Revenues	\$ 6,900
Total	\$ 64,900
Net Total	\$ 320,320

Business Case - Sportsfields Maintenance Enhancements



Human Resource Impact

	2018 Budget FTE Impact
Full Time / Contract	1.0
Part Time	2.2
Total FTE	3.2
FTE Type	On-going / Permanent
FTE Justification	(1) Supervisor of Sports Fields to plan and execute the sports turf management program (3) 8 month Temporary Landscape Gardeners to perform the sports field maintenance (1) 19 week Temporary Sports Field Patrol/Parks Ambassador

Business Case - Additional Transit Operators



Number: 2018-020
Service: Transit
Strategic Direction: A City that Moves

Purpose

Business Case Type	Service Enhancement
Description	<p>A typical planning standard is to include 13% layover and recovery time in the bus schedules. This allows for driver breaks and to get back on schedule if there are any traffic, accidents, or delays on a trip. This recovery time is usually added at the end of a route to provide a buffer for delays so the next trip can start on time. 65% of BT schedules have less than the planning standard 13% layover and recovery time. This limited recovery time affects our ability to deliver a reliable service to meet customer expectations.</p> <p>To improve schedule adherence an additional 5 FT operators would be deployed to improve recovery times and to reduce the frequency and severity of delays so that service is restored quickly and scheduled times are maintained. This could be achieved by adding a bus to a route which is available with our current spare ratio or by having additional operators on stand by to address buses running late due to traffic volumes etc. (unplanned service disruptions).</p>
Report Ref (if applicable)	

Justification

Strategic Alignment	A City that Moves offers transportation options and actively connects people and places. Improving schedule adherence and reliability makes Transit a more attractive transportation option.
Benefits of Implementation	<p>The lack of recovery time causes delays on a number of routes which cannot be made up during the day. This causes many routes to run late and impacts the delivery and reliability of Transit. 5 Transit Operators would increase flexibility, improve the recovery time and on time performance. Improved schedule adherence would improve the overall reliability of Transit network, increase customers satisfaction and make Transit a more attractive transportation option.</p> <p>Improved reliability and customer satisfaction may lead to increased Transit demand and ridership.</p>

Business Case - Additional Transit Operators



Consequences / Risks of Not Implementing

With the lack of recovery time, a significant delay at the beginning of a shift could affect on-time performance for the entire shift. This causes frustration for customers as schedules become unreliable and the service less dependable. Complaints have been received from passengers hours after the original incident which caused the delay due to lack of recovery time.

Without the resources to improve recovery time and schedule adherence, recovery times would still be well below standards and would continue to affect reliability, customer satisfaction, and the use of Transit as a transportation option.

Financial Impact

Account Category	2018 Budget
Human Resources	\$ 369,924
Operating & Minor Capital	\$ 2,500
Total	\$ 372,424
Net Total	\$ 372,424

Human Resource Impact

	2018 Budget FTE Impact
Full Time / Contract	5.0
Part Time	0.0
Total FTE	5.0
FTE Type	On-going / Permanent
FTE Justification	Transit Operators

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Public Safety

- Animal Control
- By-law Enforcement
- Emergency Management
- Fire Emergency Response
- Fire Communications
- Fire Prevention and Public Education

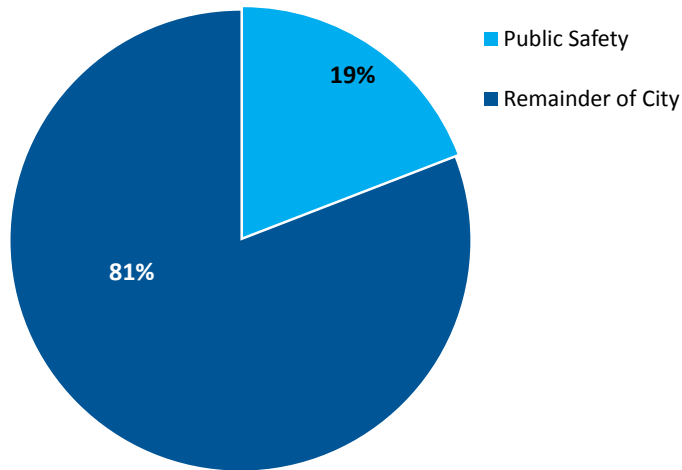
2018 OPERATING BUDGET

SERVICE CATEGORY SUMMARY

PUBLIC SAFETY

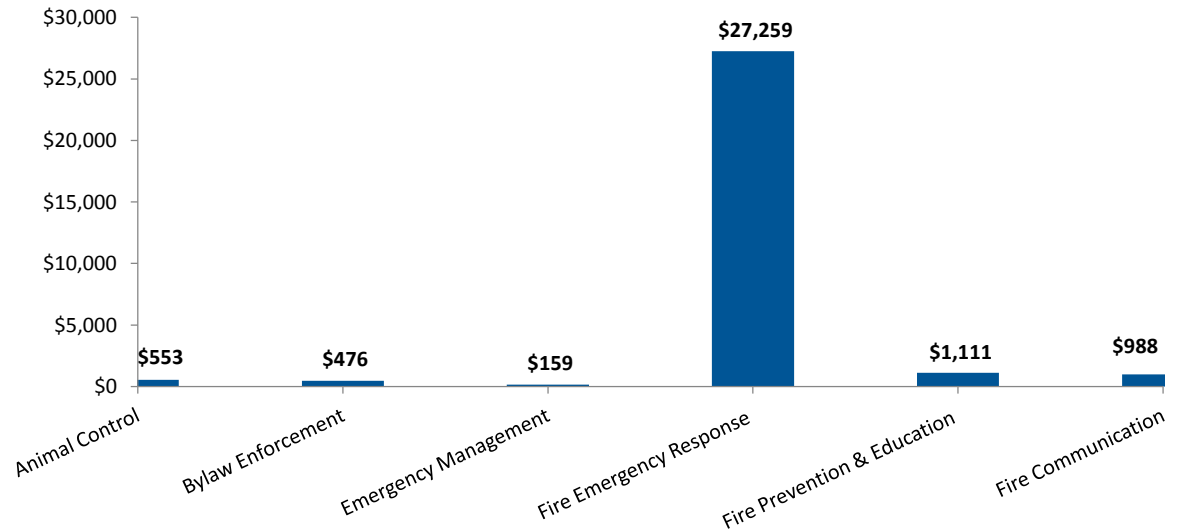
Services	2016	2017		2018 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2017 Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 Budget
Animal Control	\$ 501,368	\$ 540,612	\$ 510,183	\$ 553,023	\$ 12,411	2.3%	\$ -	\$ 553,023	2.3%
Bylaw Enforcement	\$ 304,380	\$ 453,987	\$ 385,741	\$ 476,494	\$ 22,507	5.0%	\$ -	\$ 476,494	5.0%
Emergency Management	\$ 151,025	\$ 156,973	\$ 151,786	\$ 159,056	\$ 2,083	1.3%	\$ -	\$ 159,056	1.3%
Fire Emergency Response	\$ 25,773,245	\$ 26,185,004	\$ 26,177,404	\$ 27,259,246	\$ 1,074,242	4.1%	\$ -	\$ 27,259,246	4.1%
Fire Prevention & Education	\$ 1,061,614	\$ 1,010,300	\$ 1,005,100	\$ 1,111,190	\$ 100,890	10.0%	\$ -	\$ 1,111,190	10.0%
Fire Communication	\$ 988,539	\$ 1,004,729	\$ 980,965	\$ 987,959	\$ (16,770)	-1.7%	\$ -	\$ 987,959	-1.7%
Total Public Safety	\$ 28,780,171	\$ 29,351,605	\$ 29,211,179	\$ 30,546,966	\$ 1,195,361	4.1%	\$ -	\$ 30,546,966	4.1%

2018 Proposed Budget



2018 Public Safety by Service

(values in thousands)



2018 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

ANIMAL CONTROL

Service Description

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

Service Owner Name

Grant Ziliotto

	2016	2017		2018 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2017 Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 Budget
Human Resources	\$ 740,720	\$ 796,170	\$ 756,060	\$ 816,865	\$ 20,695	2.6%	\$ -	\$ 816,865	2.6%
Operating/Minor Capital Equip.	\$ 95,728	\$ 89,960	\$ 89,460	\$ 87,670	\$ (2,290)	-2.5%	\$ -	\$ 87,670	-2.5%
Purchased Services	\$ 53,194	\$ 49,696	\$ 51,877	\$ 47,364	\$ (2,332)	-4.7%	\$ -	\$ 47,364	-4.7%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
Internal Charges & Settlements	\$ 4,978	\$ 4,180	\$ 4,180	\$ 4,180	\$ -	0.0%	\$ -	\$ 4,180	0.0%
TOTAL EXPENDITURES	\$ 894,621	\$ 940,006	\$ 901,577	\$ 956,079	\$ 16,073	1.7%	\$ -	\$ 956,079	1.7%
Controllable Revenues	\$ (393,253)	\$ (399,394)	\$ (391,394)	\$ (403,056)	\$ (3,662)	0.9%	\$ -	\$ (403,056)	0.9%
General Revenues & Recoveries	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
TOTAL REVENUES	\$ (393,253)	\$ (399,394)	\$ (391,394)	\$ (403,056)	\$ (3,662)	0.9%	\$ -	\$ (403,056)	0.9%
NET OPERATING BUDGET	\$ 501,368	\$ 540,612	\$ 510,183	\$ 553,023	\$ 12,411	2.3%	\$ -	\$ 553,023	2.3%

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 mainly due to savings in general operating materials and gasoline to reflect historical actuals

Purchased Services Decrease in equipment parts and supplies and veterinarian expenses in line with actual spending

Corp. Expenditures/Provisions N/A

Internal Charges & Settlements N/A

Controllable Revenues Increase due to higher rates and fees.

General Revenues & Recoveries N/A

Business Cases N/A

2018 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

Grant Ziliotto

	2016	2017		2018 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2017 Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 Budget
Human Resources	\$ 1,107,104	\$ 1,239,451	\$ 1,189,951	\$ 1,260,555	\$ 21,104	1.7%	\$ -	\$ 1,260,555	1.7%
Operating/Minor Capital Equip.	\$ 816	\$ 18,426	\$ 17,400	\$ 15,500	\$ (2,926)	-15.9%	\$ -	\$ 15,500	-15.9%
Purchased Services	\$ 3,178	\$ 22,550	\$ 33,550	\$ 28,979	\$ 6,429	28.5%	\$ -	\$ 28,979	28.5%
Corp. Expenditures/Provisions	\$ (95)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
Internal Charges & Settlements	\$ 836	\$ 4,560	\$ 4,940	\$ 6,460	\$ 1,900	41.7%	\$ -	\$ 6,460	41.7%
TOTAL EXPENDITURES	\$ 1,111,840	\$ 1,284,987	\$ 1,245,841	\$ 1,311,494	\$ 26,507	2.1%	\$ -	\$ 1,311,494	2.1%
Controllable Revenues	\$ (807,459)	\$ (831,000)	\$ (860,100)	\$ (835,000)	\$ (4,000)	0.5%	\$ -	\$ (835,000)	0.5%
General Revenues & Recoveries	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
TOTAL REVENUES	\$ (807,459)	\$ (831,000)	\$ (860,100)	\$ (835,000)	\$ (4,000)	0.5%	\$ -	\$ (835,000)	0.5%
NET OPERATING BUDGET	\$ 304,380	\$ 453,987	\$ 385,741	\$ 476,494	\$ 22,507	5.0%	\$ -	\$ 476,494	5.0%

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 due to lower anticipated gasoline consumption.

Purchased Services Increase mainly due to a reallocation of cell phone and vehicle insurance costs from the Building Code Permits and Inspection service.

Corp. Expenditures/Provisions N/A

Internal Charges & Settlements Higher costs for vehicle maintenance

Controllable Revenues Increase in Business license fees.

General Revenues & Recoveries N/A

Business Cases N/A

2018 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

EMERGENCY MANAGEMENT

Service Description

A public service that makes the protection of lives and property a continuing priority. This service is charged with coordinating and integrating all services necessary to build, sustain and improve the capability to mitigate against, prepare for, respond to, and recover from threatened or actual emergencies, or disasters.

Service Owner Name

Mike O'Brien

	2016	2017		2018 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2017 Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 Budget
Human Resources	\$ 116,364	\$ 108,953	\$ 107,516	\$ 110,766	\$ 1,813	1.7%	\$ -	\$ 110,766	1.7%
Operating/Minor Capital Equip.	\$ 3,690	\$ 20,820	\$ 20,820	\$ 21,090	\$ 270	1.3%	\$ -	\$ 21,090	1.3%
Purchased Services	\$ 12,471	\$ 8,700	\$ 8,700	\$ 8,700	\$ -	0.0%	\$ -	\$ 8,700	0.0%
Corp. Expenditures/Provisions	\$ 18,500	\$ 18,500	\$ 18,500	\$ 18,500	\$ -	0.0%	\$ -	\$ 18,500	0.0%
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
TOTAL EXPENDITURES	\$ 151,025	\$ 156,973	\$ 155,536	\$ 159,056	\$ 2,083	1.3%	\$ -	\$ 159,056	1.3%
Controllable Revenues	\$ -	\$ -	\$ (3,750)	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
General Revenues & Recoveries	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
TOTAL REVENUES	\$ -	\$ -	\$ (3,750)	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
NET OPERATING BUDGET	\$ 151,025	\$ 156,973	\$ 151,786	\$ 159,056	\$ 2,083	1.3%	\$ -	\$ 159,056	1.3%

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 in wearing apparel costs

Purchased Services N/A

Corp. Expenditures/Provisions N/A

Internal Charges & Settlements N/A

Controllable Revenues N/A

General Revenues & Recoveries N/A

Business Cases N/A

2018 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

FIRE EMERGENCY RESPONSE

Service Description

A public service responsible for fire and rescue emergency response.

Service Owner Name

Ross Monteith

	2016	2017		2018 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2017 Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 Budget
Human Resources	\$ 24,750,639	\$ 25,333,122	\$ 25,337,480	\$ 26,444,391	\$ 1,111,269	4.4%	\$ -	\$ 26,444,391	4.4%
Operating/Minor Capital Equip.	\$ 798,509	\$ 652,302	\$ 635,594	\$ 663,511	\$ 11,209	1.7%	\$ -	\$ 663,511	1.7%
Purchased Services	\$ 412,958	\$ 400,804	\$ 409,654	\$ 400,582	\$ (222)	-0.1%	\$ -	\$ 400,582	-0.1%
Corp. Expenditures/Provisions	\$ (0)	\$ -	\$ -	\$ 15,000	\$ 15,000	0.0%	\$ -	\$ 15,000	0.0%
Internal Charges & Settlements	\$ 1,777	\$ 800	\$ 800	\$ 800	\$ -	0.0%	\$ -	\$ 800	0.0%
TOTAL EXPENDITURES	\$ 25,963,884	\$ 26,387,028	\$ 26,383,528	\$ 27,524,284	\$ 1,137,256	4.3%	\$ -	\$ 27,524,284	4.3%
Controllable Revenues	\$ (131,397)	\$ (125,124)	\$ (129,224)	\$ (188,138)	\$ (63,014)	50.4%	\$ -	\$ (188,138)	50.4%
General Revenues & Recoveries	\$ (59,242)	\$ (76,900)	\$ (76,900)	\$ (76,900)	\$ -	0.0%	\$ -	\$ (76,900)	0.0%
TOTAL REVENUES	\$ (190,639)	\$ (202,024)	\$ (206,124)	\$ (265,038)	\$ (63,014)	31.2%	\$ -	\$ (265,038)	31.2%
NET OPERATING BUDGET	\$ 25,773,245	\$ 26,185,004	\$ 26,177,404	\$ 27,259,246	\$ 1,074,242	4.1%	\$ -	\$ 27,259,246	4.1%

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 as well as impacts of the 2014 Arbitrated Fire Settlement.

Operating/Minor Capital Equip. The increase is mainly due to an increase in Fire training and educational materials.

Purchased Services No material change to budget

Corp. Expenditures/Provisions Provision for future training needs based on a planned cycle

Internal Charges & Settlements No material change to budget

Controllable Revenues The increase in revenues is due to new and increased fees.

General Revenues & Recoveries No material change to budget

Business Cases N/A

2018 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

FIRE PREVENTION & EDUCATION SERVICE

Service Description

A public service responsible for Public Fire Education, Fire Prevention and code enforcement.

Service Owner Name

Karen Roche

	2016	2017		2018 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2017 Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 Budget
Human Resources	\$ 1,115,200	\$ 1,117,100	\$ 1,115,700	\$ 1,218,490	\$ 101,390	9.1%	\$ -	\$ 1,218,490	9.1%
Operating/Minor Capital Equip.	\$ 47,228	\$ 28,700	\$ 24,900	\$ 28,200	\$ (500)	-1.7%	\$ -	\$ 28,200	-1.7%
Purchased Services	\$ 3,300	\$ 17,500	\$ 17,500	\$ 17,000	\$ (500)	-2.9%	\$ -	\$ 17,000	-2.9%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
Internal Charges & Settlements	\$ 193	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
TOTAL EXPENDITURES	\$ 1,165,921	\$ 1,163,300	\$ 1,158,100	\$ 1,263,690	\$ 100,390	8.6%	\$ -	\$ 1,263,690	8.6%
Controllable Revenues	\$ (104,307)	\$ (153,000)	\$ (153,000)	\$ (152,500)	\$ 500	-0.3%	\$ -	\$ (152,500)	-0.3%
General Revenues & Recoveries	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
TOTAL REVENUES	\$ (104,307)	\$ (153,000)	\$ (153,000)	\$ (152,500)	\$ 500	-0.3%	\$ -	\$ (152,500)	-0.3%
NET OPERATING BUDGET	\$ 1,061,614	\$ 1,010,300	\$ 1,005,100	\$ 1,111,190	\$ 100,890	10.0%	\$ -	\$ 1,111,190	10.0%

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 as well as impacts of the 2014 Arbitrated Fire Settlement.

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 N/A

Business Cases N/A

2018 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

FIRE COMMUNICATIONS

Service Description

A public service responsible for effective 911 fire call handling and dispatching of the required fire resources in order to mitigate emergencies.

Service Owner Name

Dawn Jarvis

	2016	2017		2018 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2017 Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 Budget
Human Resources	\$ 1,397,800	\$ 1,445,650	\$ 1,437,430	\$ 1,458,755	\$ 13,105	0.9%	\$ -	\$ 1,458,755	0.9%
Operating/Minor Capital Equip.	\$ 23,386	\$ 27,500	\$ 23,800	\$ 28,297	\$ 797	2.9%	\$ -	\$ 28,297	2.9%
Purchased Services	\$ 132,208	\$ 150,155	\$ 130,500	\$ 131,000	\$ (19,155)	-12.8%	\$ -	\$ 131,000	-12.8%
Corp. Expenditures/Provisions	\$ 30,219	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
Internal Charges & Settlements	\$ 314,747	\$ 371,200	\$ 371,200	\$ 377,800	\$ 6,600	1.8%	\$ -	\$ 377,800	1.8%
TOTAL EXPENDITURES	\$ 1,898,360	\$ 1,994,505	\$ 1,962,930	\$ 1,995,852	\$ 1,347	0.1%	\$ -	\$ 1,995,852	0.1%
Controllable Revenues	\$ (909,821)	\$ (989,776)	\$ (981,965)	\$ (1,007,893)	\$ (18,117)	1.8%	\$ -	\$ (1,007,893)	1.8%
General Revenues & Recoveries	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
TOTAL REVENUES	\$ (909,821)	\$ (989,776)	\$ (981,965)	\$ (1,007,893)	\$ (18,117)	1.8%	\$ -	\$ (1,007,893)	1.8%
NET OPERATING BUDGET	\$ 988,539	\$ 1,004,729	\$ 980,965	\$ 987,959	\$ (16,770)	-1.7%	\$ -	\$ 987,959	-1.7%

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 as well as impacts of the 2014 Arbitrated Fire Settlement.

Operating/Minor Capital Equip. No material change to budget

Purchased Services Decrease due to savings in telephone costs

Corp. Expenditures/Provisions N/A

Internal Charges & Settlements No material change to budget

Controllable Revenues Cost recovery revenue based on fire dispatch agreement

General Revenues & Recoveries N/A

Business Cases N/A

2018 Budget

2018 Proposed Operating Budget

Maintenance

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

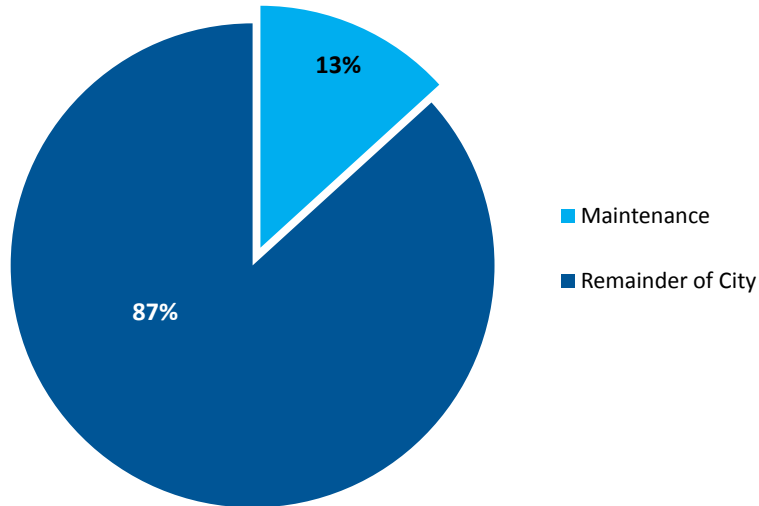
2018 OPERATING BUDGET

SERVICE CATEGORY SUMMARY

MAINTENANCE

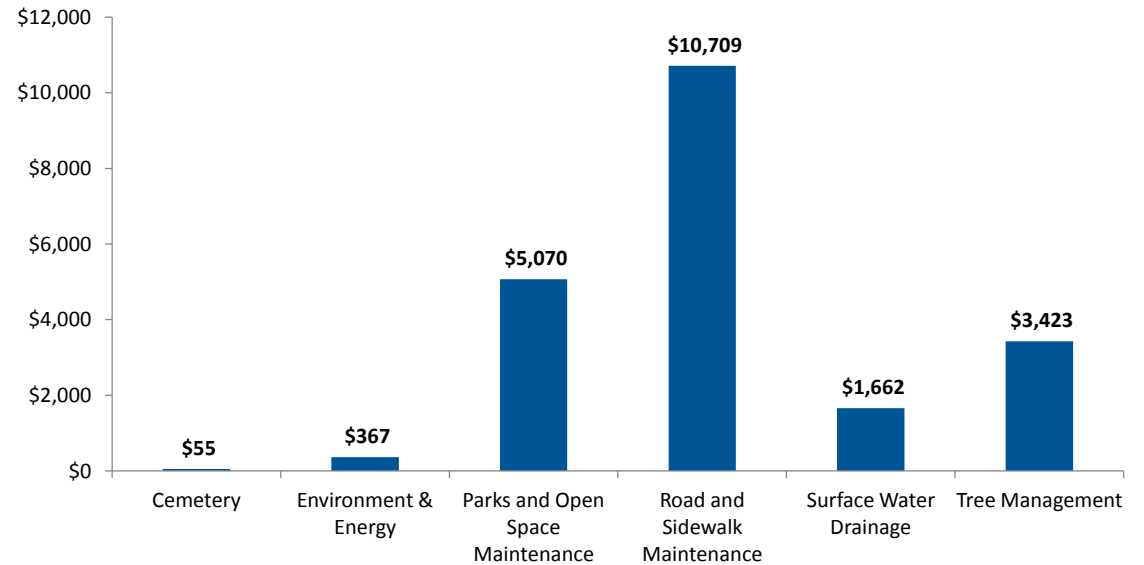
Services	2016	2017		2018 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2017 Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 Budget
Cemetery	\$ (15,109)	\$ 46,747	\$ 74,346	\$ 54,553	\$ 7,806	16.7%	\$ -	\$ 54,553	16.7%
Environment & Energy	\$ 330,047	\$ 361,677	\$ 328,037	\$ 367,480	\$ 5,803	1.6%	\$ -	\$ 367,480	1.6%
Parks and Open Space Maintenance	\$ 4,598,541	\$ 4,846,812	\$ 5,014,608	\$ 4,952,557	\$ 105,745	2.2%	\$ 117,250	\$ 5,069,807	4.6%
Road and Sidewalk Maintenance	\$ 9,946,037	\$ 10,657,784	\$ 9,383,665	\$ 10,673,969	\$ 16,185	0.2%	\$ 34,770	\$ 10,708,739	0.5%
Surface Water Drainage	\$ 1,509,738	\$ 1,641,400	\$ 1,476,207	\$ 1,662,242	\$ 20,842	1.3%	\$ -	\$ 1,662,242	1.3%
Tree Management	\$ 2,933,885	\$ 3,269,860	\$ 3,344,387	\$ 3,423,162	\$ 153,302	4.7%	\$ -	\$ 3,423,162	4.7%
Total Maintenance	\$ 19,303,139	\$ 20,824,280	\$ 19,621,250	\$ 21,133,963	\$ 309,683	1.5%	\$ 152,020	\$ 21,285,983	2.2%

2018 Proposed Budget



2018 Maintenance by Service

(values in thousands)



2018 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

Julie Hutchings

	2016	2017		2018 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2017 Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 Budget
Human Resources	\$ 229,014	\$ 260,253	\$ 263,966	\$ 263,210	\$ 2,957	1.1%	\$ -	\$ 263,210	1.1%
Operating/Minor Capital Equip.	\$ 54,787	\$ 37,200	\$ 37,700	\$ 36,672	\$ (528)	-1.4%	\$ -	\$ 36,672	-1.4%
Purchased Services	\$ 2,292	\$ 1,650	\$ 2,236	\$ 12,250	\$ 10,600	642.4%	\$ -	\$ 12,250	642.4%
Corp. Expenditures/Provisions	\$ (0)	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
Internal Charges & Settlements	\$ 54,601	\$ 62,644	\$ 62,644	\$ 61,621	\$ (1,023)	-1.6%	\$ -	\$ 61,621	-1.6%
TOTAL EXPENDITURES	\$ 340,693	\$ 361,747	\$ 366,546	\$ 373,753	\$ 12,006	3.3%	\$ -	\$ 373,753	3.3%
Controllable Revenues	\$ (298,232)	\$ (250,000)	\$ (231,500)	\$ (259,200)	\$ (9,200)	3.7%	\$ -	\$ (259,200)	3.7%
General Revenues & Recoveries	\$ (57,570)	\$ (65,000)	\$ (60,700)	\$ (60,000)	\$ 5,000	-7.7%	\$ -	\$ (60,000)	-7.7%
TOTAL REVENUES	\$ (355,802)	\$ (315,000)	\$ (292,200)	\$ (319,200)	\$ (4,200)	1.3%	\$ -	\$ (319,200)	1.3%
NET OPERATING BUDGET	\$ (15,109)	\$ 46,747	\$ 74,346	\$ 54,553	\$ 7,806	16.7%	\$ -	\$ 54,553	16.7%

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 the result of adjustments to reflect historical spending patterns to hydro, water, natural gas, building materials and cemetery supplies.

Purchased Services Increase of \$10,000 to repair monument bases within the various cemeteries.

Corp. Expenditures/Provisions N/A

Internal Charges & Settlements No material change to budget

Controllable Revenues Minor increase based on the recent trend in Cemetery sales and columbarium sales, along with a increase in rates and fees.

General Revenues & Recoveries Decrease in revenue reflects a reduction in the interest earnings on perpetual care funds.

Business Cases N/A

2018 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

ENVIRONMENT & ENERGY

Service Description

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

Service Owner Name

Lynn Robichaud

	2016	2017		2018 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2017 Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 Budget
Human Resources	\$ 319,865	\$ 340,119	\$ 340,204	\$ 358,930	\$ 18,811	5.5%	\$ -	\$ 358,930	5.5%
Operating/Minor Capital Equip.	\$ 7,000	\$ 7,000	\$ 7,020	\$ 7,000	\$ -	0.0%	\$ -	\$ 7,000	0.0%
Purchased Services	\$ 21,892	\$ 45,308	\$ 45,308	\$ 48,008	\$ 2,700	6.0%	\$ -	\$ 48,008	6.0%
Corp. Expenditures/Provisions	\$ 4,181	\$ 4,250	\$ 4,250	\$ 4,250	\$ -	0.0%	\$ -	\$ 4,250	0.0%
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
TOTAL EXPENDITURES	\$ 352,938	\$ 396,677	\$ 396,782	\$ 418,188	\$ 21,511	5.4%	\$ -	\$ 418,188	5.4%
Controllable Revenues	\$ (22,891)	\$ (35,000)	\$ (53,037)	\$ (35,000)	\$ -	0.0%	\$ -	\$ (35,000)	0.0%
General Revenues & Recoveries	\$ -	\$ -	\$ (15,708)	\$ (15,708)	\$ (15,708)	0%	\$ -	\$ (15,708)	0%
TOTAL REVENUES	\$ (22,891)	\$ (35,000)	\$ (68,745)	\$ (50,708)	\$ (15,708)	44.9%	\$ -	\$ (50,708)	44.9%
NET OPERATING BUDGET	\$ 330,047	\$ 361,677	\$ 328,037	\$ 367,480	\$ 5,803	1.6%	\$ -	\$ 367,480	1.6%

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 Additional charges include all utility accounts (water, gas, & hydro) into the energy management system rather than just those contained in facilities.

Corp. Expenditures/Provisions No material change to budget

Internal Charges & Settlements N/A

Controllable Revenues No material change to budget

General Revenues & Recoveries Reflects Cootes to the Escarpment funding approved from Tax Rate Stabilization Reserve Fund.

Business Cases N/A

2018 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

	2016	2017		2018 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2017 Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 Budget
Human Resources	\$ 3,312,903	\$ 3,346,424	\$ 3,440,545	\$ 3,382,031	\$ 35,607	1.1%	\$ 107,100	\$ 3,489,131	4.3%
Operating/Minor Capital Equip.	\$ 521,592	\$ 555,435	\$ 570,812	\$ 559,072	\$ 3,637	0.7%	\$ 150	\$ 559,222	0.7%
Purchased Services	\$ 607,588	\$ 695,320	\$ 692,727	\$ 692,850	\$ (2,470)	-0.4%	\$ -	\$ 692,850	-0.4%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
Internal Charges & Settlements	\$ 936,783	\$ 969,009	\$ 923,073	\$ 962,568	\$ (6,441)	-0.7%	\$ 10,000	\$ 972,568	0.4%
TOTAL EXPENDITURES	\$ 5,378,866	\$ 5,566,188	\$ 5,627,157	\$ 5,596,521	\$ 30,333	0.5%	\$ 117,250	\$ 5,713,771	2.7%
Controllable Revenues	\$ (208,197)	\$ (218,460)	\$ (212,769)	\$ (200,880)	\$ 17,580	-8.0%	\$ -	\$ (200,880)	-8.0%
General Revenues & Recoveries	\$ (572,127)	\$ (500,916)	\$ (399,780)	\$ (443,084)	\$ 57,832	-11.5%	\$ -	\$ (443,084)	-11.5%
TOTAL REVENUES	\$ (780,325)	\$ (719,376)	\$ (612,549)	\$ (643,964)	\$ 75,412	-10.5%	\$ -	\$ (643,964)	-10.5%
NET OPERATING BUDGET	\$ 4,598,541	\$ 4,846,812	\$ 5,014,608	\$ 4,952,557	\$ 105,745	2.2%	\$ 117,250	\$ 5,069,807	4.6%

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 water costs for park facility operations.

Purchased Services Decrease reflects the trend in lower contracted services.

Corp. Expenditures/Provisions N/A

Internal Charges & Settlements No material change to budget

Controllable Revenues Increase is due to higher recoveries from School Boards

General Revenues & Recoveries Decrease is due an historical reduction in chargeback work being performed within other departments

Business Cases #2018-016 Sportsfields maintenance enhancements. This business case has a financial impact on multiple services.

2018 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

ROAD AND SIDEWALK MAINTENANCE

Service Description

A public service to provide year round maintenance for roads and sidewalk, within the city's road allowance, including loose leaf collection and winter maintenance operations.

Service Owner Name

Mark Adam

	2016	2017		2018 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2017 Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 Budget
Human Resources	\$ 5,626,563	\$ 6,041,930	\$ 5,723,858	\$ 6,134,268	\$ 92,339	1.5%	\$ 34,470	\$ 6,168,738	2.1%
Operating/Minor Capital Equip.	\$ 1,714,795	\$ 1,682,550	\$ 1,167,245	\$ 1,571,860	\$ (110,690)	-6.6%	\$ 300	\$ 1,572,160	-6.6%
Purchased Services	\$ 3,066,170	\$ 3,116,068	\$ 2,789,621	\$ 3,123,561	\$ 7,493	0.2%	\$ -	\$ 3,123,561	0.2%
Corp. Expenditures/Provisions	\$ 6,345	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
Internal Charges & Settlements	\$ 1,301,221	\$ 1,386,015	\$ 1,130,457	\$ 1,416,492	\$ 30,477	2.2%	\$ -	\$ 1,416,492	2.2%
TOTAL EXPENDITURES	\$ 11,715,094	\$ 12,226,563	\$ 10,811,181	\$ 12,246,181	\$ 19,618	0.2%	\$ 34,770	\$ 12,280,951	0.4%
Controllable Revenues	\$ (1,769,057)	\$ (1,568,779)	\$ (1,427,516)	\$ (1,572,212)	\$ (3,433)	0.2%	\$ -	\$ (1,572,212)	0.2%
General Revenues & Recoveries	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
TOTAL REVENUES	\$ (1,769,057)	\$ (1,568,779)	\$ (1,427,516)	\$ (1,572,212)	\$ (3,433)	0.2%	\$ -	\$ (1,572,212)	0.2%
NET OPERATING BUDGET	\$ 9,946,037	\$ 10,657,784	\$ 9,383,665	\$ 10,673,969	\$ 16,185	0.2%	\$ 34,770	\$ 10,708,739	0.5%

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. Decrease is a result of the reduction in salt and brine costs, used to maintain the roads and sidewalks during winter months.

Purchased Services No material change to the budget.

Corp. Expenditures/Provisions N/A

Internal Charges & Settlements Increased vehicle and equipment usage

Controllable Revenues No material change to the budget.

General Revenues & Recoveries N/A

Business Cases #2018-016 Sportsfields maintenance enhancements. This business case has a financial impact on multiple services.

2018 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

SURFACE WATER DRAINAGE

Service Description A public service to manage surface water drainage
Service Owner Name Cary Clark

	2016	2017		2018 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2017 Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 Budget
Human Resources	\$ 999,197	\$ 1,052,863	\$ 1,022,034	\$ 1,071,174	\$ 18,311	1.7%	\$ -	\$ 1,071,174	1.7%
Operating/Minor Capital Equip.	\$ 29,390	\$ 33,375	\$ 36,733	\$ 34,809	\$ 1,434	4.3%	\$ -	\$ 34,809	4.3%
Purchased Services	\$ 749,312	\$ 810,600	\$ 677,500	\$ 823,800	\$ 13,200	1.6%	\$ -	\$ 823,800	1.6%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
Internal Charges & Settlements	\$ 48,163	\$ 72,672	\$ 71,600	\$ 70,659	\$ (2,013)	-2.8%	\$ -	\$ 70,659	-2.8%
TOTAL EXPENDITURES	\$ 1,826,062	\$ 1,969,510	\$ 1,807,867	\$ 2,000,442	\$ 30,932	1.6%	\$ -	\$ 2,000,442	1.6%
Controllable Revenues	\$ (8,063)	\$ (32,500)	\$ (27,000)	\$ (27,500)	\$ 5,000	-15.4%	\$ -	\$ (27,500)	-15.4%
General Revenues & Recoveries	\$ (308,261)	\$ (295,610)	\$ (304,660)	\$ (310,700)	\$ (15,090)	5.1%	\$ -	\$ (310,700)	5.1%
TOTAL REVENUES	\$ (316,324)	\$ (328,110)	\$ (331,660)	\$ (338,200)	\$ (10,090)	3.1%	\$ -	\$ (338,200)	3.1%
NET OPERATING BUDGET	\$ 1,509,738	\$ 1,641,400	\$ 1,476,207	\$ 1,662,242	\$ 20,842	1.3%	\$ -	\$ 1,662,242	1.3%

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 is due mainly to expected higher waste disposal costs. Prices have seen a rise during the 2017-2018 season.

Corp. Expenditures/Provisions N/A

Internal Charges & Settlements Decrease related to lower vehicle and equipment usage.

Controllable Revenues Decrease due to historical reduction in external recoveries.

General Revenues & Recoveries Increase is due to greater recovery for staff time on capital projects to be charged out.

Business Cases N/A

2018 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

TREE MANAGEMENT

Service Description A public service to provide maintenance of City owned trees
Service Owner Name Barbara Rabicki

	2016	2017		2018 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2017 Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 Budget
Human Resources	\$ 1,159,369	\$ 1,471,624	\$ 1,410,694	\$ 1,483,477	\$ 11,853	0.8%	\$ -	\$ 1,483,477	0.8%
Operating/Minor Capital Equip.	\$ 24,265	\$ 17,575	\$ 60,015	\$ 18,400	\$ 825	4.7%	\$ -	\$ 18,400	4.7%
Purchased Services	\$ 1,557,586	\$ 1,556,907	\$ 2,220,980	\$ 1,789,250	\$ 232,343	14.9%	\$ -	\$ 1,789,250	14.9%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
Internal Charges & Settlements	\$ 218,058	\$ 318,754	\$ 301,708	\$ 323,535	\$ 4,781	1.5%	\$ -	\$ 323,535	1.5%
TOTAL EXPENDITURES	\$ 2,959,278	\$ 3,364,860	\$ 3,993,397	\$ 3,614,662	\$ 249,802	7.4%	\$ -	\$ 3,614,662	7.4%
Controllable Revenues	\$ (5,393)	\$ (5,000)	\$ (9,010)	\$ (1,500)	\$ 3,500	-70.0%	\$ -	\$ (1,500)	-70.0%
General Revenues & Recoveries	\$ (20,000)	\$ (90,000)	\$ (640,000)	\$ (190,000)	\$ (100,000)	111.1%	\$ -	\$ (190,000)	111.1%
TOTAL REVENUES	\$ (25,393)	\$ (95,000)	\$ (649,010)	\$ (191,500)	\$ (96,500)	101.6%	\$ -	\$ (191,500)	101.6%
NET OPERATING BUDGET	\$ 2,933,885	\$ 3,269,860	\$ 3,344,387	\$ 3,423,162	\$ 153,302	4.7%	\$ -	\$ 3,423,162	4.7%

Base Budget Commentary

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

Operating/Minor Capital Equip. Increase is related to operating materials such as wearing apparel

Purchased Services Increase due to contracted services for aging tree population- risk assessments, pruning & removals

Corp. Expenditures/Provisions N/A

Internal Charges & Settlements No material change to budget.

Controllable Revenues Decrease reflects historical reduction in tree permits requests.

General Revenues & Recoveries Increase in the recovery from the Future Services Reserve Fund for trees.

Business Cases N/A

2018 Budget

2018 Proposed
Operating Budget

Roads and Transportation

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

2018 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

PARKING MANAGEMENT

Service Description A public service to manage parking in Burlington
Service Owner Name Paul Yager

	2016	2017		2018 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2017 Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 Budget
Human Resources	\$ 634,431	\$ 669,405	\$ 625,655	\$ 658,157	\$ (11,248)	-1.7%	\$ -	\$ 658,157	-1.7%
Operating/Minor Capital Equip.	\$ 116,939	\$ 118,950	\$ 121,100	\$ 138,801	\$ 19,851	16.7%	\$ -	\$ 138,801	16.7%
Purchased Services	\$ 592,734	\$ 672,912	\$ 677,212	\$ 828,694	\$ 155,782	23.2%	\$ -	\$ 828,694	23.2%
Corp. Expenditures/Provisions	\$ 1,465,995	\$ 1,115,109	\$ 1,179,859	\$ 1,272,668	\$ 157,559	14.1%	\$ -	\$ 1,272,668	14.1%
Internal Charges & Settlements	\$ 432,506	\$ 435,647	\$ 435,647	\$ 446,912	\$ 11,265	2.6%	\$ -	\$ 446,912	2.6%
TOTAL EXPENDITURES	\$ 3,242,606	\$ 3,012,023	\$ 3,039,473	\$ 3,345,232	\$ 333,209	11.1%	\$ -	\$ 3,345,232	11.1%
Controllable Revenues	\$ (3,561,385)	\$ (3,145,000)	\$ (3,405,000)	\$ (3,510,000)	\$ (365,000)	11.6%	\$ -	\$ (3,510,000)	11.6%
General Revenues & Recoveries	\$ (602,956)	\$ (610,833)	\$ (610,833)	\$ (617,954)	\$ (7,121)	1.2%	\$ -	\$ (617,954)	1.2%
TOTAL REVENUES	\$ (4,164,341)	\$ (3,755,833)	\$ (4,015,833)	\$ (4,127,954)	\$ (372,121)	9.9%	\$ -	\$ (4,127,954)	9.9%
NET OPERATING BUDGET	\$ (921,735)	\$ (743,810)	\$ (976,360)	\$ (782,722)	\$ (38,912)	5.2%	\$ -	\$ (782,722)	5.2%

Base Budget Commentary

- Human Resources** The decrease in human resources costs is comprised of recent employee hires with lower salaries, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits
- Operating/Minor Capital Equip.** Increase in building repairs and maintenance.
- Purchased Services** Increase is primarily due to additional communication fees for 104 Parking Pay Stations, Enforcement Handhelds and increase due to adding security at parking garage, 414 Locust St (recovered from downtown).
- Corp. Expenditures/Provisions** Increased provision to parking reserve fund.
- Internal Charges & Settlements** No material change to budget.
- Controllable Revenues** Increase related to higher anticipated Parking fines and daily parking revenues based on historical trends
- General Revenues & Recoveries** No material change to budget.
- Business Cases** N/A

2018 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

	2016	2017		2018 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2017 Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 Budget
Human Resources	\$ 2,968,033	\$ 3,038,402	\$ 3,038,402	\$ 3,187,842	\$ 149,440	4.9%	\$ -	\$ 3,187,842	4.9%
Operating/Minor Capital Equip.	\$ 110,295	\$ 78,860	\$ 75,460	\$ 72,400	\$ (6,460)	-8.2%	\$ -	\$ 72,400	-8.2%
Purchased Services	\$ 162,097	\$ 116,707	\$ 117,007	\$ 133,007	\$ 16,300	14.0%	\$ -	\$ 133,007	14.0%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
Internal Charges & Settlements	\$ 5,814	\$ 8,360	\$ 8,360	\$ 7,600	\$ (760)	-9.1%	\$ -	\$ 7,600	-9.1%
TOTAL EXPENDITURES	\$ 3,246,239	\$ 3,242,329	\$ 3,239,229	\$ 3,400,849	\$ 158,520	4.9%	\$ -	\$ 3,400,849	4.9%
Controllable Revenues	\$ (192,835)	\$ (136,500)	\$ (209,500)	\$ (156,616)	\$ (20,116)	14.7%	\$ -	\$ (156,616)	14.7%
General Revenues & Recoveries	\$ (2,174,368)	\$ (1,637,600)	\$ (1,767,000)	\$ (1,901,060)	\$ (263,460)	16.1%	\$ -	\$ (1,901,060)	16.1%
TOTAL REVENUES	\$ (2,367,202)	\$ (1,774,100)	\$ (1,976,500)	\$ (2,057,676)	\$ (283,576)	16.0%	\$ -	\$ (2,057,676)	16.0%
NET OPERATING BUDGET	\$ 879,037	\$ 1,468,229	\$ 1,262,729	\$ 1,343,173	\$ (125,056)	-8.5%	\$ -	\$ 1,343,173	-8.5%

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 in operating costs is mainly due to a reduction in fuel costs projected for 2018.

Purchased Services The increase is mainly due to the increase in Contract and External Services

Corp. Expenditures/Provisions N/A

Internal Charges & Settlements No material change in budget

Controllable Revenues The increase is due to the projected increase in the number of excavation permits and tender sales for the 2018 Capital Program. Staff continue to bundle smaller scale projects together and prequalify Contractors to realize savings in the project delivery and make the projects more appealing to a wider group of Contractors.

General Revenues & Recoveries The increase is due to the recovery of staff time delivering the Capital Program.

Business Cases N/A

2018 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

	2016	2017	2018 Proposed						
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2017 Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 Budget
Human Resources	\$ 2,674,558	\$ 3,179,420	\$ 2,912,654	\$ 3,193,349	\$ 13,929	0.4%	\$ -	\$ 3,193,349	0.4%
Operating/Minor Capital Equip.	\$ 2,059,243	\$ 1,988,160	\$ 1,961,794	\$ 1,426,813	\$ (561,347)	-28.2%	\$ -	\$ 1,426,813	-28.2%
Purchased Services	\$ 1,126,671	\$ 1,239,360	\$ 1,234,516	\$ 1,123,381	\$ (115,979)	-9.4%	\$ -	\$ 1,123,381	-9.4%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
Internal Charges & Settlements	\$ 179,384	\$ 266,934	\$ 256,854	\$ 128,927	\$ (138,007)	-51.7%	\$ -	\$ 128,927	-51.7%
TOTAL EXPENDITURES	\$ 6,039,856	\$ 6,673,874	\$ 6,365,818	\$ 5,872,470	\$ (801,404)	-12.0%	\$ -	\$ 5,872,470	-12.0%
Controllable Revenues	\$ (801,548)	\$ (837,259)	\$ (815,679)	\$ (713,085)	\$ 124,174	-14.8%	\$ -	\$ (713,085)	-14.8%
General Revenues & Recoveries	\$ (287,062)	\$ (466,436)	\$ (466,436)	\$ (225,302)	\$ 241,134	-51.7%	\$ -	\$ (225,302)	-51.7%
TOTAL REVENUES	\$ (1,088,610)	\$ (1,303,695)	\$ (1,282,115)	\$ (938,387)	\$ 365,308	-28.0%	\$ -	\$ (938,387)	-28.0%
NET OPERATING BUDGET	\$ 4,951,247	\$ 5,370,179	\$ 5,083,703	\$ 4,934,083	\$ (436,096)	-8.1%	\$ -	\$ 4,934,083	-8.1%

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 as a result of significant savings in hydro expenses as a result of the streetlight conversion to LED

Purchased Services Decrease in purchased services is a reflection of historical trending and lower costs.

Corp. Expenditures/Provisions N/A

Internal Charges & Settlements Decrease as a result of a restructuring of cost centers and elimination of many internal charges

Controllable Revenues Decrease as a result of reviewing previous year actual and anticipated recoveries for 2018

General Revenues & Recoveries Decrease as a result of historical trending and anticipated vehicle recoveries for 2018

Business Cases N/A

2018 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

TRANSIT

Service Description

A public service to provide conventional and specialized transit transportation

Service Owner Name

Colm Lynn

	2016	2017		2018 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2017 Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 Budget
Human Resources	\$ 11,487,529	\$ 11,941,123	\$ 11,875,884	\$ 12,986,011	\$ 1,044,888	8.8%	\$ -	\$ 12,986,011	8.8%
Operating/Minor Capital Equip.	\$ 3,072,478	\$ 2,975,860	\$ 3,268,233	\$ 3,430,080	\$ 454,220	15.3%	\$ -	\$ 3,430,080	15.3%
Purchased Services	\$ 1,889,400	\$ 1,892,212	\$ 2,007,397	\$ 2,066,255	\$ 174,043	9.2%	\$ -	\$ 2,066,255	9.2%
Corp. Expenditures/Provisions	\$ 2,183,115	\$ 2,239,856	\$ 2,128,129	\$ 2,128,129	\$ (111,727)	-5.0%	\$ -	\$ 2,128,129	-5.0%
Internal Charges & Settlements	\$ 103,610	\$ 120,000	\$ 120,000	\$ 120,000	\$ -	0.0%	\$ -	\$ 120,000	0.0%
TOTAL EXPENDITURES	\$ 18,736,131	\$ 19,169,051	\$ 19,399,643	\$ 20,730,475	\$ 1,561,424	8.1%	\$ -	\$ 20,730,475	8.1%
Controllable Revenues	\$ (5,292,634)	\$ (5,493,000)	\$ (5,483,000)	\$ (5,504,000)	\$ (11,000)	0.2%	\$ -	\$ (5,504,000)	0.2%
General Revenues & Recoveries	\$ (3,395,237)	\$ (3,181,956)	\$ (3,070,229)	\$ (3,115,229)	\$ 66,727	-2.1%	\$ -	\$ (3,115,229)	-2.1%
TOTAL REVENUES	\$ (8,687,871)	\$ (8,674,956)	\$ (8,553,229)	\$ (8,619,229)	\$ 55,727	-0.6%	\$ -	\$ (8,619,229)	-0.6%
NET OPERATING BUDGET	\$ 10,048,260	\$ 10,494,095	\$ 10,846,414	\$ 12,111,246	\$ 1,617,151	15.4%	\$ -	\$ 12,111,246	15.4%

Base Budget Commentary

Human Resources Increase related to action taken in late 2017 to address shortfalls in staffing, including additional FTE's and conversion of PT employees to FTE positions. Provisions were made for annual performance adjustments, range movement and payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits.

Operating/Minor Capital Equip. Increase in parts budget to reflect actual parts usage and prices. Diesel budget increased to reflect current cost estimates following historical budget reductions due to low fuel prices.

Purchased Services Increase related to higher Presto commission costs following new agreement and increased Presto device repair costs. Increases to vehicle maintenance costs to reflect historical usage and pricing.

Corp. Expenditures/Provisions Decrease is due primarily to reduced provincial gas tax funding received due to declining ridership.

Internal Charges & Settlements No material change to budget

Controllable Revenues Increase related to higher advertising revenues from new bus advertising contract somewhat offset by reduced fare revenue to reflect historical ridership.

General Revenues & Recoveries Decrease is due primarily to reduced provincial gas tax funding available due to declining ridership.

Business Cases N/A

2018 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

TRANSPORTATION 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

	2016	2017		2018 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2017 Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 Budget
Human Resources	\$ 317,216	\$ 418,427	\$ 268,436	\$ 415,000	\$ (3,427)	-0.8%	\$ -	\$ 415,000	-0.8%
Operating/Minor Capital Equip.	\$ 1,977	\$ 3,900	\$ 5,850	\$ 3,325	\$ (575)	-14.7%	\$ -	\$ 3,325	-14.7%
Purchased Services	\$ 6,087	\$ 14,350	\$ 14,350	\$ 21,850	\$ 7,500	52.3%	\$ -	\$ 21,850	52.3%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
TOTAL EXPENDITURES	\$ 325,280	\$ 436,677	\$ 288,636	\$ 440,175	\$ 3,498	0.8%	\$ -	\$ 440,175	0.8%
Controllable Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
General Revenues & Recoveries	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
TOTAL REVENUES	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
NET OPERATING BUDGET	\$ 325,280	\$ 436,677	\$ 288,636	\$ 440,175	\$ 3,498	0.8%	\$ -	\$ 440,175	0.8%

Base Budget Commentary

Human Resources Decrease results from a realignment of payroll costs 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 in purchased services is related to the retention of ongoing consulting needs

Corp. Expenditures/Provisions N/A

Internal Charges & Settlements N/A

Controllable Revenues N/A

General Revenues & Recoveries N/A

Business Cases N/A

2018 Budget

2018 Proposed
Operating Budget

Leisure

- Arts and Culture
- Organized Sport Support
- Recreation

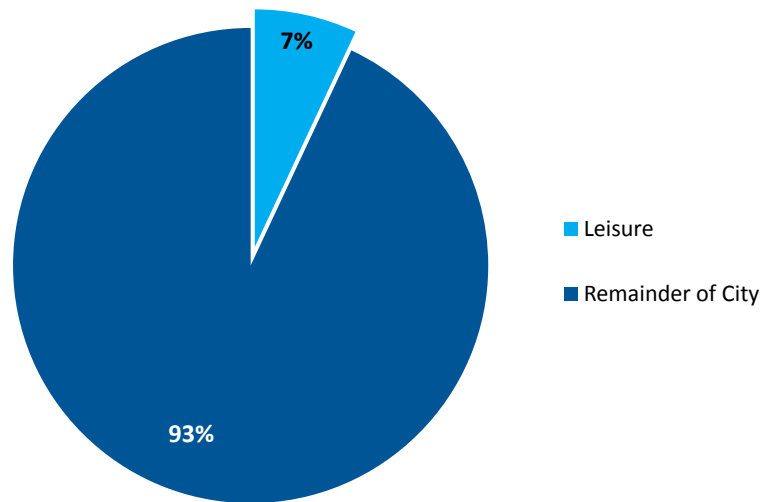
2018 OPERATING BUDGET

SERVICE CATEGORY SUMMARY

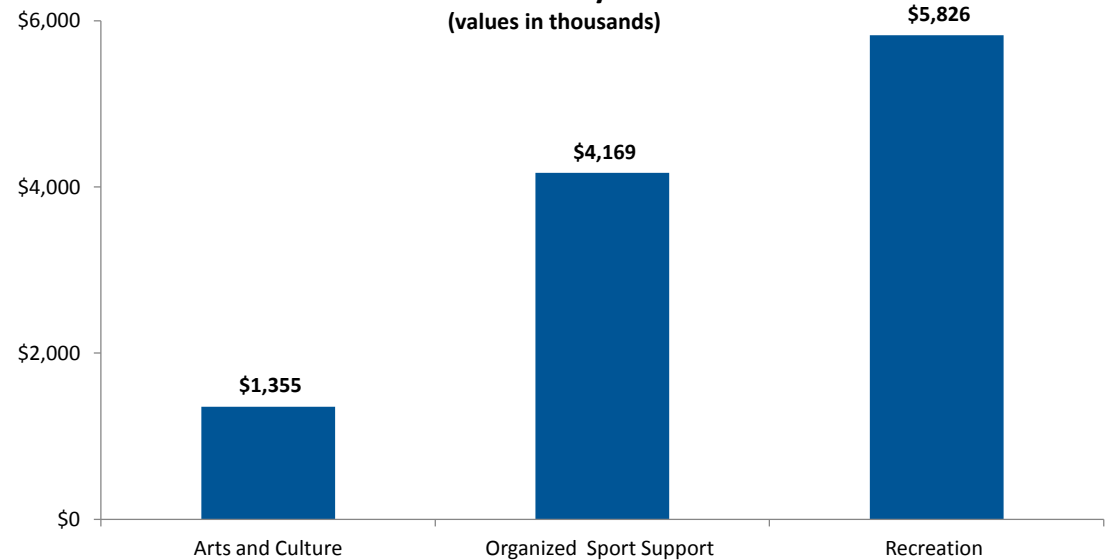
LEISURE

Services	2016	2017		2018 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2017 Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 Budget
Arts and Culture	\$ 1,282,327	\$ 1,360,223	\$ 1,353,057	\$ 1,354,928	\$ (5,294)	-0.4%	\$ -	\$ 1,354,928	-0.4%
Organized Sport Support	\$ 3,605,183	\$ 3,913,738	\$ 3,861,409	\$ 3,942,309	\$ 28,571	0.7%	\$ 226,300	\$ 4,168,609	6.5%
Recreation	\$ 5,175,078	\$ 5,511,733	\$ 5,652,721	\$ 5,826,067	\$ 314,334	5.7%	\$ -	\$ 5,826,067	5.7%
Total Leisure	\$ 10,062,588	\$ 10,785,693	\$ 10,867,187	\$ 11,123,304	\$ 337,611	3.1%	\$ 226,300	\$ 11,349,604	5.2%

2018 Proposed Budget



2018 Leisure by Service
(values in thousands)



2018 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

ARTS AND CULTURE

Service Description

A public service to develop, provide and support art, heritage and cultural service programs and events for community identity, inclusivity and belonging.

Service Owner Name

Angela Paparizo

	2016	2017		2018 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2017 Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 Budget
Human Resources	\$ 1,049,812	\$ 1,054,490	\$ 1,086,987	\$ 1,087,309	\$ 32,819	3.1%	\$ -	\$ 1,087,309	3.1%
Operating/Minor Capital Equip.	\$ 164,200	\$ 137,350	\$ 143,198	\$ 139,600	\$ 2,250	1.6%	\$ -	\$ 139,600	1.6%
Purchased Services	\$ 488,859	\$ 553,310	\$ 610,929	\$ 529,110	\$ (24,200)	-4.4%	\$ -	\$ 529,110	-4.4%
Corp. Expenditures/Provisions	\$ 128,331	\$ 151,381	\$ 154,081	\$ 132,593	\$ (18,788)	-12.4%	\$ -	\$ 132,593	-12.4%
Internal Charges & Settlements	\$ 50,968	\$ 54,491	\$ 54,491	\$ 56,616	\$ 2,125	3.9%	\$ -	\$ 56,616	3.9%
TOTAL EXPENDITURES	\$ 1,882,172	\$ 1,951,022	\$ 2,049,686	\$ 1,945,228	\$ (5,794)	-0.3%	\$ -	\$ 1,945,228	-0.3%
Controllable Revenues	\$ (578,304)	\$ (515,799)	\$ (579,129)	\$ (540,300)	\$ (24,501)	4.8%	\$ -	\$ (540,300)	4.8%
General Revenues & Recoveries	\$ (21,540)	\$ (75,000)	\$ (117,500)	\$ (50,000)	\$ 25,000	-33.3%	\$ -	\$ (50,000)	-33.3%
TOTAL REVENUES	\$ (599,845)	\$ (590,799)	\$ (696,629)	\$ (590,300)	\$ 499	-0.1%	\$ -	\$ (590,300)	-0.1%
NET OPERATING BUDGET	\$ 1,282,327	\$ 1,360,223	\$ 1,353,057	\$ 1,354,928	\$ (5,294)	-0.4%	\$ -	\$ 1,354,928	-0.4%

Base Budget Commentary

Human Resources The increase in Human Resource 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 mainly attributable to increased hydro costs at Cultural facilities.

Purchased Services Decrease due to the removal of the one time cost for Cenotaph repairs

Corp. Expenditures/Provisions Debt for purchase of portable stage retired in 2017.

Internal Charges & Settlements No material change to budget

Controllable Revenues Increase in registration revenues for Student Theatre and equipment rentals based on historical trend

General Revenues & Recoveries Decrease due to the removal of the one time recovery for Cenotaph repairs.

Business Cases N/A

2018 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

ORGANIZED SPORT SUPPORT

Service Description

A public service to provide opportunities for organized sports.

Service Owner Name

Denise Beard

	2016	2017		2018 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2017 Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 Budget
Human Resources	\$ 4,349,934	\$ 4,525,965	\$ 4,405,026	\$ 4,562,408	\$ 36,443	0.8%	\$ 135,200	\$ 4,697,608	3.8%
Operating/Minor Capital Equip.	\$ 2,491,555	\$ 2,297,193	\$ 2,452,436	\$ 2,442,192	\$ 144,999	6.3%	\$ 50,000	\$ 2,492,192	8.5%
Purchased Services	\$ 1,464,746	\$ 1,599,768	\$ 1,700,893	\$ 1,541,867	\$ (57,901)	-3.6%	\$ -	\$ 1,541,867	-3.6%
Corp. Expenditures/Provisions	\$ 949,566	\$ 929,591	\$ 967,901	\$ 929,519	\$ (72)	0.0%	\$ -	\$ 929,519	0.0%
Internal Charges & Settlements	\$ 607,441	\$ 638,320	\$ 639,308	\$ 662,655	\$ 24,335	3.8%	\$ 48,000	\$ 710,655	11.3%
TOTAL EXPENDITURES	\$ 9,863,242	\$ 9,990,838	\$ 10,165,565	\$ 10,138,642	\$ 147,804	1.5%	\$ 233,200	\$ 10,371,842	3.8%
Controllable Revenues	\$ (6,070,389)	\$ (5,889,150)	\$ (6,047,205)	\$ (6,040,969)	\$ (151,819)	2.6%	\$ (6,900)	\$ (6,047,869)	2.7%
General Revenues & Recoveries	\$ (187,670)	\$ (187,950)	\$ (256,950)	\$ (155,364)	\$ 32,586	-17.3%	\$ -	\$ (155,364)	-17.3%
TOTAL REVENUES	\$ (6,258,059)	\$ (6,077,100)	\$ (6,304,155)	\$ (6,196,333)	\$ (119,233)	2.0%	\$ (6,900)	\$ (6,203,233)	2.1%
NET OPERATING BUDGET	\$ 3,605,183	\$ 3,913,738	\$ 3,861,409	\$ 3,942,309	\$ 28,571	0.7%	\$ 226,300	\$ 4,168,609	6.5%

Base Budget Commentary

Human Resources The increase in Human Resource costs is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits. The increase is partially offset by lower part-time customer service cost as a result of reallocating them to Recreation service.

Operating/Minor Capital Equip. Increase related to higher utility costs in arenas.

Purchased Services Decrease in custodial costs for the school gyms based on reduced weekend use and a decrease in professional and consulting fees based on historical trend.

Corp. Expenditures/Provisions No material change to budget

Internal Charges & Settlements Increase in costs for vehicle and equipment usage & lighting based on increase in rentals.

Controllable Revenues Rental revenue increase for sports fields and Haber Recreation Centre.

General Revenues & Recoveries Decrease in recoveries for Tyandaga Golf Course aligned to property tax reduction for private courses

Business Cases #2018-016 Sportsfields maintenance enhancements. This business case has a financial impact on multiple services.

2018 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

	2016	2017		2018 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2017 Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 Budget
Human Resources	\$ 8,614,808	\$ 9,168,683	\$ 9,420,282	\$ 9,709,864	\$ 541,181	5.9%	\$ -	\$ 9,709,864	5.9%
Operating/Minor Capital Equip.	\$ 1,957,673	\$ 1,940,917	\$ 2,052,918	\$ 2,037,191	\$ 96,274	5.0%	\$ -	\$ 2,037,191	5.0%
Purchased Services	\$ 1,929,368	\$ 1,905,432	\$ 3,157,519	\$ 1,416,601	\$ (488,831)	-25.7%	\$ -	\$ 1,416,601	-25.7%
Corp. Expenditures/Provisions	\$ 1,122,277	\$ 797,597	\$ 713,434	\$ 616,881	\$ (180,716)	-22.7%	\$ -	\$ 616,881	-22.7%
Internal Charges & Settlements	\$ 202,852	\$ 221,512	\$ 217,553	\$ 216,297	\$ (5,215)	-2.4%	\$ -	\$ 216,297	-2.4%
TOTAL EXPENDITURES	\$ 13,826,977	\$ 14,034,141	\$ 15,561,706	\$ 13,996,834	\$ (37,306)	-0.3%	\$ -	\$ 13,996,834	-0.3%
Controllable Revenues	\$ (7,475,464)	\$ (7,710,369)	\$ (8,772,901)	\$ (7,694,822)	\$ 15,546	-0.2%	\$ -	\$ (7,694,822)	-0.2%
General Revenues & Recoveries	\$ (1,176,435)	\$ (812,039)	\$ (1,136,084)	\$ (475,945)	\$ 336,094	-41.4%	\$ -	\$ (475,945)	-41.4%
TOTAL REVENUES	\$ (8,651,899)	\$ (8,522,408)	\$ (9,908,985)	\$ (8,170,767)	\$ 351,640	-4.1%	\$ -	\$ (8,170,767)	-4.1%
NET OPERATING BUDGET	\$ 5,175,078	\$ 5,511,733	\$ 5,652,721	\$ 5,826,067	\$ 314,334	5.7%	\$ -	\$ 5,826,067	5.7%

Base Budget Commentary

Human Resources The increase in Human Resource costs is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits. Also included is an additional resource at the Bistro, conversion of contracted staff to PT and additional PT aquatics staffing.

Operating/Minor Capital Equip. Increase due to high utility costs for Nelson Pool and splash pad and the Bistro operations cost at the Senior Centre.

Purchased Services 2018 budget decrease is due to the conversion of independent contractors to PT staff and removal of expenses associated with the Healthy Kids challenge.

Corp. Expenditures/Provisions Waterfront debt retired in 2017 and the change in the LaSalle operating model.

Internal Charges & Settlements No material change to budget

Controllable Revenues Decrease due to the impact of the new LaSalle operating model on catering revenues. This is partially offset by Increased revenues for Bistro and increased demand for registered programs, specifically in summer camps, aquatics and adult / seniors programs.

General Revenues & Recoveries Removal of one-time Healthy Kids provincial grant.

Business Cases N/A

2018 Budget

2018 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

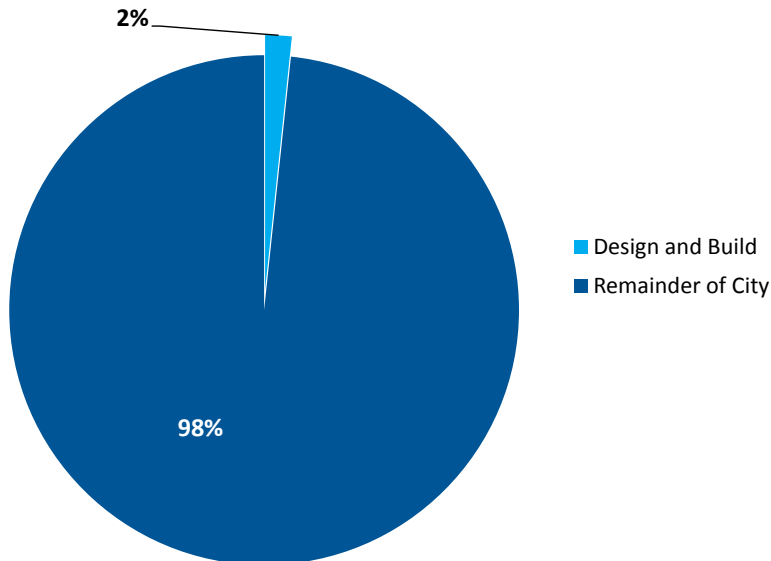
2018 OPERATING BUDGET

SERVICE CATEGORY SUMMARY

DESIGN AND BUILD

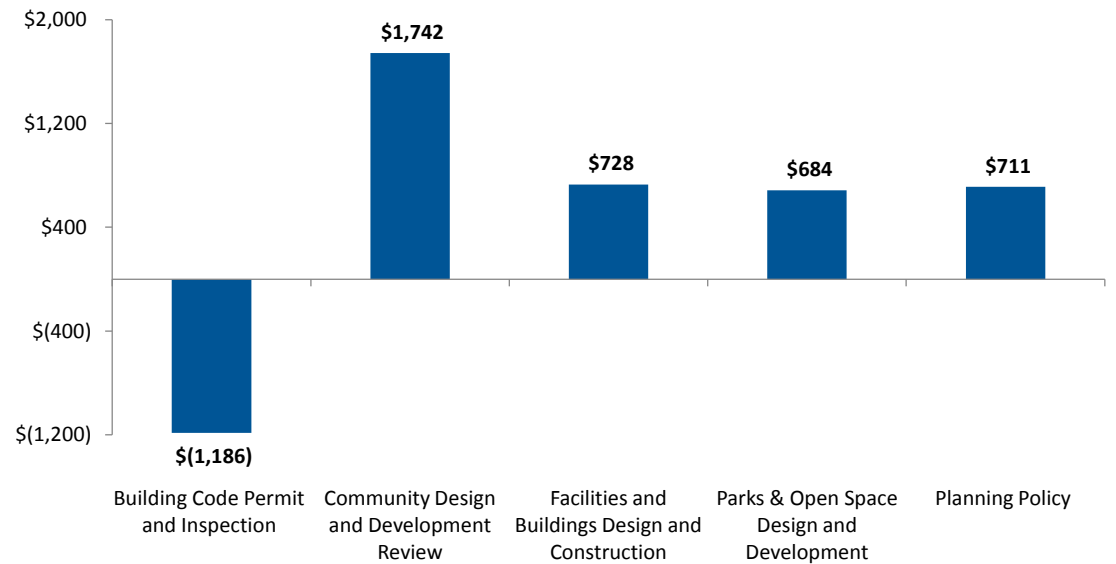
Services	2016	2017		2018 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2017 Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 Budget
Building Code Permit and Inspection	\$ (871,182)	\$ (1,169,584)	\$ (1,169,584)	\$ (1,185,709)	\$ (16,125)	1.4%	\$ -	\$ (1,185,709)	1.4%
Community Design and Development Review	\$ 2,006,645	\$ 1,875,924	\$ 683,436	\$ 1,742,319	\$ (133,605)	-7.1%	\$ -	\$ 1,742,319	-7.1%
Facilities and Buildings Design and Construction	\$ 752,080	\$ 714,377	\$ 687,783	\$ 728,491	\$ 14,114	2.0%	\$ -	\$ 728,491	2.0%
Parks & Open Space Design and Development	\$ 628,038	\$ 709,206	\$ 681,706	\$ 684,189	\$ (25,017)	-3.5%	\$ -	\$ 684,189	-3.5%
Planning Policy	\$ 672,537	\$ 682,900	\$ 753,010	\$ 711,114	\$ 28,214	4.1%	\$ -	\$ 711,114	4.1%
Total Design and Build	\$ 3,188,119	\$ 2,812,823	\$ 1,636,351	\$ 2,680,404	\$ (132,419)	-4.7%	\$ -	\$ 2,680,404	-4.7%

2018 Proposed Budget



2018 Design and Build by Service

(values in thousands)



2018 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

BUILDING CODE PERMITS & 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

	2016	2017		2018 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2017 Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 Budget
Human Resources	\$ 2,689,394	\$ 2,799,936	\$ 2,799,936	\$ 2,974,400	\$ 174,464	6.2%	\$ -	\$ 2,974,400	6.2%
Operating/Minor Capital Equip.	\$ 37,807	\$ 69,174	\$ 69,174	\$ 71,424	\$ 2,250	3.3%	\$ -	\$ 71,424	3.3%
Purchased Services	\$ 140,513	\$ 52,710	\$ 52,710	\$ 47,220	\$ (5,490)	-10.4%	\$ -	\$ 47,220	-10.4%
Corp. Expenditures/Provisions	\$ 140,609	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
Internal Charges & Settlements	\$ 10,488	\$ 8,360	\$ 8,360	\$ 12,160	\$ 3,800	45.5%	\$ -	\$ 12,160	45.5%
TOTAL EXPENDITURES	\$ 3,018,811	\$ 2,930,180	\$ 2,930,180	\$ 3,105,204	\$ 175,024	6.0%	\$ -	\$ 3,105,204	6.0%
Controllable Revenues	\$ (3,875,039)	\$ (4,099,764)	\$ (4,099,764)	\$ (4,290,913)	\$ (191,149)	4.7%	\$ -	\$ (4,290,913)	4.7%
General Revenues & Recoveries	\$ (14,953)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
TOTAL REVENUES	\$ (3,889,992)	\$ (4,099,764)	\$ (4,099,764)	\$ (4,290,913)	\$ (191,149)	4.7%	\$ -	\$ (4,290,913)	4.7%
NET OPERATING BUDGET	\$ (871,182)	\$ (1,169,584)	\$ (1,169,584)	\$ (1,185,709)	\$ (16,125)	1.4%	\$ -	\$ (1,185,709)	1.4%

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 as well as an additional resource for compliance and education.

Operating/Minor Capital Equip. Minor increase for equipment parts and supplies to reflect historical actuals.

Purchased Services Decrease mainly due to a reallocation of cell phone and vehicle insurance to the By-Law Enforcement service.

Corp. Expenditures/Provisions N/A

Internal Charges & Settlements Higher costs for vehicle maintenance.

Controllable Revenues Increase in revenues is attributed to permit fees being indexed to the anticipated Consumer Price Index (CPI) of Ontario and recovery of costs associated with enforcement of the building code.

General Revenues & Recoveries N/A

Business Cases N/A

2018 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

COMMUNITY DESIGN & 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

	2016	2017		2018 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2017 Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 Budget
Human Resources	\$ 3,495,965	\$ 3,691,274	\$ 3,586,133	\$ 3,688,269	\$ (3,005)	-0.1%	\$ -	\$ 3,688,269	-0.1%
Operating/Minor Capital Equip.	\$ 141,968	\$ 70,150	\$ 85,600	\$ 63,150	\$ (7,000)	-10.0%	\$ -	\$ 63,150	-10.0%
Purchased Services	\$ 285,030	\$ 171,100	\$ 173,300	\$ 96,100	\$ (75,000)	-43.8%	\$ -	\$ 96,100	-43.8%
Corp. Expenditures/Provisions	\$ (5,435)	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
Internal Charges & Settlements	\$ 1,519	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
TOTAL EXPENDITURES	\$ 3,919,047	\$ 3,932,524	\$ 3,845,033	\$ 3,847,519	\$ (85,005)	-2.2%	\$ -	\$ 3,847,519	-2.2%
Controllable Revenues	\$ (1,706,616)	\$ (1,877,500)	\$ (3,086,597)	\$ (2,105,200)	\$ (227,700)	12.1%	\$ -	\$ (2,105,200)	12.1%
General Revenues & Recoveries	\$ (205,785)	\$ (179,100)	\$ (75,000)	\$ -	\$ 179,100	-100.0%	\$ -	\$ -	-100.0%
TOTAL REVENUES	\$ (1,912,401)	\$ (2,056,600)	\$ (3,161,597)	\$ (2,105,200)	\$ (48,600)	2.4%	\$ -	\$ (2,105,200)	2.4%
NET OPERATING BUDGET	\$ 2,006,645	\$ 1,875,924	\$ 683,436	\$ 1,742,319	\$ (133,605)	-7.1%	\$ -	\$ 1,742,319	-7.1%

Base Budget Commentary

Human Resources The change in human resources costs is comprised of savings from completion of a contract, partially offset by increases for the annual performance adjustment, range movement, payroll taxes, etc.

Operating/Minor Capital Equip. No material change to budget

Purchased Services The budget decrease is due to removal of 2017 one time costs (Land Economics consulting services for development proposals)

Corp. Expenditures/Provisions N/A

Internal Charges & Settlements N/A

Controllable Revenues Increase of development revenues in line with 3 year average.

General Revenues & Recoveries Reduction due to removal of capital recoveries for completed contract, as well as removal of 2017 one time revenues (Land Economics consulting services funding)

Business Cases N/A

2018 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

FACILITIES & 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

	2016	2017		2018 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2017 Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 Budget
Human Resources	\$ 923,026	\$ 911,325	\$ 886,325	\$ 931,074	\$ 19,749	2.2%	\$ -	\$ 931,074	2.2%
Operating/Minor Capital Equip.	\$ 1,445	\$ 2,100	\$ 2,100	\$ 2,100	\$ -	0.0%	\$ -	\$ 2,100	0.0%
Purchased Services	\$ 35,628	\$ 16,720	\$ 16,720	\$ 15,520	\$ (1,200)	-7.2%	\$ -	\$ 15,520	-7.2%
Corp. Expenditures/Provisions	\$ 2,137	\$ 6,000	\$ 6,000	\$ 6,000	\$ -	0.0%	\$ -	\$ 6,000	0.0%
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
TOTAL EXPENDITURES	\$ 962,237	\$ 936,145	\$ 911,145	\$ 954,694	\$ 18,549	2.0%	\$ -	\$ 954,694	2.0%
Controllable Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
General Revenues & Recoveries	\$ (210,157)	\$ (221,768)	\$ (223,362)	\$ (226,203)	\$ (4,435)	2.0%	\$ -	\$ (226,203)	2.0%
TOTAL REVENUES	\$ (210,157)	\$ (221,768)	\$ (223,362)	\$ (226,203)	\$ (4,435)	2.0%	\$ -	\$ (226,203)	2.0%
NET OPERATING BUDGET	\$ 752,080	\$ 714,377	\$ 687,783	\$ 728,491	\$ 14,114	2.0%	\$ -	\$ 728,491	2.0%

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 Decrease in purchased services is due to reduction in cellular phone costs.

Corp. Expenditures/Provisions No material change to budget

Internal Charges & Settlements N/A

Controllable Revenues N/A

General Revenues & Recoveries Increased recovery of staff time from the capital program.

Business Cases N/A

2018 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

	2016	2017		2018 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2017 Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 Budget
Human Resources	\$ 781,532	\$ 844,215	\$ 816,715	\$ 853,547	\$ 9,332	1.1%	\$ -	\$ 853,547	1.1%
Operating/Minor Capital Equip.	\$ 28,620	\$ 30,825	\$ 30,825	\$ 5,450	\$ (25,375)	-82.3%	\$ -	\$ 5,450	-82.3%
Purchased Services	\$ 18,705	\$ 32,086	\$ 32,086	\$ 27,000	\$ (5,086)	-15.9%	\$ -	\$ 27,000	-15.9%
Corp. Expenditures/Provisions	\$ (209)	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
Internal Charges & Settlements	\$ 2,355	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	0.0%	\$ -	\$ 2,000	0.0%
TOTAL EXPENDITURES	\$ 831,003	\$ 909,126	\$ 881,626	\$ 887,997	\$ (21,129)	-2.3%	\$ -	\$ 887,997	-2.3%
Controllable Revenues	\$ (5,465)	\$ (5,500)	\$ (5,500)	\$ (5,500)	\$ -	0.0%	\$ -	\$ (5,500)	0.0%
General Revenues & Recoveries	\$ (197,500)	\$ (194,420)	\$ (194,420)	\$ (198,308)	\$ (3,888)	2.0%	\$ -	\$ (198,308)	2.0%
TOTAL REVENUES	\$ (202,965)	\$ (199,920)	\$ (199,920)	\$ (203,808)	\$ (3,888)	1.9%	\$ -	\$ (203,808)	1.9%
NET OPERATING BUDGET	\$ 628,038	\$ 709,206	\$ 681,706	\$ 684,189	\$ (25,017)	-3.5%	\$ -	\$ 684,189	-3.5%

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 costs is comprised of moving the Councilor bench program to the capital budget.

Purchased Services The decrease reflects a reduction in professional & consulting services and other miscellaneous costs to reflect historical actuals.

Corp. Expenditures/Provisions N/A

Internal Charges & Settlements No material change to budget

Controllable Revenues No material change to budget

General Revenues & Recoveries Slight increase in recovery of staff time from the capital program.

Business Cases N/A

2018 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

	2016	2017		2018 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2017 Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 Budget
Human Resources	\$ 794,521	\$ 1,167,700	\$ 1,202,010	\$ 1,594,614	\$ 426,914	36.6%	\$ -	\$ 1,594,614	36.6%
Operating/Minor Capital Equip.	\$ 5,638	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
Purchased Services	\$ 3,650	\$ 360,000	\$ 360,000	\$ 360,000	\$ -	0.0%	\$ -	\$ 360,000	0.0%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ 312,800	\$ -	\$ -	0%	\$ -	\$ -	0%
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
TOTAL EXPENDITURES	\$ 803,809	\$ 1,527,700	\$ 1,874,810	\$ 1,954,614	\$ 426,914	27.9%	\$ -	\$ 1,954,614	27.9%
Controllable Revenues	\$ (2,262)	\$ (4,500)	\$ (281,500)	\$ (5,100)	\$ (600)	13.3%	\$ -	\$ (5,100)	13.3%
General Revenues & Recoveries	\$ (129,009)	\$ (840,300)	\$ (840,300)	\$ (1,238,400)	\$ (398,100)	47.4%	\$ -	\$ (1,238,400)	47.4%
TOTAL REVENUES	\$ (131,272)	\$ (844,800)	\$ (1,121,800)	\$ (1,243,500)	\$ (398,700)	47.2%	\$ -	\$ (1,243,500)	47.2%
NET OPERATING BUDGET	\$ 672,537	\$ 682,900	\$ 753,010	\$ 711,114	\$ 28,214	4.1%	\$ -	\$ 711,114	4.1%

Base Budget Commentary

Human Resources The increase in human resources is mainly due to the additional multi-year resource to begin to develop a new Zoning by-law. 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 N/A

Corp. Expenditures/Provisions N/A

Internal Charges & Settlements N/A

Controllable Revenues No material change to budget

General Revenues & Recoveries Increased to reflect funding for zoning by-law from policy initiative reserve fund.

Business Cases N/A

2018 Budget

2018 Proposed Operating Budget

Customer Relations and Citizen Representation

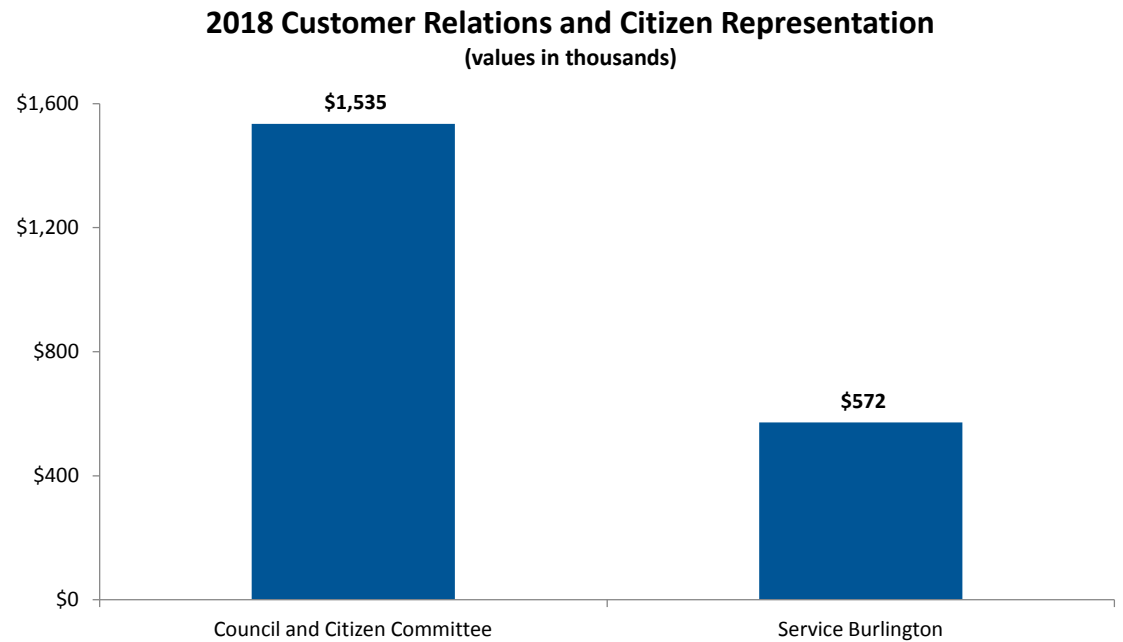
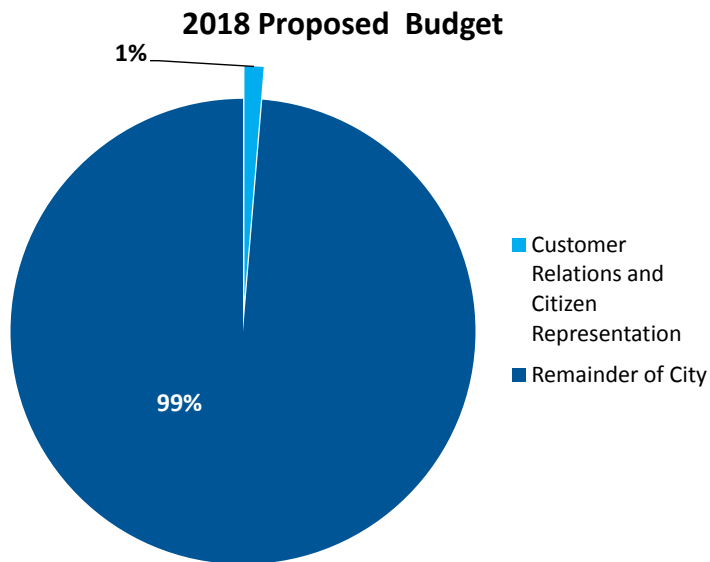
- Council and Citizen Committee
- Service Burlington

2018 OPERATING BUDGET

SERVICE CATEGORY SUMMARY

CUSTOMER RELATIONS AND CITIZEN REPRESENTATION

Services	2016	2017		2018 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2017 Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 Budget
Council and Citizen Committee	\$ 1,640,075	\$ 1,523,576	\$ 1,498,476	\$ 1,535,071	\$ 11,495	0.8%	\$ -	\$ 1,535,071	0.8%
Service Burlington	\$ 493,807	\$ 579,028	\$ 494,668	\$ 572,276	\$ (6,752)	-1.2%	\$ -	\$ 572,276	-1.2%
Total Customer Relations and Citizen Representation	\$ 2,133,882	\$ 2,102,604	\$ 1,993,144	\$ 2,107,347	\$ 4,743	0.2%	\$ -	\$ 2,107,347	0.2%



2018 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

COUNCIL & 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 Manton

	2016	2017		2018 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2017 Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 Budget
Human Resources	\$ 1,355,920	\$ 1,313,176	\$ 1,313,176	\$ 1,222,811	\$ (90,365)	-6.9%	\$ -	\$ 1,222,811	-6.9%
Operating/Minor Capital Equip.	\$ 110,212	\$ 97,410	\$ 89,010	\$ 97,010	\$ (400)	-0.4%	\$ -	\$ 97,010	-0.4%
Purchased Services	\$ 42,347	\$ 55,040	\$ 45,340	\$ 53,300	\$ (1,740)	-3.2%	\$ -	\$ 53,300	-3.2%
Corp. Expenditures/Provisions	\$ 248,322	\$ 225,750	\$ 225,750	\$ 225,650	\$ (100)	0.0%	\$ -	\$ 225,650	0.0%
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
TOTAL EXPENDITURES	\$ 1,756,800	\$ 1,691,376	\$ 1,673,276	\$ 1,598,771	\$ (92,605)	-5.5%	\$ -	\$ 1,598,771	-5.5%
Controllable Revenues	\$ (23,430)	\$ (12,000)	\$ (19,000)	\$ (12,000)	\$ -	0.0%	\$ -	\$ (12,000)	0.0%
General Revenues & Recoveries	\$ (93,294)	\$ (155,800)	\$ (155,800)	\$ (51,700)	\$ 104,100	-66.8%	\$ -	\$ (51,700)	-66.8%
TOTAL REVENUES	\$ (116,725)	\$ (167,800)	\$ (174,800)	\$ (63,700)	\$ 104,100	-62.0%	\$ -	\$ (63,700)	-62.0%
NET OPERATING BUDGET	\$ 1,640,075	\$ 1,523,576	\$ 1,498,476	\$ 1,535,071	\$ 11,495	0.8%	\$ -	\$ 1,535,071	0.8%

Base Budget Commentary

Human Resources The decrease is due to the removal of one time cost related to the Customer service strategy implementation. 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. No material change in budget

Purchased Services No material change in budget

Corp. Expenditures/Provisions No material change in budget

Internal Charges & Settlements N/A

Controllable Revenues N/A

General Revenues & Recoveries Decrease mainly related to the removal of one time recoveries related to the Customer Service Strategy Implementation

Business Cases N/A

2018 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

Andrea Holland

	2016	2017		2018 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2017 Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 Budget
Human Resources	\$ 627,152	\$ 727,878	\$ 664,778	\$ 735,851	\$ 7,973	1.1%	\$ -	\$ 735,851	1.1%
Operating/Minor Capital Equip.	\$ 50,623	\$ 37,440	\$ 37,530	\$ 38,440	\$ 1,000	2.7%	\$ -	\$ 38,440	2.7%
Purchased Services	\$ 36,800	\$ 21,900	\$ 21,900	\$ 21,700	\$ (200)	-0.9%	\$ -	\$ 21,700	-0.9%
Corp. Expenditures/Provisions	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0.0%	\$ -	\$ 1,000	0.0%
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
TOTAL EXPENDITURES	\$ 714,575	\$ 788,218	\$ 725,208	\$ 796,991	\$ 8,773	1.1%	\$ -	\$ 796,991	1.1%
Controllable Revenues	\$ (220,768)	\$ (209,190)	\$ (230,540)	\$ (224,715)	\$ (15,525)	7.4%	\$ -	\$ (224,715)	7.4%
General Revenues & Recoveries	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
TOTAL REVENUES	\$ (220,768)	\$ (209,190)	\$ (230,540)	\$ (224,715)	\$ (15,525)	7.4%	\$ -	\$ (224,715)	7.4%
NET OPERATING BUDGET	\$ 493,807	\$ 579,028	\$ 494,668	\$ 572,276	\$ (6,752)	-1.2%	\$ -	\$ 572,276	-1.2%

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 N/A

Internal Charges & Settlements N/A

Controllable Revenues Increase revenues from additional marriage license volumes and the transfer of property information request revenues from by-law to service Burlington.

General Revenues & Recoveries N/A

Business Cases N/A

2018 Budget

2018 Proposed Operating Budget

Internal Support and Administration

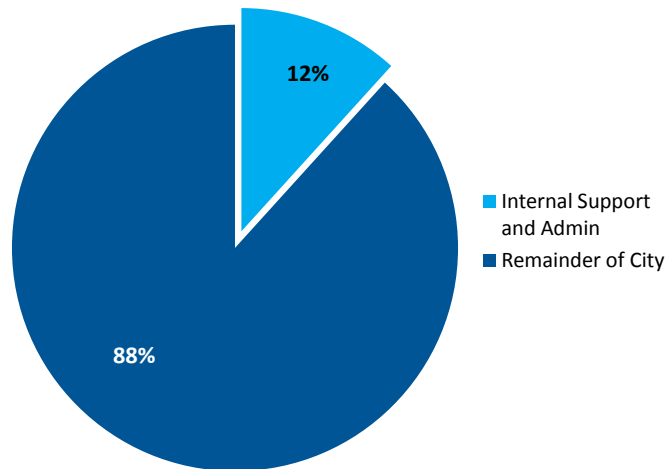
- Asset Management
- Corporate Legal
- Corporate Management
- Financial Management
- Fleet Management
- Geographic Information and Mapping
- Human Resources
- Information Technology
- Internal Audit
- Sign Production
- Strategic Communications and Government Relations

SERVICE CATEGORY SUMMARY

INTERNAL SUPPORT AND ADMIN

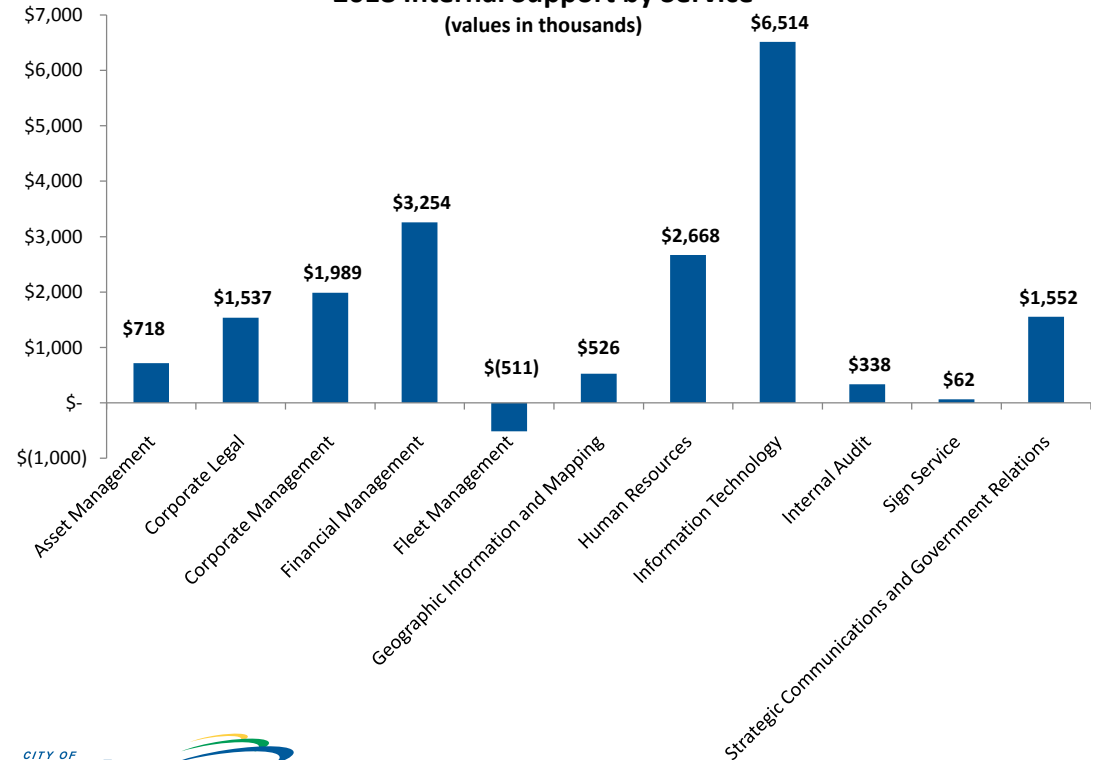
Services	2016	2017		2018 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2017 Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 Budget
Asset Management	\$ 453,517	\$ 703,102	\$ 693,102	\$ 717,833	\$ 14,731	2.1%	\$ -	\$ 717,833	2.1%
Corporate Legal	\$ 1,393,934	\$ 1,543,884	\$ 1,467,027	\$ 1,537,167	\$ (6,717)	-0.4%	\$ -	\$ 1,537,167	-0.4%
Corporate Management	\$ 1,209,326	\$ 1,710,130	\$ 1,326,530	\$ 1,989,000	\$ 278,870	16.3%	\$ -	\$ 1,989,000	16.3%
Financial Management	\$ 2,927,444	\$ 3,208,546	\$ 3,160,319	\$ 3,254,352	\$ 45,806	1.4%	\$ -	\$ 3,254,352	1.4%
Fleet Management	\$ (216,782)	\$ (430,272)	\$ (120,460)	\$ (453,037)	\$ (22,765)	5.3%	\$ (58,000)	\$ (511,037)	18.8%
Geographic Information and Mapping	\$ 535,166	\$ 517,389	\$ 517,389	\$ 526,111	\$ 8,722	1.7%	\$ -	\$ 526,111	1.7%
Human Resources	\$ 2,207,121	\$ 2,541,063	\$ 2,505,305	\$ 2,667,613	\$ 126,550	5.0%	\$ -	\$ 2,667,613	5.0%
Information Technology	\$ 5,246,892	\$ 6,018,367	\$ 5,883,942	\$ 6,513,599	\$ 495,232	8.2%	\$ -	\$ 6,513,599	8.2%
Internal Audit	\$ 347,138	\$ 331,145	\$ 331,145	\$ 337,867	\$ 6,722	2.0%	\$ -	\$ 337,867	2.0%
Sign Service	\$ 80,114	\$ -	\$ 71,815	\$ 61,862	\$ 61,862	0.0%	\$ -	\$ 61,862	0.0%
Strategic Communications and Government Relations	\$ 1,265,167	\$ 1,532,866	\$ 1,438,866	\$ 1,552,098	\$ 19,232	1.3%	\$ -	\$ 1,552,098	1.3%
Total Internal Support and Admin	\$ 15,449,037	\$ 17,676,220	\$ 17,274,980	\$ 18,704,465	\$ 1,028,245	5.8%	\$ (58,000)	\$ 18,646,465	5.5%

2018 Proposed Budget



2018 Internal Support by Service

(values in thousands)



2018 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 cycle

Service Owner Name

Andrew Maas

	2016	2017		2018 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2017 Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 Budget
Human Resources	\$ 446,539	\$ 716,822	\$ 706,822	\$ 735,015	\$ 18,193	2.5%	\$ -	\$ 735,015	2.5%
Operating/Minor Capital Equip.	\$ -	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	n/a
Purchased Services	\$ 20,671	\$ 7,700	\$ 7,700	\$ 6,380	\$ (1,320)	-17.1%	\$ -	\$ 6,380	-17.1%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
TOTAL EXPENDITURES	\$ 467,209	\$ 724,522	\$ 714,522	\$ 741,395	\$ 16,873	2.3%	\$ -	\$ 741,395	2.3%
Controllable Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
General Revenues & Recoveries	\$ (13,692)	\$ (21,420)	\$ (21,420)	\$ (23,562)	\$ (2,142)	10.0%	\$ -	\$ (23,562)	10.0%
TOTAL REVENUES	\$ (13,692)	\$ (21,420)	\$ (21,420)	\$ (23,562)	\$ (2,142)	10.0%	\$ -	\$ (23,562)	10.0%
NET OPERATING BUDGET	\$ 453,517	\$ 703,102	\$ 693,102	\$ 717,833	\$ 14,731	2.1%	\$ -	\$ 717,833	2.1%

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. N/A

Purchased Services Decrease in purchased services is due to reduction in professional and consulting services.

Corp. Expenditures/Provisions N/A

Internal Charges & Settlements N/A

Controllable Revenues N/A

General Revenues & Recoveries Increase in recoveries for staff time from the capital program.

Business Cases N/A

2018 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 realty advice and service, as well as the delivery of the City's insurance and claims programs and related risk management.

Service Owner Name

Nancy Shea Nicol

	2016	2017		2018 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2017 Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 Budget
Human Resources	\$ 1,597,698	\$ 1,771,186	\$ 1,721,186	\$ 1,812,077	\$ 40,891	2.3%	\$ -	\$ 1,812,077	2.3%
Operating/Minor Capital Equip.	\$ 62,702	\$ 49,400	\$ 49,400	\$ 49,300	\$ (100)	-0.2%	\$ -	\$ 49,300	-0.2%
Purchased Services	\$ 79,300	\$ 86,400	\$ 86,400	\$ 94,200	\$ 7,800	9.0%	\$ -	\$ 94,200	9.0%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
TOTAL EXPENDITURES	\$ 1,739,699	\$ 1,906,986	\$ 1,856,986	\$ 1,955,577	\$ 48,591	2.5%	\$ -	\$ 1,955,577	2.5%
Controllable Revenues	\$ (199,644)	\$ (179,000)	\$ (179,000)	\$ (194,000)	\$ (15,000)	8.4%	\$ -	\$ (194,000)	8.4%
General Revenues & Recoveries	\$ (146,121)	\$ (184,102)	\$ (210,959)	\$ (224,410)	\$ (40,308)	21.9%	\$ -	\$ (224,410)	21.9%
TOTAL REVENUES	\$ (345,765)	\$ (363,102)	\$ (389,959)	\$ (418,410)	\$ (55,308)	15.2%	\$ -	\$ (418,410)	15.2%
NET OPERATING BUDGET	\$ 1,393,934	\$ 1,543,884	\$ 1,467,027	\$ 1,537,167	\$ (6,717)	-0.4%	\$ -	\$ 1,537,167	-0.4%

Base Budget Commentary

Human Resources The increase in human resource 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 increase is related to higher professional service costs

Corp. Expenditures/Provisions N/A

Internal Charges & Settlements N/A

Controllable Revenues Increase in renewals/new license agreements and by-law collections.

General Revenues & Recoveries Increase is mainly due to recoveries related to the Waterdown project on-going.

Business Cases N/A

2018 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

	2016	2017		2018 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2017 Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 Budget
Human Resources	\$ 663,787	\$ 1,199,130	\$ 795,730	\$ 1,478,100	\$ 278,970	23.3%	\$ -	\$ 1,478,100	23.3%
Operating/Minor Capital Equip.	\$ 39,737	\$ 28,200	\$ 28,200	\$ 28,600	\$ 400	1.4%	\$ -	\$ 28,600	1.4%
Purchased Services	\$ 268,957	\$ 482,800	\$ 502,600	\$ 482,300	\$ (500)	-0.1%	\$ -	\$ 482,300	-0.1%
Corp. Expenditures/Provisions	\$ 250,000	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
TOTAL EXPENDITURES	\$ 1,222,480	\$ 1,710,130	\$ 1,326,530	\$ 1,989,000	\$ 278,870	16.3%	\$ -	\$ 1,989,000	16.3%
Controllable Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
General Revenues & Recoveries	\$ (13,154)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
TOTAL REVENUES	\$ (13,154)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
NET OPERATING BUDGET	\$ 1,209,326	\$ 1,710,130	\$ 1,326,530	\$ 1,989,000	\$ 278,870	16.3%	\$ -	\$ 1,989,000	16.3%

Base Budget Commentary

Human Resources The increase in human resources costs is related to the addition of the Deputy City Manager position, as well as 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 N/A

2018 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

	2016	2017		2018 Proposed					
		Budget	Year End Projections	Base Budget	\$ Change vs. 2017 Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 Budget
Human Resources	\$ 3,545,817	\$ 3,792,859	\$ 3,696,665	\$ 3,855,527	\$ 62,668	1.7%	\$ -	\$ 3,855,527	1.7%
Operating/Minor Capital Equip.	\$ 69,022	\$ 77,900	\$ 86,891	\$ 87,650	\$ 9,750	12.5%	\$ -	\$ 87,650	12.5%
Purchased Services	\$ 183,926	\$ 142,000	\$ 178,600	\$ 136,300	\$ (5,700)	-4.0%	\$ -	\$ 136,300	-4.0%
Corp. Expenditures/Provisions	\$ (241)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
Internal Charges & Settlements	\$ 2,375	\$ 10,000	\$ 7,500	\$ 7,500	\$ (2,500)	-25.0%	\$ -	\$ 7,500	-25.0%
TOTAL EXPENDITURES	\$ 3,800,898	\$ 4,022,759	\$ 3,969,656	\$ 4,086,977	\$ 64,218	1.6%	\$ -	\$ 4,086,977	1.6%
Controllable Revenues	\$ (461,472)	\$ (440,325)	\$ (435,449)	\$ (446,625)	\$ (6,300)	1.4%	\$ -	\$ (446,625)	1.4%
General Revenues & Recoveries	\$ (411,982)	\$ (373,888)	\$ (373,888)	\$ (386,000)	\$ (12,112)	3.2%	\$ -	\$ (386,000)	3.2%
TOTAL REVENUES	\$ (873,454)	\$ (814,213)	\$ (809,337)	\$ (832,625)	\$ (18,412)	2.3%	\$ -	\$ (832,625)	2.3%
NET OPERATING BUDGET	\$ 2,927,444	\$ 3,208,546	\$ 3,160,319	\$ 3,254,352	\$ 45,806	1.4%	\$ -	\$ 3,254,352	1.4%

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 primarily due to in-house printing costs of tax bills

Purchased Services Decrease is attributable to elimination of external costs for printing tax bills offset by minor increase in audit fees

Corp. Expenditures/Provisions N/A

Internal Charges & Settlements Decrease is attributable to reduction in legal costs for properties proceeding through tax sale registrations

Controllable Revenues Increase is due to higher volume in tax related service requests

General Revenues & Recoveries General revenues reflect an increase in cost recoveries from others

Business Cases N/A

2018 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

Jessica Wesolowski

	2016	2017		2018 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2017 Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 Budget
Human Resources	\$ 1,380,749	\$ 1,391,883	\$ 1,423,310	\$ 1,419,529	\$ 27,646	2.0%	\$ -	\$ 1,419,529	2.0%
Operating/Minor Capital Equip.	\$ 810,882	\$ 880,565	\$ 875,765	\$ 943,050	\$ 62,485	7.1%	\$ -	\$ 943,050	7.1%
Purchased Services	\$ 418,285	\$ 432,704	\$ 366,004	\$ 382,553	\$ (50,151)	-11.6%	\$ -	\$ 382,553	-11.6%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
Internal Charges & Settlements	\$ 35,671	\$ 35,628	\$ 44,500	\$ 30,795	\$ (4,833)	-13.6%	\$ -	\$ 30,795	-13.6%
TOTAL EXPENDITURES	\$ 2,645,587	\$ 2,740,780	\$ 2,709,579	\$ 2,775,927	\$ 35,147	1.3%	\$ -	\$ 2,775,927	1.3%
Controllable Revenues	\$ (3,578)	\$ (2,000)	\$ (3,500)	\$ (3,600)	\$ (1,600)	80.0%	\$ -	\$ (3,600)	80.0%
General Revenues & Recoveries	\$ (2,858,791)	\$ (3,169,052)	\$ (2,826,539)	\$ (3,225,364)	\$ (56,312)	1.8%	\$ (58,000)	\$ (3,283,364)	3.6%
TOTAL REVENUES	\$ (2,862,369)	\$ (3,171,052)	\$ (2,830,039)	\$ (3,228,964)	\$ (57,912)	1.8%	\$ (58,000)	\$ (3,286,964)	3.7%
NET OPERATING BUDGET	\$ (216,782)	\$ (430,272)	\$ (120,460)	\$ (453,037)	\$ (22,765)	5.3%	\$ (58,000)	\$ (511,037)	18.8%

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 vehicle maintenance activities being done in house as well as an increase in parts to reflect historical actuals.

Purchased Services Decrease is due to the reduction of external vehicle maintenance.

Corp. Expenditures/Provisions N/A

Internal Charges & Settlements Decrease is the removal of internal work settlements specifically small equipment maintenance.

Controllable Revenues Increase to reflect historical actuals

General Revenues & Recoveries Increase vehicle recovery.

Business Cases Additional vehicle recoveries for Sportsfield Maintenance Enhancements #2018-016 -irrigated sports field through proactive practices to improve playability and safety. This business case has a financial impact on multiple services

2018 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

	2016	2017		2018 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2017 Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 Budget
Human Resources	\$ 540,628	\$ 508,139	\$ 508,139	\$ 520,691	\$ 12,552	2.5%	\$ -	\$ 520,691	2.5%
Operating/Minor Capital Equip.	\$ 8,825	\$ 9,000	\$ 9,000	\$ 8,800	\$ (200)	-2.2%	\$ -	\$ 8,800	-2.2%
Purchased Services	\$ 3,776	\$ 13,950	\$ 13,950	\$ 9,880	\$ (4,070)	-29.2%	\$ -	\$ 9,880	-29.2%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
TOTAL EXPENDITURES	\$ 553,229	\$ 531,089	\$ 531,089	\$ 539,371	\$ 8,282	1.6%	\$ -	\$ 539,371	1.6%
Controllable Revenues	\$ (2,928)	\$ (2,500)	\$ (2,500)	\$ (1,500)	\$ 1,000	-40.0%	\$ -	\$ (1,500)	-40.0%
General Revenues & Recoveries	\$ (15,136)	\$ (11,200)	\$ (11,200)	\$ (11,760)	\$ (560)	5.0%	\$ -	\$ (11,760)	5.0%
TOTAL REVENUES	\$ (18,063)	\$ (13,700)	\$ (13,700)	\$ (13,260)	\$ 440	-3.2%	\$ -	\$ (13,260)	-3.2%
NET OPERATING BUDGET	\$ 535,166	\$ 517,389	\$ 517,389	\$ 526,111	\$ 8,722	1.7%	\$ -	\$ 526,111	1.7%

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 Decrease is primarily due to an adjustment to equipment maintenance schedules and consulting services now available through the ESRI Enterprise

Corp. Expenditures/Provisions N/A

Internal Charges & Settlements N/A

Controllable Revenues Decrease is primarily due to a reduction in the sale of hardcopy maps and data that are now available through online services

General Revenues & Recoveries No material change to budget

Business Cases N/A

2018 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

	2016	2017		2018 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2017 Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 Budget
Human Resources	\$ 1,931,230	\$ 2,183,293	\$ 2,168,338	\$ 2,296,263	\$ 112,970	5.2%	\$ -	\$ 2,296,263	5.2%
Operating/Minor Capital Equip.	\$ 47,637	\$ 69,950	\$ 67,450	\$ 63,950	\$ (6,000)	-8.6%	\$ -	\$ 63,950	-8.6%
Purchased Services	\$ 393,590	\$ 450,920	\$ 433,617	\$ 457,500	\$ 6,580	1.5%	\$ -	\$ 457,500	1.5%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
TOTAL EXPENDITURES	\$ 2,372,456	\$ 2,704,163	\$ 2,669,405	\$ 2,817,713	\$ 113,550	4.2%	\$ -	\$ 2,817,713	4.2%
Controllable Revenues	\$ -	\$ -	\$ (1,000)	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
General Revenues & Recoveries	\$ (165,335)	\$ (163,100)	\$ (163,100)	\$ (250,100)	\$ (87,000)	53.3%	\$ -	\$ (250,100)	53.3%
TOTAL REVENUES	\$ (165,335)	\$ (163,100)	\$ (164,100)	\$ (250,100)	\$ (87,000)	53.3%	\$ -	\$ (250,100)	53.3%
NET OPERATING BUDGET	\$ 2,207,121	\$ 2,541,063	\$ 2,505,305	\$ 2,567,613	\$ 26,550	1.0%	\$ -	\$ 2,567,613	1.0%

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 as well as an increase in corporate training and development for coaching.

Operating/Minor Capital Equip. Decrease reflects historical usage of personnel and safety material.

Purchased Services Increase in vendor hosted software solution costs

Corp. Expenditures/Provisions N/A

Internal Charges & Settlements N/A

Controllable Revenues N/A

General Revenues & Recoveries Increase in recovery for new coaching implementation (one-time funding).

Business Cases N/A

2018 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

INFORMATION TECHNOLOGY

Service Description

An internal service to provide reliable technology solutions.

Service Owner Name

Christine Swenor

	2016	2017		2018 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2017 Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 Budget
Human Resources	\$ 3,512,675	\$ 4,474,106	\$ 4,022,706	\$ 4,153,567	\$ (320,539)	-7.2%	\$ -	\$ 4,153,567	-7.2%
Operating/Minor Capital Equip.	\$ 31,781	\$ 89,975	\$ 89,975	\$ 72,300	\$ (17,675)	-19.6%	\$ -	\$ 72,300	-19.6%
Purchased Services	\$ 2,093,247	\$ 2,633,886	\$ 2,640,461	\$ 2,848,266	\$ 214,380	8.1%	\$ -	\$ 2,848,266	8.1%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
TOTAL EXPENDITURES	\$ 5,637,703	\$ 7,197,967	\$ 6,753,142	\$ 7,074,133	\$ (123,834)	-1.7%	\$ -	\$ 7,074,133	-1.7%
Controllable Revenues	\$ (52,923)	\$ (38,480)	\$ (38,480)	\$ (38,480)	\$ -	0.0%	\$ -	\$ (38,480)	0.0%
General Revenues & Recoveries	\$ (337,888)	\$ (1,141,120)	\$ (830,720)	\$ (522,054)	\$ 619,066	-54.3%	\$ -	\$ (522,054)	-54.3%
TOTAL REVENUES	\$ (390,811)	\$ (1,179,600)	\$ (869,200)	\$ (560,534)	\$ 619,066	-52.5%	\$ -	\$ (560,534)	-52.5%
NET OPERATING BUDGET	\$ 5,246,892	\$ 6,018,367	\$ 5,883,942	\$ 6,513,599	\$ 495,232	8.2%	\$ -	\$ 6,513,599	8.2%

Base Budget Commentary

Human Resources A decrease in human resources is mainly due to the removal of one-time project costs. This is slightly offset by an increase related to an additional resource to provide support for Transit software system, as well as increases for annual performance adjustment, range movement, payroll taxes, and group benefits.

Operating/Minor Capital Equip. Savings due to project completion and removal of their one time costs

Purchased Services Increase in vendor hosted solutions costs as a result of the trend towards more hosted software solutions within the city, as well as an increase in communications costs due to the implementation of WIFI in corporate facilities and increased costs in corporate contract with internet provider. This is partially offset with efficiency savings in telephones resulting from adjustments to the contract with the phone provider.

Corp. Expenditures/Provisions N/A

Internal Charges & Settlements N/A

Controllable Revenues N/A

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

Business Cases N/A

2018 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

	2016	2017		2018 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2017 Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 Budget
Human Resources	\$ 369,334	\$ 288,945	\$ 288,945	\$ 297,617	\$ 8,672	3.0%	\$ -	\$ 297,617	3.0%
Operating/Minor Capital Equip.	\$ 2,352	\$ 2,550	\$ 2,550	\$ 700	\$ (1,850)	-72.5%	\$ -	\$ 700	-72.5%
Purchased Services	\$ 35,133	\$ 39,650	\$ 39,650	\$ 39,550	\$ (100)	-0.3%	\$ -	\$ 39,550	-0.3%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
TOTAL EXPENDITURES	\$ 406,820	\$ 331,145	\$ 331,145	\$ 337,867	\$ 6,722	2.0%	\$ -	\$ 337,867	2.0%
Controllable Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
General Revenues & Recoveries	\$ (59,683)	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
TOTAL REVENUES	\$ (59,683)	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
NET OPERATING BUDGET	\$ 347,138	\$ 331,145	\$ 331,145	\$ 337,867	\$ 6,722	2.0%	\$ -	\$ 337,867	2.0%

Base Budget Commentary

Human Resources The increase in Human Resources 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 savings in office materials.

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 N/A

Business Cases N/A

2018 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

SIGN PRODUCTION SERVICES

Service Description

An internal service to provide the design, manufacture and installation of signs and graphics

Service Owner Name

Julie Hutchings

	2016	2017		2018 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2017 Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 Budget
Human Resources	\$ 77,563	\$ 175,640	\$ 167,059	\$ 183,526	\$ 7,886	4.5%	\$ -	\$ 183,526	4.5%
Operating/Minor Capital Equip.	\$ 36,309	\$ 54,545	\$ 134,706	\$ 85,780	\$ 31,235	57.3%	\$ -	\$ 85,780	57.3%
Purchased Services	\$ 573	\$ 9,640	\$ 50	\$ 540	\$ (9,100)	-94.4%	\$ -	\$ 540	-94.4%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
TOTAL EXPENDITURES	\$ 114,445	\$ 239,825	\$ 301,815	\$ 269,846	\$ 30,021	12.5%	\$ -	\$ 269,846	12.5%
Controllable Revenues	\$ (1,801)	\$ (9,250)	\$ (5,000)	\$ (2,500)	\$ 6,750	-73.0%	\$ -	\$ (2,500)	-73.0%
General Revenues & Recoveries	\$ (32,530)	\$ (230,575)	\$ (225,000)	\$ (205,484)	\$ 25,091	-10.9%	\$ -	\$ (205,484)	-10.9%
TOTAL REVENUES	\$ (34,331)	\$ (239,825)	\$ (230,000)	\$ (207,984)	\$ 31,841	-13.3%	\$ -	\$ (207,984)	-13.3%
NET OPERATING BUDGET	\$ 80,114	\$ -	\$ 71,815	\$ 61,862	\$ 61,862	0%	\$ -	\$ 61,862	0%

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 for purchased materials to make signs as the production capacity continues to increase.

Purchased Services Decrease in expenditures is due to the business decision to purchase sign manufacturing equipment instead of leasing it.

Corp. Expenditures/Provisions N/A

Internal Charges & Settlements N/A

Controllable Revenues Reduction in revenue from external sales service as the operation is concentrating on internal clients.

General Revenues & Recoveries The decrease in revenue represents the true cost and recovery of the sign shop to provide services to the corporation.

Business Cases N/A

2018 OPERATING BUDGET

SERVICE RESOURCE SUMMARY

STRATEGIC COMMUNICATIONS AND GOVERNMENT RELATIONS

Service Description

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

Service Owner Name

Kwab Ako-Adjei

	2016	2017		2018 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2017 Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 Budget
Human Resources	\$ 1,180,897	\$ 1,356,001	\$ 1,262,001	\$ 1,376,233	\$ 20,232	1.5%	\$ -	\$ 1,376,233	1.5%
Operating/Minor Capital Equip.	\$ 13,746	\$ 65,700	\$ 65,700	\$ 64,700	\$ (1,000)	-1.5%	\$ -	\$ 64,700	-1.5%
Purchased Services	\$ 79,417	\$ 116,165	\$ 116,165	\$ 116,165	\$ -	0.0%	\$ -	\$ 116,165	0.0%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
TOTAL EXPENDITURES	\$ 1,274,060	\$ 1,537,866	\$ 1,443,866	\$ 1,557,098	\$ 19,232	1.3%	\$ -	\$ 1,557,098	1.3%
Controllable Revenues	\$ (8,893)	\$ (5,000)	\$ (5,000)	\$ (5,000)	\$ -	0.0%	\$ -	\$ (5,000)	0.0%
General Revenues & Recoveries	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
TOTAL REVENUES	\$ (8,893)	\$ (5,000)	\$ (5,000)	\$ (5,000)	\$ -	0.0%	\$ -	\$ (5,000)	0.0%
NET OPERATING BUDGET	\$ 1,265,167	\$ 1,532,866	\$ 1,438,866	\$ 1,552,098	\$ 19,232	1.3%	\$ -	\$ 1,552,098	1.3%

Base Budget Commentary

Human Resources The increase in human resources costs includes 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 printing costs as a result of increased use of social media

Purchased Services N/A

Corp. Expenditures/Provisions N/A

Internal Charges & Settlements N/A

Controllable Revenues N/A

General Revenues & Recoveries N/A

Business Cases N/A

2018 Budget

2018 Proposed
Operating Budget

Corporate Expenditures and Revenues

2018 PROPOSED CORPORATE EXPENDITURES AND REVENUES

	2016	2017		2018			
	Actual	Budget	Year End Projection	Base Budget	Business Cases	Proposed Total Budget	\$ Change from 2017 % Change from 2017
Corporate Expenditures							
Financial Transactions							
Provision for Contingency	1,738,445	1,838,445	1,838,445	1,938,445	-	1,938,445	100,000 5.4%
Provision for Insurance	3,250,000	3,350,000	3,350,000	3,450,000	-	3,450,000	100,000 3.0%
Provision for Joseph Brant Hospital	4,800,000	4,800,000	4,800,000	4,800,000	-	4,800,000	- 0.0%
Provision for Strategic Land Acquisition	240,000	240,000	240,000	240,000	-	240,000	- 0.0%
Provision for Randle Reef	230,000	230,000	230,000	230,000	-	230,000	- 0.0%
Provision for Culture Initiatives	100,000	100,000	100,000	100,000	-	100,000	- 0.0%
Provision for Policy Initiatives	100,000	100,000	100,000	100,000	-	100,000	- 0.0%
Provision for Property Tax Matters	5,998,492	1,957,445	1,867,445	1,922,445	-	1,922,445	(35,000) -1.8%
Total Financial Transactions	16,456,937	12,615,890	12,525,890	12,780,890	-	12,780,890	165,000 1.3%
Capital Financing Transactions							
Capital from Operating Funding	3,933,380	3,933,380	3,933,380	3,933,380	-	3,933,380	- 0.0%
Provision for VDRF	2,889,975	3,179,674	3,179,674	3,306,860	-	3,306,860	127,186 4.0%
Provision for IT Renewal Reserve Fund	50,000	50,000	50,000	52,500	-	52,500	2,500 5.0%
Provision to Infrastructure Renewal RESF	14,718,700	16,544,700	16,544,700	18,444,700	-	18,444,700	1,900,000 11.5%
Debt Charges	9,260,795	9,444,636	9,444,636	8,983,565	-	8,983,565	(461,071) -4.9%
Total Capital Financing Transactions	30,852,850	33,152,390	33,152,390	34,721,005	-	34,721,005	1,568,615 4.7%
Shared Costs							
Civic Administration	1,793,813	1,830,765	1,849,124	1,766,280	-	1,766,280	(64,485) -3.5%
Financial Expenses (ex. Corporate provision Bill 148 impacts, bank charges, postage, etc.)	1,901,706	1,310,030	1,460,285	2,422,418	-	2,422,418	1,112,388 84.9%
Total Shared Costs	3,695,519	3,140,795	3,309,409	4,188,698	-	4,188,698	1,047,902 33.4%
Total Corporate Expenditures	51,005,306	48,909,075	48,987,689	51,690,593	-	51,690,593	2,781,517 5.7%

2018 PROPOSED CORPORATE EXPENDITURES AND REVENUES

	2016	2017		2018			
	Actual	Budget	Year End Projection	Base Budget	Business Cases	Proposed Total Budget	\$ Change from 2017 % Change from 2017
Corporate Revenues							
Supplementary Taxes	(2,057,278)	(1,000,000)	(1,000,000)	(1,000,000)	-	(1,000,000)	- 0.0%
Payment in Lieu of Taxes	(3,290,842)	(3,343,070)	(3,327,440)	(3,286,000)	-	(3,286,000)	57,070 -1.7%
Penalties & Interest on Taxes	(2,044,655)	(2,100,000)	(2,100,000)	(2,100,000)	-	(2,100,000)	- 0.0%
Earnings on Investments	(6,515,971)	(5,300,000)	(6,000,000)	(5,300,000)	-	(5,300,000)	- 0.0%
Reserve Fund Contribution to Operating	(250,000)	(250,000)	(250,000)	(250,000)	-	(250,000)	- 0.0%
Other Revenues	(254,904)	(202,500)	(307,887)	(290,000)	-	(290,000)	(87,500) 43.2%
Total Corporate Revenues	(14,413,650)	(12,195,570)	(12,985,327)	(12,446,000)	-	(12,226,000)	(30,430) 0.2%

2018 Budget

2018 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



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November 17, 2017

TO: Chair and Members of the Committee of the Whole, City of Burlington

RE: The Art Gallery of Burlington's 2018 Operating Budget Submission

Please find attached the Art Gallery of Burlington's Operating submission for 2018, which was approved by the Art Gallery of Burlington's Board of Directors on November 16th, 2017. This budget is in line with the City's allocation guideline.

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 2017, the AGB's primary successes have included:

- hosting a two-day symposium with 217 delegates from around the world as part of the inaugural Canadian Craft Biennial, the most ambitious exhibition project in our history;
- reducing our administrative complexity by undertaking the amalgamation of the AGB and the AGB Foundation;
- reviewing and improving our financial systems and budgeting processes with the generous support of the City of Burlington and its Finance Department; and
- celebrating Canada 150 in partnership with the City of Burlington, the Burlington Sport Alliance, the Terry Fox Run Burlington, the Canadian Craft Federation, Craft Ontario, Arts Burlington, and others through numerous community and professional workshops and exhibitions.

The 2018 budget includes significant savings in wages and benefits due to restructuring as well as various increases and decreases in other areas based upon the results of a recent detailed study of the actual revenues and expenditures realized within those areas over the past five years.

This budget positions the AGB for ongoing success with a sustainable, though downsized, operating model. By achieving a sustainable balance of revenue and expenses, this budget completes the organizational transformation that was begun in 2014, and it will ensure that our financial results will be far more stable and predictable going forward.

All of us in the Art Gallery of Burlington community express our sincerest gratitude to the City of Burlington for your consistent and steadfast support as you have been our most important partner for more than forty years, and we recognize that all of the service that we have been privileged to provide to our region over that period would have been impossible without your partnership.

Thank you for your consideration of this budget.

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

Sincerely,

A handwritten signature in black ink, appearing to read 'Robert Steven', followed by a long horizontal line.

Robert Steven
President and CEO

ART GALLERY OF BURLINGTON 2018 DRAFT OPERATING BUDGET	2017 Approved Budget	2017 Year End Projection	2018 Proposed Budget	\$ Change vs. 2017 Budget
Donations/Fundraising Programs	313,840	459,117	225,000	(88,840)
Membership & Guild Fees	220,000	219,484	214,781	(5,219)
Room Rentals, Catering & Parking	75,000	90,140	88,100	13,100
Art Etc Sales (net of Cost of Goods Sold)	204,670	200,593	204,146	(524)
Other	273,437	247,397	243,005	(30,432)
	28,028	37,409	24,504	(3,524)
Controllable Revenues	1,114,975	1,254,140	999,536	(115,439)
City of Burlington	934,405	1,259,405	953,093	18,688
Ontario Arts Council	40,000	40,615	20,308	(19,692)
Investment and Grant Funds	76,766	125,567	33,646	(43,120)
General Revenues & Recoveries	1,051,171	1,425,587	1,007,047	(44,124)
TOTAL REVENUES	2,166,146	2,679,727	2,006,583	(159,564)
Wages & Benefits	1,446,856	1,577,813	1,195,790	(251,066)
Professional Development & Memberships	16,110	30,842	10,011	(6,099)
Human Resources	1,462,966	1,608,655	1,205,801	(257,165)
Administrative Expenses and Technology	96,491	127,562	116,656	20,165
Telephone & Utilities	101,050	97,480	100,835	(215)
Operating/Minor Capital Equip	197,541	225,042	217,491	19,950
Instructor Fees	92,250	121,135	80,000	(12,250)
Professional Fees & Insurance	62,325	94,691	52,035	(10,290)
Facility Repairs & Maintenance	73,128	90,025	99,152	26,024
Exhibition Expenses	104,753	334,352	73,061	(31,692)
Fundraising & Marketing Expenses	144,193	163,177	105,000	(39,193)
Program Materials	21,850	27,458	23,419	1,569
Room Rental Expenses	-	15,027	15,047	15,047
Other	30,351	72,336	26,389	(3,962)
Deficit Reduction	(23,211)	(72,172)	109,188	132,399
Purchased Services	505,639	846,029	583,291	77,652
TOTAL EXPENDITURES	2,166,146	2,679,726	2,006,583	(159,564)
NET SURPLUS (DEFICIT)	-	-	-	-



BEDC 2018 Proposed Budget

BEDC is pleased to submit its 2018 draft budget for consideration. The budget demonstrates BEDC's commitment to supporting the City's objectives as outlined in the City's 2015-2040 strategic plan, in particular Strategic Direction #1, A City that Grows.

Project expenses in the 2018 draft budget of \$177k include projects that support the focus on the city's vision for employment lands. In addition, the commitment to developing entrepreneurial businesses has been supported by the opening of TechPlace in 2017. As with any start up a period of supported operation is needed in order to develop the business and to understand the financial model that will make the centre sustainable. Therefore, this budget incorporates support from the operations budget of \$195k to support TechPlace for its first full year of operation. Future operational plans for TechPlace will incorporate strategies to ensure the facility is sustainable in future years.

The proposed 2018 budget also incorporates the wind down of Fresh Insights reflected in reduced part time wages.

BEDC is committed to supporting the City in achieving its objectives of the Strategic Plan.



Consolidated Statement of Operations
Proposed Budget 2018

	2018 Proposed Plan	2017 Year End Projection	2017 Original Plan	Variance	Variance %
City Contribution	1,341,225	1,314,926	1,314,926	-	-2%
Admin Fees		51,860	35,000	16,860	100%
Rental Revenue	36,000		-	-	-
Corporate Sponsorships	50,000	32,688		32,688	-53%
Corporate Partnerships	15,000			-	-
Jobs Ontario Grant	7,500	52,500	72,500	(20,000)	86%
Events		10,000	10,000	-	100%
Provision from RESF				-	-
Total Revenues	1,449,725	1,461,974	1,432,426	29,548	1%
Salaries & Benefits	823,418	874,275	888,126	13,851	6%
Professional Development	15,000	14,560	14,560	-	-3%
Board Development	5,000	5,000	5,000	-	0%
General Office Expenses	39,200	41,437	32,640	(8,797)	5%
Meeting Expenses	10,000	10,000	10,000	-	0%
Bldg/Facility Rental	268,725	151,186	265,100	113,914	-78%
Telecommunications	17,182	9,771	3,000	(6,771)	-76%
Travel	11,200	11,000	11,000	-	-2%
Audit Fees	4,500	4,500	4,500	-	0%
Contract Services	13,500	14,000	14,000	-	4%
Advertising & Promotion	30,000	29,501	2,500	(27,001)	-2%
Network	28,000	28,000	28,000	-	0%
Events	-	16,600	7,000	(9,600)	100%
Board Expenses	7,000	7,000	7,000	-	0%
Projects	177,000	245,144	140,000	(105,144)	28%
Total Expenses	1,449,725	1,461,974	1,432,426	78,239	1%
(To)/From Operations		-			
(To)/From Reserve Fund					
Net Income (Loss)	-	-	-	-	

Notes:

Reduction in salaries reflects reduction in part time staff from FreshInsights
 No budget in admin fees for 2018 due to operations ceased at FreshInsights
 Corporate sponsorships and corporate partnerships relate to TechPlace



November 21, 2017

TO: Chair and Members of the Committee of the Whole, City of Burlington

RE: The Burlington Performing Arts Centre's 2018 Budget Submission

Please find attached The Burlington Performing Arts Centre's **Budget for 2018**, approved by the Burlington Theatre Board of Directors on September 29th, 2017.

- 2018 Base Budget Contribution of \$990,628
- 2018 One time funding for Diversity Initiative of \$50,000 from City Stat plan funding

One of the major initiatives for the 2018 budget and beyond is a focus on sponsorship and fundraising. A fundraising strategy is currently being developed. A dedicated Manager of Fundraising and Development will be hired and a Board Fundraising sub-committee will also be established. Another initiative that we are very proud of is the new 'BPAC / ACCOB Community Studio Theatre Initiative' which is a joint fundraising project intended to increase local arts organizations' access to BPAC to showcase local talent.

You will notice a reduction to ticket sales as a smaller presenting season is scheduled. This is not a concern as related expenses such as artist riders and artist fees are correspondingly reduced but still net a presenting series contribution of \$198,450. (Artist Fees \$1,165,000 less artist expense \$966,550).

The smaller presenting season does not impact box office handling fees, ticket service fees or capital renewal fund as these revenues are generated by the number of tickets sold both to Presenting Series performances and rental ticketed events and not by the value of the ticket sold. A smaller presenting season means that we are not competing against ourselves and provides more available dates for rental events which, excluding the City's Base Budget Contribution is BPAC's second largest source of revenue.

Salaries and benefits are approximately \$84,500 greater than 2017. This is only because in 2017 the Executive Director and the Marketing and Development Manager positions were partially budgeted under Professional services while in 2018 they are budgeted in Salaries. You will note that the reduction to Professional Services is less than the \$84,500 because we are including a small contingency for consultants and other professional services.

Utilities for 2018 have been budgeted higher than both the 2017 budget and the 2017 year end forecast but that is the figure recommended by the City's Energy Co-ordinator.

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,



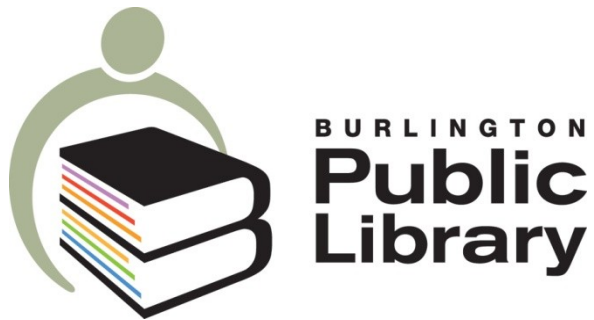
Tammy Fox
Executive Director

The Burlington Performing Arts Centre

2018 Draft Operating Budget

2017 Budget	2017 YEP	Estimated 2017 Variance		2018 Budget	2018 vs 2017 Budget	% Change 2018 vs 2017 Budget	% Change 2018 Budget vs 2017 YEP
Revenues							
\$ 1,239,027	\$ 1,460,100	\$ 221,073	Ticket sales to presenting series	\$ 1,165,000	\$ (74,027)	(5.97%)	(20.21%)
-	-	-	Ticket sales to special events	-	-		
23,500	23,500	-	Memberships	25,000	1,500	6.38%	6.38%
250,000	210,000	(40,000)	Sponsorships	250,000	-	0.00%	19.05%
200,370	185,710	(14,660)	Sponsorships in-kind	200,520	150	0.07%	7.97%
23,500	15,000	(8,500)	Donations	15,000	(8,500)	(36.17%)	0.00%
10,500	10,000	(500)	Advertising	12,750	2,250	21.43%	27.50%
137,910	139,910	2,000	Box office handling fees	138,730	820	0.59%	(0.84%)
130,480	121,000	(9,480)	Ticket service fees	121,990	(8,490)	(6.51%)	0.82%
160,000	180,000	20,000	Concessions	165,000	5,000	3.13%	(8.33%)
21,730	21,330	(400)	Coat check, merch. commissions, other revenue	21,630	(100)	(0.46%)	1.41%
45,000	45,000	-	Grants: Federal	45,000	-	0.00%	0.00%
36,500	42,625	6,125	Provincial	40,625	4,125	11.30%	(4.69%)
-	3,000	3,000	Other	3,000	3,000		
119,256	124,800	5,544	Capital Renewal Fund	120,592	1,336	1.12%	(3.37%)
562,263	579,610	17,347	Rental revenue and recovered costs	574,322	12,059	2.14%	(0.91%)
City of Burlington:							
971,204	971,204	-	Base budget contribution	990,628	19,424	2.00%	2.00%
			Funding for Diversity Initiative	50,000	50,000		
3,931,240	4,132,789	201,549	Total Revenues	3,939,787	8,547	0.22%	(4.67%)
Expenses							
1,402,064	1,259,200	142,864	Salaries, wages and benefits	1,486,530	(84,466)	(6.02%)	(18.05%)
50,110	50,730	(620)	Materials and supplies	51,670	(1,560)	(3.11%)	(1.85%)
222,600	234,647	(12,047)	Maintenance services and bldg operations	228,600	(6,000)	(2.70%)	2.58%
73,775	90,552	(16,777)	Office administration	89,935	(16,160)	(21.90%)	0.68%
1,084,314	1,295,635	(211,321)	Artist expense	966,550	117,764	10.86%	25.40%
			Diversity Initiative	50,000	(50,000)		
18,945	18,945	-	Downtown parking levy	20,465	(1,520)	(8.02%)	(8.02%)
158,750	258,000	(99,250)	Professional services	117,615	41,135	25.91%	54.41%
530,614	552,480	(21,866)	Promotional expenses	525,030	5,584	1.05%	4.97%
-	-	-	Special events	-	-		
16,775	13,000	3,775	Education - community engagement	14,915	1,860	11.09%	(14.73%)
22,300	26,050	(3,750)	Communications	25,885	(3,585)	(16.08%)	0.63%
196,737	178,750	17,987	Utilities	212,000	(15,263)	(7.76%)	(18.60%)
35,000	30,000	5,000	Web site maintenance	30,000	5,000	14.29%	0.00%
3,811,984	4,007,989	(196,005)		3,819,195	(7,211)	(0.19%)	4.71%
119,256	124,800	(5,544)	Contribution to Capital Renewal Fund	120,592	(1,336)	(1.12%)	3.37%
\$ 3,931,240	\$ 4,132,789	\$ (201,549)	Total Expenses	\$ 3,939,787	\$ (8,547)	(0.22%)	4.67%
\$ -	\$ -	\$ -	Total Revenues Less Expenses				

Board approved: September 29, 2017



Burlington Public Library Board 2018 Proposed Operating Budget

Submitted to:

City Council

City of Burlington

September 2017

Executive Summary

The Burlington Public Library Board is submitting a draft 2018 Current Budget for library operations within the 2% guideline.

Senior Management continues to conduct service reviews and embrace 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 the 2018 Current Budget submission.

Burlington Public Library branches are community hubs and destinations of choice for Burlington residents. High societal priority is placed on gaining 21st century literacies and we have positioned our services and programs to provide opportunities for lifelong learning. Our Board and staff are committed to continually evolving library services to meet changing interests and needs.

In June 2016, the Library Board approved a new Strategic Plan shaped by community input. **Where Ideas Thrive: Burlington Public Library's Strategic Plan 2016 to 2020** focuses on supporting Burlington residents in realizing their aspirations. As evidence of our efforts to continuously meet community needs, year over year Burlington residents increasingly use their public library:

2017 Statistical Snapshot at June 30, 2017:

- ✓ 45% of Burlington residents are library members – 82,440 people hold Burlington Public Library cards, 5.5% increase
- ✓ 564,629 people visited the library, 2% increase
- ✓ 4,563 new registrations to date, 12% increase
- ✓ 437,512 wireless access sessions in our Library, 85% increase
- ✓ 30,162 program attendees inside the library including a 31% increase in adult programs
- ✓ 5,897 residents attended library programs in the community, 51% increase
- ✓ 9,839 customer home library visits, 19% increase
- ✓ 56% increase in one-to-one device appointments

Further, Burlington Public Library continues to provide exceptional economic value to the community. In 2016, the Library created **\$60.2 million** in total economic impact to the city of Burlington, a 5.6% increase over 2015, and delivered a return on investment of **475%**.

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.

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

The Library is already experiencing successes related to the Strategic Plan unveiled in late 2016. Some outcomes are:

- Received first Mayor's Award for Compassion
- Recognized by Burlington Economic Development Corporation for Outstanding Leadership in Economic Development
- Launched Ideaworks Studio, Burlington's first community makerspace
- Celebrated 10 years of One Book One Burlington, a citywide literature-based experience geared to adults
- Revealed 2016-2020 Strategic Plan
- Received Angus Mowat Award of Excellence, a provincial award for large public libraries, for our success in engaging Burlington youth
- Completed Economic Impact Study
- Cultural collaboration with City and community partners in Canada 150 events
- Scanning archives for the City of Burlington, over 2,000 images completed
- Updated corporate risk plan methodology, risk inventory review is underway
- Teen volunteer/Library Student Page was awarded Junior Citizen of the Year at the Burlington's Best awards

Building Burlington's Prosperity - The Economic Impact of Burlington Public Library



In 2016, Burlington Public Library created over **\$60.2 million** in total economic impact to the City of Burlington.

That's a **475%** return on investment.

The community gained **\$41.8M** in benefits because the Library was open for business.

Total Savings:

- **\$27.2M** for borrowing library items
- **\$6.7M** for reference questions answered and use of online resources
- **\$2.3M** for attending programs
- **\$3.4M** for technology use and WiFi access
- **\$2.1M** for using meeting/study space

From your \$56.20 per capita tax contribution in 2016, you gained **\$328** in economic value that helped to make our community the best mid-sized city to live in Canada.

Environmental Update

Although Burlington Public Library has met the 2% guideline requested by the City, the Library Board has significant concerns. The proposed 2018 operating budget is a status quo budget that maintains services but does not allow for growth. Community demand for library services continues to grow. In 2018 and beyond, to meet these demands, the Library Board will be coming to Council with significant capital and operating budget requests to fund critical projects.

Financial pressures Burlington Public Library include:

- **Declining library generated revenues:** These are anticipated to be 5.6% lower than the 2017 base budget. Overall, the composition of Library generated revenue has changed. We estimate that fines will be 4.9% lower in 2018 because more people are using the electronic collection, which doesn't generate overdue fines.
- **Rising energy costs:** The Library's utility costs have increased 25.6% increase from 2014 – 2016. At June 2017, utilities were on budget only due to the Ontario government's recent changes for PST on hydro.
- **Legislative changes:** The Province of Ontario introduced legislated changes to Employment Standards that increases minimum wage. This has added almost \$40,000 in expenses to the salary budget for pages.
- **Increasing branch rent:** The 2018 draft operating budget factors in a modest rent increase for one branch. This has yet to be negotiated and represents a risk should the negotiated rate be higher.
- **US-Canadian Exchange rate risk and unfair pricing practices:**
 - The **Collection**, the second largest budget line, is negatively impacted when our dollar loses value. Approximately 22% of Collection purchases are made in US dollars; however even purchases in Canadian dollars are affected when suppliers pass along increases they must pay.
 - The cost of purchasing an item for the electronic collection is up to four times higher than the cost of the same item in the physical collection. Ebook loans increase annually (19% in 2015, 5% in 2016) placing further strain on the budget.
- **Outdated Provincial operating and pay equity grants:** The amounts have not been adjusted by the Province since the late 1990s.

The economic impact study for Burlington Public Library establishes the value that the Library delivers to our community. In 2016, Burlington Public Library provided over \$60 million in economic impact and a 475% return on investment. A 2% increase to the operating budget does not allow us to leverage our strengths that create additional return on investment for Burlington. We want to create additional value for Burlington. Strengthened investment will allow Burlington Public Library to contribute more services and enhanced hours.

Meeting the Challenges

The Library Board and Senior Management are 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 2014, the Library contracted a materials recovery service to contact delinquent borrowers and retrieve overdue monies. Since then, the Library has recovered overdue materials valued at \$28,860 and collected \$25,000 in fines owing. As a result, fewer replacement copies of library items need to be purchased.

In addition, the Library actively applies for grants and has benefited in 2016/2017 with support from several grants as follows:

- Canada Summer Jobs grants \$3,734
- TD Friends of the Environment Foundation grant \$5,000
- Healthy Kids Community Challenge grants – 3 grants totaling \$17,700
- Ontario Capacity Building \$20,596
- Ontario Library Association Internship grant \$11,200
- Community 150 Grant "Honouring the Truth" \$5,000

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 directed by those bequests.

2017 Investment: Where Ideas Thrive

In 2017 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

First Nations Public Library Partnership

Biigtigong Nishnaabeg (formerly Ojibways of the Pic River First Nation) has access to much-needed literacy support and a strong advocacy voice as a Federation of Ontario Public Libraries member, under the sponsorship of Burlington Public Library. Our twinned First Nations Public Library shares space with the local elementary school and serves a population of 395 people.

Newcomers

Teens who are new to Canada get afterschool homework and ESL help at a weekly Newcomer Youth Tutoring Program hosted by Aldershot branch in partnership with Halton Multicultural Council Connections.

Robert Bateman High School

During the 2016-2017 school year, 135 students with severe developmental disabilities enjoyed six social outings to the library and participated in a variety of fun and stimulating activities geared to their needs.

ROCK (Reach out Centre for Kids)

Children and parents living in Burlington's at-risk neighbourhoods directly benefit from the Library's evolving and expanding partnership with ROCK. From Mother Goose storytimes and literacy-based play programs to drop-in groups for new parents and afterschool programs at Our Community Care sites, we work together to help raise healthy Burlington families.

In 2017/2018 ROCK will be continuing to offer Mother Goose storytimes at Aldershot, Alton, Brant Hills, and New Appleby. In summer 2017, we collaborated with ROCK to offer a play/literacy based program at the Band shell in Central Park every Wednesday. The library and ROCK will also provide a new weekly drop in parenting group for new parents at the Central library starting on Tuesdays in September and running through 2018. We will also continue to support ROCK's after school programs at the OCC's (Our Community Care) sites in Warwick Surrey and Burloak once a month, and attend ROCK's weekly drop in parenting and play classes (Little Seedlings in Aldershot, and Kids and Me at Calvary Baptist) where we provide the literacy support during storytimes.

Partnership with the City of Burlington on the Artist in Residence Project

Local artists gained valuable skills and visibility during a public art workshop and exhibit at Central branch in March 2017, as part of a cultural collaboration between the Artist in Residence Project, the City of Burlington's Public Art Program, and the Library.

Innovation & Technology

Aquaponics Garden

An extension of BPL Grows Seed Library and Ideaworks Studio makerspace, the aquaponics garden is an indoor food growing system that is both experimental and educational. This innovative project showcases how seeds from the library contributes to growing and sharing food in a simple, socially responsible, and environmentally friendly way. BPL is the first Canadian public library to support growing food year-round with the use of aquaponics.

Teen Tech Advisory Board

The top priority for teens is learning what they need to know to secure a bright future—and opportunities to apply their knowledge and gain leadership experience. The Library connects with teens through two Teen Tech Advisory Boards to better understand their technology needs and wants. Ongoing conversations have yielded many positive outcomes including Teen/Senior Tech Meet-Ups where tech-savvy teens help older adults solve their technology problems, and the creation of a coding workshop series developed and taught by a local technology educator that teaches coding skills using professional coding tools.

Integrated Library System/Website

The community's demand for online library services and resources continues to climb. By the end of 2016, we counted over 1.58 million visits to our website to find information and access digital resources. Keeping pace with expectations to provide the best resources, we launched Lynda.com, a leading online learning platform, to help residents achieve personal and professional goals.

Public Access Computer Upgrade Project

New upgraded public access computers replaced older models system-wide, and computers with specialized software selected with customer input, were introduced at all full-service branches.

Cultural Hub

Film/Music/Literature

Burlington Public Library's annual One Book One Burlington program brings people together in the community through the power of one great Canadian book. Since its inaugural season in 2007, over 8,500 readers have borrowed the selected books from the library, and about 5,100 adults have attended related programs. In celebration of Canada's 150th birthday, the One Book One Burlington Community Selection Team launched a special family edition to engage readers of all ages.

Throwback Thursday Classic Film Series

Responding to the growing numbers of older and retired adults and the increased risk of social isolation among this group, the Library developed an afternoon film series that features movies from 1930-1980s. The pleasure of "seeing an old movie on the large screen" invokes much reminiscing and reflection, with customers staying to socialize afterwards. Complementing this series are #TBT posts on BPL social media platforms that add a fun historical fact or reference each week and promote our local history resources.

Community Engagement

Library Card Campaign

Eliminating barriers to access the library's complete range of services, and implementing a more welcoming and inclusive registration process for all members of the Halton community prompted a membership campaign in summer 2017. In conversation with community partners, the Library introduced a streamlined registration form to better serve Burlington's diverse community and a card that allows in-house Internet use, program registration, and limited online resources access without the need for ID.

Library Around Town

More children, youth, and families can experience BPL's most successful programs without having to get to a branch, thanks to a new outreach initiative that takes the library on the road and into the community. With mobile programming kits, library staff can facilitate programs such as storytime, and maker & craft activities that support 21st century literacies including Print, Visual, and STEAM, in parks, malls, cultural spaces, shelters, and community centres.

Our Commitment

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 2018.

**Burlington Public Library
2018 Draft Operating Budget**

Budget 2017	Projected 2017	Projected 2017 Variance
-------------	----------------	-------------------------

10,505,644	10,505,644	0
229,403	229,403	0
258,639	255,713	(2,926)
0	2,926	2,926

10,993,686	10,993,686	0
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REVENUE

City of Burlington
Province of Ontario
Library Generated
Grants and Donations

Total Revenue

EXPENDITURES

Employee Costs:
Salaries
Employee Benefits
Staff Training and Education

6,705,203	6,663,602	41,601
1,686,577	1,675,994	10,583
96,132	96,132	0
8,487,912	8,435,728	52,184

1,039,090	1,039,090	0
37,410	38,610	(1,200)
314,578	314,578	0
772,829	756,829	16,000
297,643	297,643	0
38,224	53,024	(14,800)
6,000	6,000	0
0	0	0

10,993,686	10,941,502	52,184
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0	52,184	52,184
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Total Expenditures

Revenue Less Expenditures

Budget 2018	Change vs 2017 Base	2018 Base vs 2017 Base % Change
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10,715,757	210,113	2.0%
229,403	0	---
244,994	(13,645)	-5.3%
0	0	

11,190,154	196,468	1.8%
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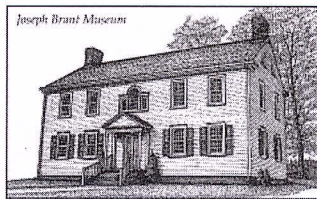
6,875,226	(170,023)	-2.5%
1,695,084	(8,507)	-0.5%
100,008	(3,876)	-4.0%
8,670,318	(182,406)	-2.1%

1,039,090	0	0.0%
36,690	720	1.9%
315,118	(540)	-0.2%
775,332	(2,503)	-0.3%
309,382	(11,739)	-3.9%
38,224	0	0.0%
6,000	0	0.0%

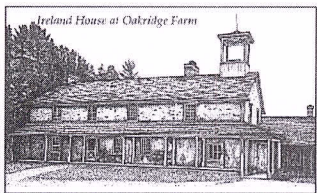
11,190,154	(196,468)	(0)
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0	0	
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Museums Of Burlington



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

September 27, 2017

Joan Ford
Director of Finance
The Corporation of the City of Burlington
426 Brant Street
Burlington, ON L7R 3Z6

Dear Ms. Ford:

I am pleased to submit the Burlington Museums Board's 2018 Draft Proposed Current Budget for Joseph Brant Museum and Ireland House at Oakridge Farm. The submission follows budget directions and meets the 2018 Base Budget Target set out for the Museums of Burlington.

This budget submission recognizes that Joseph Brant Museum (the Brant House) will be closed for renovation and expansion but also provides for the ongoing planning, development and delivery of youth group programs and special events. It also allows for the development and installation of mini exhibitions that will be displayed throughout the community; and, the planning and development of an oral history program that will focus on the Joseph Brant Museum community builders' initiative.

I would like to extend my thanks to you and Finance Department Staff for the support provided.

I would be pleased to answer any questions you may have on this submission.

Thank you.

Sincerely,



Barbara Teatero
Director of Museums

September 27, 2017

Burlington Museums Board
2018 Draft Proposed Consolidated Current Budget

	2016	2017		2018			Change vs. 2017 Budget	
	Actual	Budget	Year End Projections	Proposed Base Budget	% Change vs 2017 budget	Program Changes	Proposed Budget	\$ %
City of Burlington Grant	666,833	685,270	685,270	698,975	2.0%	0	698,975	13,705 2.0%
Province of Ontario	58,426	58,426	58,426	29,373	-49.7%		29,373	(29,053) -49.7%
Earned Revenue	96,512	61,413	77,846	66,783	8.7%		66,783	5,370 8.7%
Museum Programs	42,841	45,267	33,396	46,172	2.0%		46,172	905 2.0%
Total revenue	864,612	850,376	854,938	841,303	-1.1%	0	841,303	(9,073) -1.1%
EXPENSES								
Salaries, Wages & Benefits	613,058	680,918	597,333	686,925	0.9%		686,925	6,007 0.9%
Grant Salaries, Wages & Benefits - Subsidy	1,000	1,000	1,000	1,000	0.0%		1,000	0 0.0%
Staff Development and Travel	4,077	4,475	4,475	4,564	2.0%		4,564	89 2.0%
Collections Management	17,317	15,050	11,167	15,351	2.0%		15,351	301 2.0%
Museums Programs	67,572	55,449	45,770	55,757	0.6%		55,757	308 0.6%
General Office Materials	6,960	7,765	7,765	6,765	-12.9%		6,765	(1,000) -12.9%
Purchases of Inventory	9,948	10,442	8,879	10,442	0.0%		10,442	0 0.0%
Telephone and Utilities	37,693	29,060	33,262	26,400	-9.2%		26,400	(2,660) -9.2%
Repairs & Maintenance	43,260	34,876	23,925	22,920	-34.3%		22,920	(11,956) -34.3%
Insurance & Professional Fees	8,390	10,053	9,274	9,866	-1.9%		9,866	(187) -1.9%
Fee Waiver - La Salle Park	1,263	1,288	1,288	1,313	1.9%		1,313	25 1.9%
Total expenses	810,538	850,376	744,138	841,303	-1.1%	0	841,303	(9,073) -1.1%
Surplus/(Deficit)	54,074	0	110,800	0	0	0	0	0 0



414 Locust Street, Burlington, ON L7S 1T7

October 5, 2017

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 2018 current budget for our organization. Our 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 that tourism is recognized as an economic driver.

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

In 2017 Tourism Burlington launched a **Come Home 2 Burlington** campaign targeting local residents to invite friends and family to rediscover Burlington. Working with our local partners, we helped promote the numerous Canada 150 events and initiatives. As part of this campaign we connected with some of our Famous Burlingtonians who provided testimonials and did interviews sharing their memories and favourite things about being from Burlington. (See page 6 of attached Organization Profile for samples of testimonials)

From a performance measures standpoint, we have seen an increase in visitor information centre stats by **15% YTD**, and our infomobile has doubled to **17,518** due to increased operating hours due to having additional students this summer. Our website has seen average visits of **20,000/mo** up slightly from 2016. Our social networking sites continue to see increases: Facebook likes **4,320**, Twitter **11,530** followers, blog views **44,824** (with guest bloggers contributing stories) and our largest increase is our Instagram followers at **3,533**. The hotel occupancy rate has seen another record breaking year and there continues to be new sport tournament and meeting bookings. Taste of Burlington, our fixed price dining program was offered only in the winter in 2017 as requested by restaurants. The popular public launch event was held in January and the program had an all time high participation by **34** restaurants with **12,046** diners (up almost **2,000** from last winter) and restaurant revenue generated was over **\$327,000**. Taste of Burlington also shows strong web **31,912** and social media support- Facebook **1,527**, Twitter **4,420**, Instagram **1,843** and Enews subscribers **3,044**.

Tourism Burlington will continue to work together with our partners including the Ministry of Tourism, Culture & Sport, Ontario Tourism Marketing Partnership, Destination Canada, Destination International, 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.

2018 Plans and Current Budget Overview

In 2018, Tourism Burlington is working with a number of local partners to welcome new business to our city including the Yonex U23 Junior National Badminton Championships in May at Haber Recreation Centre. We also look forward to the opening of a new hotel property the Courtyard Marriott adjacent to the Burlington Convention Centre in the coming year.

The Province of Ontario is working on legislation which will allow lower tier municipalities to collect a tax on transient accommodations. We expect to see draft regulations regarding this tax later in the fall. Tourism has had preliminary discussions with our Board of Directors, the Burlington Hotel Association Chair, adjacent Destination Marketing Organizations and City staff about the possibility of Burlington collecting this tax.

The 2018 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 2018.

Sincerely,



Gord Langford, Chair
Tourism Burlington, Board of Directors



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TOURISM BURLINGTON - Proposed Current Budget 2018

2017 Approved Budget	2017 Year-End Forecast	2017 Estimated Year-End Variance		2018 Base Budget	2018 \$ Change over 2017B	% Change 18B - 17B	% Change 18B - 17Y/E
			REVENUES				
\$ 384,041	\$ 384,041	\$ -	City of Burlington	\$ 391,721	\$ 7,680	2%	2%
\$ 384,041	\$ 384,041	\$ -	Sub-total City Contribution	\$ 391,721	\$ 7,680	2%	2%
\$ 50,250	\$ 51,750	\$ 1,500	Partner Revenues - Co-ops	\$ 52,250	\$ 2,000	4%	1%
\$ 36,500	\$ 21,850	\$ (14,650)	Taste of Burlington	\$ 18,250	\$ (18,250)	-50%	-16%
\$ 10,000	\$ 32,000	\$ 22,000	Federal/Provincial Summer Staff Grants	\$ 10,000	\$ -	0%	-69%
\$ 96,750	\$ 105,600	\$ 8,850	Sub-total Grants & Partner revenue	\$ 80,500	\$ (16,250)	-17%	-24%
		\$ -	Other Revenues		\$ -		
\$ 2,300	\$ 2,300	\$ -	Souvenir Sales	\$ 2,300	\$ -	0%	0%
\$ 9,000	\$ 9,000	\$ -	Tear maps	\$ 9,000	\$ -	0%	0%
\$ 500	\$ 2,500	\$ 2,000	Other Income	\$ 500	\$ -	0%	-80%
\$ 11,800	\$ 13,800	\$ 2,000	Sub-total Other Revenue	\$ 11,800	\$ -	0%	-14%
\$ 492,591	\$ 503,441	\$ 10,850		\$ 484,021	\$ (8,570)	-2%	-4%
		\$ -	EXPENDITURES				
		\$ -	Marketing				
\$ 52,100	\$ 49,550	\$ (2,550)	Leisure Travel	\$ 54,100	\$ 2,000	4%	9%
\$ 2,450	\$ 2,000	\$ (450)	Meetings and Conventions	\$ 2,450	\$ -	0%	23%
\$ 3,000	\$ 3,000	\$ -	Sport Tourism	\$ 3,000	\$ -	0%	0%
\$ 5,380	\$ 6,000	\$ 620	Public Relations	\$ 6,000	\$ 620	12%	0%
\$ 36,500	\$ 19,000	\$ (17,500)	Taste of Burlington	\$ 18,250	\$ (18,250)	-50%	-4%
\$ 99,430	\$ 79,550	\$ (19,880)	Sub-total Marketing	\$ 83,800	\$ (15,630)	-16%	5%
\$ 56,861	\$ 73,700	\$ 16,839	C. Service /Visitor Centre	\$ 55,521	\$ (1,340)	-2%	-25%
\$ 7,200	\$ 6,300	\$ (900)	Partner Services	\$ 6,900	\$ (300)	-4%	10%
		\$ -	Administration		\$ -		
\$ 267,500	\$ 269,000	\$ 1,500	Human Resources (incl. Benefits, Tr & Dev.)	\$ 274,600	\$ 7,100	3%	2%
\$ 5,100	\$ 5,100	\$ -	Telephone	\$ 5,100	\$ -	0%	0%
\$ 500	\$ 500	\$ -	Dues and Subscriptions	\$ 500	\$ -	0%	0%
\$ 2,000	\$ 1,000	\$ (1,000)	Postage	\$ 2,000	\$ -	0%	100%
\$ 3,500	\$ 6,000	\$ 2,500	Bookkeeping Services	\$ 5,000	\$ 1,500	43%	-17%
\$ 6,000	\$ 7,000	\$ 1,000	Professional Fees (Audit)	\$ 7,000	\$ 1,000	17%	0%
\$ 900	\$ 900	\$ -	Consulting & Legal Fees	\$ 900	\$ -	0%	0%
\$ 26,200	\$ 26,300	\$ 100	Rent and Insurance	\$ 26,300	\$ 100	0%	0%
\$ 2,000	\$ 3,000	\$ 1,000	Office Supplies & Equipment	\$ 2,000	\$ -	0%	-33%
\$ 9,700	\$ 8,700	\$ (1,000)	General Expense/Other	\$ 8,700	\$ (1,000)	-10%	0%
\$ 5,700	\$ 5,700	\$ -	Information technology	\$ 5,700	\$ -	0%	0%
\$ 329,100	\$ 333,200	\$ 4,100	Sub-total Administration	\$ 337,800	\$ 8,700	3%	1%
		\$ -			\$ -		
\$ 492,591	\$ 492,750	\$ 159		\$ 484,021	\$ (8,570)	-2%	-2%

2018 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

	2016	2017		2018 Proposed				
	Actual	Budget	Year End Projections	Base Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 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%
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
Controllable Revenues	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
General Revenues & Recoveries	\$ (622,866)	\$ (622,866)	\$ (622,866)	\$ (615,000)	-1.3%	\$ -	\$ (615,000)	-1.3%
TOTAL REVENUES	\$ (622,866)	\$ (622,866)	\$ (622,866)	\$ (615,000)	-1.3%	\$ -	\$ (615,000)	-1.3%
NET OPERATING BUDGET	\$ (622,866)	\$ (622,866)	\$ (622,866)	\$ (615,000)	-1.3%	\$ -	\$ (615,000)	-1.3%

2018 Budget

2018 Proposed
Operating Budget

Additional Analysis

2018 PROPOSED OPERATING BUDGET SUMMARY

	2017	2018					Tax Impact	
	Budget	Base Budget	Business Cases	Proposed Total Budget	\$ Change from 2017	% Change from 2017	Base Budget	Total Budget
Net Expenditures								
Public Safety								
Fire Emergency Response	26,185,004	27,259,245.61	-	27,259,246	1,074,242	4.1%	0.6%	0.6%
Fire Prevention and Education	1,010,300	1,111,189.60	-	1,111,190	100,890	10.0%	0.1%	0.1%
Fire Communications	1,004,729	987,958.80	-	987,959	(16,770)	-1.7%	0.0%	0.0%
Animal Control	540,612	553,022.79	-	553,023	12,411	2.3%	0.0%	0.0%
By-law Enforcement	453,987	476,493.59	-	476,494	22,507	5.0%	0.0%	0.0%
Emergency Management	156,973	159,055.91	-	159,056	2,083	1.3%	0.0%	0.0%
Total Public Safety	29,351,605	30,546,966.30	-	30,546,966	1,195,361	4.1%	0.7%	0.7%
Maintenance								
Roadway and Sidewalk Maintenance	10,657,784	10,673,969	34,770	10,708,739	16,185	0.2%	0.0%	0.0%
Parks and Open Space Maintenance	4,846,812	4,952,557	117,250	5,069,807	105,745	2.2%	0.1%	0.1%
Tree Management	3,269,860	3,423,162	-	3,423,162	153,302	4.7%	0.1%	0.1%
Surface Water Drainage	1,641,400	1,662,242	-	1,662,242	20,842	1.3%	0.0%	0.0%
Environment and Energy	361,677	367,480	-	367,480	5,803	1.6%	0.0%	0.0%
Cemetery	46,747	54,553	-	54,553	7,806	16.7%	0.0%	0.0%
Total Maintenance	20,824,280	21,133,963	152,020	21,285,983	309,683	1.5%	0.1%	0.2%
Roads and Transportation								
Transit	10,494,095	12,111,246	-	12,111,246	1,617,151	15.4%	1.0%	1.0%
Traffic Operations Management	5,370,179	4,934,083	-	4,934,083	(436,096)	-8.1%	-0.3%	-0.3%
Road and Structure Design and Construction	1,468,229	1,343,173	-	1,343,173	(125,056)	-8.5%	-0.1%	-0.1%
Transportation Planning	436,677	440,175	-	440,175	3,498	0.8%	0.0%	0.0%
Parking Management	(743,810)	(782,722)	-	(782,722)	(38,912)	5.2%	0.0%	0.0%
Total Roads and Transportation	17,025,370	18,045,955	-	18,045,955	1,020,585	6.0%	0.6%	0.6%
Leisure								
Recreation	5,511,733	5,828,436	-	5,828,436	316,703	5.7%	0.2%	0.2%
Organized Sport Support	3,913,738	3,942,309	226,300	4,168,609	28,571	0.7%	0.0%	0.2%
Arts and Culture	1,360,223	1,354,928	-	1,354,928	(5,294)	-0.4%	0.0%	0.0%
Total Leisure	10,785,693	11,125,673	226,300	11,351,973	339,980	3.2%	0.2%	0.3%
Design and Build								
Community Design and Development Review	1,875,924	1,742,319	-	1,742,319	(133,605)	-7.1%	-0.1%	-0.1%
Facilities and Buildings Design and Construction	714,377	728,491	-	728,491	14,114	2.0%	0.0%	0.0%
Planning Policy	682,900	711,114	-	711,114	28,214	4.1%	0.0%	0.0%
Parks and Open Space Design and Development	709,206	684,189	-	684,189	(25,017)	-3.5%	0.0%	0.0%
Building Code Permits and Inspection	(1,169,584)	(1,185,709)	-	(1,185,709)	(16,125)	1.4%	0.0%	0.0%
Total Design and Build	2,812,823	2,680,404	-	2,680,404	(132,419)	-4.7%	-0.1%	-0.1%

2018 PROPOSED OPERATING BUDGET SUMMARY

	2017	2018					Tax Impact	
	Budget	Base Budget	Business Cases	Proposed Total Budget	\$ Change from 2017	% Change from 2017	Base Budget	Total Budget
Customer Relations and Citizen Representation								
Council and Citizen Committee	1,523,576	1,535,071	-	1,535,071	11,495	0.8%	0.0%	0.0%
Service Burlington	579,028	572,276	-	572,276	(6,752)	-1.2%	0.0%	0.0%
Total Customer Relations and Citizen Representation	2,102,604	2,107,347	-	2,107,347	4,743	0.2%	0.0%	0.0%
Internal Support and Administration								
Information Technology	6,018,367	6,513,599	-	6,513,599	495,232	8.2%	0.3%	0.3%
Financial Management	3,208,546	3,254,352	-	3,254,352	45,806	1.4%	0.0%	0.0%
Human Resources	2,541,063	2,567,613	-	2,567,613	26,550	1.0%	0.0%	0.0%
Corporate Management	1,710,130	1,989,000	-	1,989,000	278,870	16.3%	0.2%	0.2%
Strategic Communications and Government Relations	1,532,866	1,552,098	-	1,552,098	19,232	1.3%	0.0%	0.0%
Corporate Legal	1,543,884	1,537,167	-	1,537,167	(6,717)	-0.4%	0.0%	0.0%
Geographic Information and Mapping	517,389	526,111	-	526,111	8,722	1.7%	0.0%	0.0%
Asset Management	703,102	717,833	-	717,833	14,731	2.1%	0.0%	0.0%
Internal Audit	331,145	337,867	-	337,867	6,722	2.0%	0.0%	0.0%
Corporate Signs	-	61,862	-	61,862	61,862	0.0%	0.0%	0.0%
Fleet Management	(430,272)	(453,037)	(58,000)	(511,037)	(22,765)	5.3%	0.0%	-0.1%
Total Internal Support and Administration	17,676,220	18,604,465	(58,000)	18,546,465	928,245	5.3%	0.6%	0.5%
Mayor and Council	1,549,803	1,569,570		1,569,570	19,767	1.3%	0.0%	0.0%
Total City Services	102,128,399	105,814,343	320,320	106,134,663	3,685,944	3.6%	2.1%	2.33%

2018 PROPOSED OPERATING BUDGET SUMMARY

	2017	2018				Tax Impact	
	Budget	Base Budget	Business Cases	Proposed Total Budget	\$ Change from 2017	% Change from 2017	Base Budget Total Budget
Corporate Expenditures							
Financial Transactions							
Provision for Contingency	1,838,445	1,938,445	-	1,938,445	100,000	5.4%	0.1% 0.1%
Provision for Insurance	3,350,000	3,450,000	-	3,450,000	100,000	3.0%	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	-	-	-	-	-	0.0%	0.0% 0.0%
Provision for Property Tax Matters	1,957,445	1,922,445	-	1,922,445	(35,000)	-1.8%	0.0% 0.0%
Total Financial Transactions	12,615,890	12,780,890	-	12,780,890	165,000	1.3%	0.1% 0.1%
Capital Financing Transactions							
Capital from Operating Funding	3,933,380	3,933,380	-	3,933,380	-	0.0%	0.0% 0.0%
Provision for VDRF	3,179,674	3,306,860	-	3,306,860	127,186	4.0%	0.1% 0.1%
Provision for IT Renewal Reserve Fund	50,000	52,500	-	52,500	2,500	5.0%	0.0% 0.0%
Provision to Infrastructure Renewal RESF	16,544,700	18,444,700	-	18,444,700	1,900,000	11.5%	1.2% 1.2%
City's Share of Local	(20,364)	(16,435)	-	(16,435)	3,929	-19.3%	0.0% 0.0%
Debt Charges	9,465,000	9,000,000	-	9,000,000	(465,000)	-4.9%	-0.3% -0.3%
Total Capital Financing Transactions	33,152,390	34,721,005	-	34,721,005	1,568,615	4.7%	0.9% 0.9%
Shared Costs							
Civic Administration	1,830,765	1,766,280	-	1,766,280	(64,485)	-3.5%	0.0% 0.0%
Financial Expenses (ex. Corporate provision Bill 148 impacts, bank charges, postage, etc.)	1,310,030	2,422,418	-	2,422,418	1,112,388	84.9%	0.7% 0.7%
Total Shared Costs	3,140,795	4,188,698	-	4,188,698	1,047,902	33.4%	0.7% 0.7%
Total Corporate Expenditures	48,909,075	51,690,593	-	51,690,593	2,781,517	5.7%	1.7% 1.7%

2018 PROPOSED OPERATING BUDGET SUMMARY

	2017	2018					Tax Impact	
	Budget	Base Budget	Business Cases	Proposed Total Budget	\$ Change from 2017	% Change from 2017	Base Budget	Total Budget
Local Boards and Other Agencies								
Burlington Public Library	10,505,644	10,715,757	-	10,715,757	210,113	2.0%	0.1%	0.1%
Business Economic Development Corporation	1,314,926	1,341,225	-	1,341,225	26,299	2.0%	0.0%	0.0%
Art Gallery of Burlington	934,405	953,093	-	953,093	18,688	2.0%	0.0%	0.0%
Burlington Performing Arts Centre	971,204	990,628	-	990,628	19,424	2.0%	0.0%	0.0%
Museums of Burlington	685,270	698,975	-	698,975	13,705	2.0%	0.0%	0.0%
Tourism Burlington	384,041	391,722	-	391,722	7,681	2.0%	0.0%	0.0%
Halton Court Services	(622,866)	(615,000)	-	(615,000)	7,866	-1.3%	0.0%	0.0%
Total Local Boards and Other Agencies	14,172,624	14,476,400	-	14,476,400	303,776	2.1%	0.2%	0.2%
Corporate Revenues								
Supplementary Taxes	(1,000,000)	(1,000,000)	-	(1,000,000)	-	0.0%	0.0%	0.0%
General Tax Levy - City	(220,000)	(220,000)	-	(220,000)	-	0.0%	0.0%	0.0%
Payment in Lieu of Taxes	(3,343,070)	(3,286,000)	-	(3,286,000)	57,070	-1.7%	0.0%	0.0%
Penalties & Interest on Taxes	(2,100,000)	(2,100,000)	-	(2,100,000)	-	0.0%	0.0%	0.0%
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)	(290,000)	-	(290,000)	(87,500)	43.2%	-0.1%	-0.1%
Total Corporate Revenues	(12,415,570)	(12,446,000)	-	(12,446,000)	(30,430)	0.2%	0.0%	0.0%
Net City Tax Levy	152,794,528	159,535,336	320,320	159,855,656	6,740,808	4.41%	3.98%	4.19%

2018 OPERATING BUDGET
BUDGET SUMMARY

CITY OF BURLINGTON

	2016	2017		2018 Proposed					
	Actual	Budget	Year End Projections	Base Budget	\$ Change vs. 2017 Budget	% Change vs. 2017 Budget	Business Cases	Total Budget	% Change vs. 2017 Budget
Human Resources	\$ 102,804,091	\$ 108,406,859	\$ 106,311,581	\$ 113,541,681	\$ 5,134,822	4.7%	\$ 276,770	\$ 113,818,450	5.0%
Operating/Minor Capital Equip.	\$ 17,378,592	\$ 15,216,332	\$ 15,361,222	\$ 15,320,452	\$ 104,120	0.7%	\$ 50,450	\$ 15,370,902	1.0%
Purchased Services	\$ 20,292,127	\$ 21,808,405	\$ 23,700,610	\$ 21,850,529	\$ 42,124	0.2%	\$ -	\$ 21,850,529	0.2%
Corp. Expenditures/Provisions	\$ 87,350,003	\$ 87,606,465	\$ 88,338,746	\$ 89,724,537	\$ 2,118,072	2.4%	\$ -	\$ 89,724,537	2.4%
Internal Charges & Settlements	\$ 4,677,502	\$ 5,173,124	\$ 4,797,213	\$ 5,079,775	\$ (93,349)	-1.8%	\$ 58,000	\$ 5,137,775	-0.7%
TOTAL EXPENDITURES	\$ 232,502,313	\$ 238,211,185	\$ 238,509,373	\$ 245,516,974	\$ 7,305,789	3.1%	\$ 385,220	\$ 245,902,194	3.2%
Controllable Revenues	\$ (36,485,215)	\$ (36,036,523)	\$ (39,224,373)	\$ (37,120,178)	\$ (1,083,656)	3.0%	\$ (6,900)	\$ (37,127,078)	3.0%
General Revenues & Recoveries	\$ (56,054,791)	\$ (49,380,134)	\$ (203,338,082)	\$ (48,861,460)	\$ 518,674	-1.1%	\$ (58,000)	\$ (48,919,460)	-0.9%
TOTAL REVENUES	\$ (92,540,006)	\$ (85,416,657)	\$ (242,562,456)	\$ (85,981,638)	\$ (564,982)	0.7%	\$ (64,900)	\$ (86,046,538)	0.7%
NET OPERATING BUDGET	\$ 139,962,307	\$ 152,794,528	\$ (4,053,083)	\$ 159,535,336	\$ 6,740,808	4.4%	\$ 320,320	\$ 159,855,656	4.6%

CITY OF BURLINGTON

Summary of Permanent Full Time Equivalents (FTEs)

Service	2016 Restated Budget			2017 Base Budget			2016 - 2017 Base Change			2017 Business Cases			2017 Proposed Total Budget			2016 - 2017 Change		
	FT	PT	Total	FT	PT	Total	FT	PT	Total	FT	PT	Total	FT	PT	Total	FT	PT	Total
Public Safety																		
Fire Protection	202.0	4.5	206.5	202.0	4.5	206.5	-	-	-	-	-	-	202.0	4.5	206.5	-	-	-
Animal Control	8.0	0.7	8.7	8.0	0.7	8.7	-	-	-	-	-	-	8.0	0.7	8.7	-	-	-
By-law Enforcement	13.0	-	13.0	13.0	-	13.0	-	-	-	-	-	-	13.0	-	13.0	-	-	-
Emergency Management	1.0	-	1.0	1.0	-	1.0	-	-	-	-	-	-	1.0	-	1.0	-	-	-
Maintenance																		
Roadway and Sidewalk Maintenance	20.2	4.3	24.5	20.8	4.2	25.0	0.6	(0.1)	0.5	-	-	-	20.8	4.2	25.0	0.6	(0.1)	0.5
Parks and Open Space Maintenance	43.0	22.6	65.6	42.3	23.4	65.7	(0.7)	0.8	0.1	-	-	-	42.3	23.4	65.7	(0.7)	0.8	0.1
Winter Maintenance	19.0	0.0	19.0	19.9	0.8	20.7	0.9	0.8	1.7	-	-	-	19.9	0.8	20.7	0.9	0.8	1.7
Tree Management	21.1	1.4	22.5	21.3	1.0	22.3	0.2	(0.5)	(0.3)	3.0	-	3.0	24.3	1.0	25.3	3.2	(0.5)	2.7
Surface Water Drainage	11.6	0.8	12.4	11.6	0.7	12.3	-	(0.1)	(0.1)	-	-	-	11.6	0.7	12.3	-	(0.1)	(0.1)
Environmental and Energy	3.0	-	3.0	3.0	-	3.0	-	-	-	-	-	-	3.0	-	3.0	-	-	-
Cemetery	3.0	0.3	3.3	3.0	0.3	3.3	-	-	-	-	-	-	3.0	0.3	3.3	-	-	-
Roads and Transportation																		
Transit	123.0	25.2	148.2	123.0	25.2	148.2	-	-	-	-	-	-	123.0	25.2	148.2	-	-	-
Traffic Operations Management	22.0	28.7	50.7	23.0	27.8	50.8	1.0	(0.9)	0.1	-	-	-	23.0	27.8	50.8	1.0	(0.9)	0.1
Road and Structure Design and Construction	27.0	1.0	28.0	27.0	1.0	28.0	-	-	-	-	-	-	27.0	1.0	28.0	-	-	-
Transportation Network Planning	4.0	-	4.0	4.0	-	4.0	-	-	-	-	-	-	4.0	-	4.0	-	-	-
Parking	6.0	2.0	8.0	7.0	1.0	8.0	1.0	(1.0)	-	-	-	-	7.0	1.0	8.0	1.0	(1.0)	-
Leisure																		
Recreation	52.4	106.0	158.4	53.4	108.1	161.5	1.0	2.1	3.1	-	-	-	53.4	108.1	161.5	1.0	2.1	3.1
Organized Sport Support	38.3	31.9	70.2	37.3	30.7	68.0	(1.0)	(1.3)	(2.3)	-	-	-	37.3	30.7	68.0	(1.0)	(1.3)	(2.3)
Arts and Culture	6.0	8.6	14.6	7.0	6.5	13.5	1.0	(2.1)	(1.1)	-	-	-	7.0	6.5	13.5	1.0	(2.1)	(1.1)

CITY OF BURLINGTON

Summary of Permanent Full Time Equivalents (FTEs)

Service	2016 Restated Budget			2017 Base Budget			2016 - 2017 Base Change			2017 Business Cases			2017 Proposed Total Budget			2016 - 2017 Change		
	FT	PT	Total	FT	PT	Total	FT	PT	Total	FT	PT	Total	FT	PT	Total	FT	PT	Total
Design and Build																		
Community Design and Development Review	32.0	2.1	34.1	32.0	2.1	34.1	-	-	-	-	-	-	32.0	2.1	34.1	-	-	-
Facilities and Buildings Design and Construction	8.0	-	8.0	8.0	-	8.0	-	-	-	-	-	-	8.0	-	8.0	-	-	-
Planning Policy	7.0	-	7.0	7.0	-	7.0	-	-	-	-	-	-	7.0	-	7.0	-	-	-
Parks and Open Space Design and Development	7.0	0.6	7.6	8.0	-	8.0	1.0	(0.6)	0.4	-	-	-	8.0	-	8.0	1.0	(0.6)	0.4
Building Permits and Inspection	25.0	-	25.0	25.0	-	25.0	-	-	-	-	-	-	25.0	-	25.0	-	-	-
Customer Relations and Citizen Representation																		
Council and Citizen Committee	12.0	0.4	12.4	12.0	0.4	12.4	-	-	-	-	-	-	12.0	0.4	12.4	-	-	-
Service Burlington	8.0	1.2	9.2	8.0	1.2	9.2	-	-	-	-	-	-	8.0	1.2	9.2	-	-	-
Internal Support and Administration																		
Information Technology	33.0	1.6	34.6	33.0	1.6	34.6	-	-	-	-	-	-	33.0	1.6	34.6	-	-	-
Financial Management	37.0	-	37.0	37.0	-	37.0	-	-	-	-	-	-	37.0	-	37.0	-	-	-
Human Resources	14.0	1.5	15.5	14.0	1.5	15.5	-	-	-	-	-	-	14.0	1.5	15.5	-	-	-
Corporate Management	5.0	-	5.0	5.0	-	5.0	-	-	-	-	-	-	5.0	-	5.0	-	-	-
Communications	11.0	0.4	11.4	11.0	0.4	11.4	-	-	-	-	-	-	11.0	0.4	11.4	-	-	-
Corporate Legal	12.0	0.4	12.4	13.0	-	13.0	1.0	(0.4)	0.6	-	-	-	13.0	-	13.0	1.0	(0.4)	0.6
Geographic Information Mapping	5.0	0.3	5.3	5.0	0.3	5.3	-	-	-	-	-	-	5.0	0.3	5.3	-	-	-
Asset Management	8.0	-	8.0	8.0	-	8.0	-	-	-	-	-	-	8.0	-	8.0	-	-	-
Internal Audit	2.0	-	2.0	2.0	-	2.0	-	-	-	-	-	-	2.0	-	2.0	-	-	-
Fleet Management	15.4	0.6	16.0	15.4	0.6	16.0	-	(0.0)	(0.0)	-	-	-	15.4	0.6	16.0	-	(0.0)	(0.0)
Mayor and Council	9.0	-	9.0	9.0	-	9.0	-	-	-	-	-	-	9.0	-	9.0	-	-	-
Shared Services	4.0	-	4.0	4.0	-	4.0	-	-	-	-	-	-	4.0	-	4.0	-	-	-
	878.0	247.2	1,125.2	884.0	243.9	1,127.9	6.0	(3.3)	2.7	3.0	-	3.0	887.0	243.9	1,130.9	9.0	(3.3)	5.7

* Note 4.5 FTE of contract staff for the Amanda upgrade

2018 PROPOSED HUMAN RESOURCES BUDGET SUMMARY

Summary of Human Resources Costs and Benefits

	2017	2018	2018 Base vs. 2017 Budget		2018		2018 Proposed vs. 2017 Budget	
	Budget	Base Budget	Δ	Δ%	Business Cases	Total	Δ	Δ%
Expenditures								
Regular Full Time Salaries & Wages	\$ 69,806,877	\$ 74,428,233	\$ 4,621,356	6.6%	\$ 84,898	\$ 74,513,131	\$ 4,706,254	6.7%
Part Time/Temp/Casual Salaries & Wages	8,877,800	8,795,156	(82,644)	-0.9%	132,000	8,927,156	49,356	0.6%
Councillors Compensation	820,809	836,075	15,266	1.9%	-	836,075	15,266	1.9%
Overtime	1,141,839	1,303,693	161,854	14.2%	-	1,303,693	161,854	14.2%
Volunteer Fireman Allowance	241,600	249,500	7,900	3.3%	-	249,500	7,900	3.3%
Performance Excellence	152,650	152,650	-	0.0%	-	152,650	-	0.0%
Vacation Pay, On Call, Sick Leave, Paid Leave, etc.	4,669,749	4,353,920	(315,829)	-6.8%	11,100	4,365,020	(304,729)	-6.5%
Sub-total Earnings	85,711,324	90,119,226	4,407,902	5.1%	227,998	90,347,225	4,635,901	5.4%
Benefits (incl. Standard Life, CPP, EI & OMERS)	18,578,001	19,083,649	505,648	2.7%	40,448	19,124,097	546,095	2.9%
Employee Health Tax	1,649,254	1,675,536	26,282	1.6%	4,463	1,679,999	30,745	1.9%
Employee Accident Fund	1,214,240	1,327,690	113,450	9.3%	3,388	1,331,078	116,838	9.6%
WCB Experience	103,200	84,000	(19,200)	-18.6%	-	84,000	(19,200)	-18.6%
Sub-total Legislated Benefits	21,544,695	22,170,875	626,180	2.9%	48,299	22,219,174	674,479	3.1%
Corporate Training & Development	308,000	389,000	81,000	26.3%	-	389,000	81,000	26.3%
S.E.A.B	25,000	25,000	-	0.0%	-	25,000	-	0.0%
Professional Development	646,970	643,338	(3,632)	-0.6%	473	643,811	(3,159)	-0.5%
Employee Memberships	160,570	185,941	25,371	15.8%	-	185,941	25,371	15.8%
Other Allowances & Benefits	9,000	7,000	(2,000)	-22.2%	-	7,000	(2,000)	-22.2%
Mayor's Expenses	1,300	1,300	-	0.0%	-	1,300	-	0.0%
Sub-total Other Benefits & Allowances	1,150,840	1,251,579	100,739	8.8%	473	1,252,052	101,212	8.8%
Total Human Resources Budget	108,406,859	113,541,681	5,134,822	4.7%	276,770	113,818,450	5,411,591	5.0%

