

**Program: Planning Services**

**Program Based Budget**

**2013 – 2015**

## Program: Planning Services

**Vision Statement:**

To promote livable and sustainable development in order to enhance the natural, cultural, social and economic environments of the Town of Oakville.

**Mission Statement:**

As a team, strive for excellence in creating a livable community for present and future generations.

## Program Description

The Planning Services department creates the policy framework and implementation tools required to shape the future of the community. The Long Range Planning section establishes long term planning policy through the creation and maintenance of the official plan and through associated studies and research. The Current Planning and Heritage section is responsible for the development application process which is undertaken by district teams. The section is also responsible for the identification and designation of properties of heritage value on a more proactive basis as well as the ongoing administration of the heritage permitting process. The Urban Design section provides expertise in urban design through design policies and standards and through the evaluation of development applications.

## Program Services

The Planning Program delivers the following services:

- Administration
- Current Planning and Heritage
- Urban Design
- Long Range Planning

## Staffing Overview

<b>Program: Planning Services</b>	<b>2011 Approved FTE</b>	<b>2012 Approved FTE</b>	<b>2013 Capital Impact</b>	<b>2013 Base FTE Change</b>	<b>2013 Reallocation of Staff</b>	<b>2013 Total FTE</b>	<b>Net Change 2013 vs 2012</b>
<b>Services/Activities:</b>							
Administration	2.0	2.0				2.0	0.0
Current Planning & Heritage	19.0	19.0			(1.0)	18.0	(1.0)
Urban Design	5.0	5.0				5.0	0.0
Long Range Planning	8.0	8.0				8.0	0.0
<b>Total Planning Services</b>	<b>34.0</b>	<b>34.0</b>	<b>0.0</b>	<b>0.0</b>	<b>(1.0)</b>	<b>33.0</b>	<b>(1.0)</b>

A Legislative Coordinator position has been eliminated from Current Planning & Heritage and allocated to Corporate for future needs.

## Program Services Budget Overview

<b>Program: Planning Services</b>	<b>2012 Restated</b>		<b>2013 Requested</b>		<b>Net Change 2013 vs 2012</b>	<b>Net Change 2013 vs 2012 (%)</b>
	<b>Gross Budget</b>	<b>Net Budget</b>	<b>Gross Budget</b>	<b>Net Budget</b>		
<b>Services/Activities:</b>						
Administration	515,500	493,700	520,300	498,400	4,700	1.0%
Urban Design	1,171,500	1,115,200	870,600	849,900	(265,300)	(23.8%)
Current Planning & Heritage	4,086,600	1,183,200	4,217,000	1,461,900	278,700	23.6%
Long Range Planning	889,300	781,100	885,700	816,900	35,800	4.6%
<b>Total Planning Services</b>	<b>6,662,900</b>	<b>3,573,200</b>	<b>6,493,600</b>	<b>3,627,100</b>	<b>53,900</b>	<b>1.5%</b>

Note: 2013 economic increases for all employee groups with the exception of Fire and Transit unionized employees have been included in the Corporate Revenue and Expenses budget pending contract negotiations.

In 2013, the Planning Services program has increased by \$53,900 or 1.5% with the net change attributed to increases in benefit requirements. Internal charges to other departments and internal recoveries from other departments have been reduced following a detailed analysis of staff time allocated to various applications and processes in the Planning and Development Commission. According to the time allocation exercise completed in the spring of 2012 based on the new process mapping, the required cost recovery ratio is 59%. To achieve this cost recovery ratio the volume of applications in any one year would need to be equal to or greater than the 5 year average volume of applications. The projected achievement based on the 2013 budget is 33% given the application volume is below the 5 year average. The fees charged by the program are based on the full cost of providing the services which includes the total direct costs of Planning Services, other departments' direct costs and corporate overhead costs. For 2013, an average fee increase of 36% has been incorporated.

## Level of Services Offered

- Planning Services was restructured in 2011 to create district teams to support the application process and provide for greater quality and efficiency of service. The effectiveness and efficiency of these services is reviewed through the towns performance-based, program based budgeting process.
- Oakville's planning process engages in an enhanced public consultation process for both policy and development applications, including site plan review when compared to other municipalities. This includes holding additional public information meetings for most applications which is unique to Oakville.
- Long Range Planning programs in most municipalities are delivered through a combination of staff and consultants. Recently, Oakville has relied to a greater extent on delivering an enhanced policy program with staff resources when compared to other municipalities.
- All planning application services are predominately fee recoverable with the Heritage and Long Range programs being supported by the tax levy.

## Key Objectives (Initiatives) for 2013 – 2015

The following initiatives will be undertaken by the Planning Services department over the 2013 to 2015 period to help meet council's strategic objectives of being innovative in everything we do, enhance our economic, social and cultural environments, continuously improve programs and services, and have programs and services that are fiscally and environmentally sustainable:

To be the most livable town in Canada:

- Planning will provide the lead on community building through the Vision 2057 community building framework.
- Complete the Livable Oakville Implementation Program by 2014, which includes the new comprehensive zoning by-law (inZone), Urban Design Manual and Standards, Infill Housing Guidelines and Community Improvement Plans.
- Contribute to the completion of the action items from the Downtown Oakville Strategic Action Plan, the Development Charges By-law Study, and the Downtown Cultural Hub Study.
- Undertake additional studies on intensification corridors and special policy areas as defined by Livable Oakville (Speers/Trafalgar Corridor Studies and the QEW/Bronte Road Area Study).
- Complete the work under the Heritage Work Program including the completion of the Downtown Heritage Conservation District Plan and Guidelines, Cultural Heritage Landscape Study and a program for heritage funding, incentives and inspections
- Manage and complete the South Central Public Lands Study.
- Continue to implement the North Oakville Secondary Plans through application review, monitoring and finalization of supporting documents and guidelines (North Oakville Trails Plan, Parking Strategy Phase 2) and resolution of outstanding OMB appeals.

To enhance our economic environment:

- Develop a strategy for the implementation of the Midtown Core.

To enhance our social environment:

- Reinstate the Urban Design Awards program.

- Continue improvements to community outreach and communication materials.

To be accountable in everything we do:

- Ongoing implementation of the Process Mapping exercise including implementation of Amanda 5 to be completed in 2013.
- Co-ordinate the development of a new site plan by-law and sign by-law.
- Finalization of site plan standards and a site plan process manual.

To be environmentally sustainable

- Undertake the Part 2 Lighting Study

## 2013 Program Budget Drivers

	2012 Restated Budget	2013 Base Budget	2013 Capital Impact	2013 Budget Efficiencies	2013 Requested Budget	\$ Change From 2012	% Change From 2012
<b>EXPENSES:</b>							
Personnel Services & Benefits	3,295,200	3,358,100	0	(5,900)	<b>3,352,200</b>	57,000	1.7%
Materials & Supplies	16,200	16,000	0	0	<b>16,000</b>	(200)	(1.2%)
Capital Out Of Operations	0	0	0	0	<b>0</b>	0	0.0%
Purchased Services	125,500	126,300	0	(11,100)	<b>115,200</b>	(10,300)	(8.2%)
Payments & Grants	10,200	10,200	0	0	<b>10,200</b>	0	0.0%
Internal Expenses & Transfers	3,215,800	3,000,000	0	0	<b>3,000,000</b>	(215,800)	(6.7%)
<b>Total EXPENSES</b>	<b>6,662,900</b>	<b>6,510,600</b>	<b>0</b>	<b>(17,000)</b>	<b>6,493,600</b>	<b>(169,300)</b>	<b>(2.5%)</b>
<b>REVENUES:</b>							
External Revenues	2,728,500	2,606,900	0	0	<b>2,606,900</b>	(121,600)	(4.5%)
Internal Recovery & Fund Transfers	361,200	259,600	0	0	<b>259,600</b>	(101,600)	(28.1%)
<b>Total REVENUES</b>	<b>3,089,700</b>	<b>2,866,500</b>	<b>0</b>	<b>0</b>	<b>2,866,500</b>	<b>(223,200)</b>	<b>(7.2%)</b>
<b>TAX LEVY</b>	<b>3,573,200</b>	<b>3,644,100</b>	<b>0</b>	<b>(17,000)</b>	<b>3,627,100</b>	<b>53,900</b>	<b>1.5%</b>

Note: 2013 economic increases for all employee groups with the exception of Fire and Transit unionized employees have been included in the Corporate Revenue and Expenses budget pending contract negotiations.

In 2013, the Planning Services program has increased by \$53,900 or 1.5%. The main drivers for the change are the following:

- Personnel Services & Benefits have increased by \$57,000 due to changes in benefit requirements.
- Internal Expenses & Transfers have decreased by \$215,800 due to a lower allocation of time from other departments.
- External Revenue has decreased by \$121,600 due to lower volumes anticipated; an average fee increase of 36% has been applied.

- Internal Recovery & Fund Transfers have decreased by \$101,600 due to a reduction in time recoverable from capital projects.
- Budget efficiencies of \$17,000 relate primarily to reductions in overtime, advertising, and blackberry charges to reflect lower-cost contracts.

## 2013 Recommended Capital Budget

The capital budget for Planning Services is lower than that included in the 2012-2021 Capital forecast, as the North Oakville Secondary Plan project is now complete and additional funds were no longer needed. Funds for 2013 will enable Planning Services to finish the upgrade to the AMANDA software program, and to study future intensification opportunities along Trafalgar Road, Dundas Street and Speers Road.

	TOTAL Gross Cost	PROGRAM SPECIFIC FINANCING					CORPORATE FINANCING				TOTAL Proposed Financing
		Development Charges	Equipment Reserves	Gas Tax Funding	Other Reserves	Funding Grants and Other Revenues	Local Infrastructure Reserve	Capital Reserve	Operating Contribution	Long Term Financing	
<b>Planning Services</b>											
63101201 Planning Department Amanda Modules	85,000								85,000		85,000
63101301 Intensification Nodes & Corridors - Implementation	150,000	135,000						15,000			150,000
<b>Total Planning Services</b>	<b>235,000</b>	<b>135,000</b>						<b>100,000</b>			<b>235,000</b>

## 2014 - 2015 Expenditure Summary

	2013 Requested Budget	2014 Forecast Base Budget	2013-2014 Change (%)	2015 Forecast Base Budget	2014-2015 Change (%)
<b>GROSS EXPENDITURES</b>					
Planning Services:					
Administration	520,300	540,000	3.8%	560,000	3.7%
Urban Design	870,600	900,000	3.4%	931,200	3.5%
Current & Heritage Planning	4,217,000	4,481,300	6.3%	4,675,800	4.3%
Long Range Planning	885,700	898,500	1.4%	911,400	1.4%
<b>Total GROSS EXPENDITURES</b>	<b>6,493,600</b>	<b>6,819,800</b>	<b>5.0%</b>	<b>7,078,400</b>	<b>3.8%</b>
<b>TAX LEVY</b>					
Planning Services:					
Administration	498,400	516,600	3.7%	534,900	3.5%
Urban Design	849,900	878,200	3.3%	908,200	3.4%
Current & Heritage Planning	1,461,900	87,000	(94.0%)	(579,700)	(766.3%)
Long Range Planning	816,900	827,900	1.3%	839,000	1.3%
<b>Total TAX LEVY</b>	<b>3,627,100</b>	<b>2,309,700</b>	<b>(36.3%)</b>	<b>1,702,400</b>	<b>(26.3%)</b>
<b>GROSS EXPENDITURES by Type</b>					
Personnel Services & Benefits	3,352,200	3,467,000	3.4%	3,503,200	1.0%
Materials & Supplies	16,000	16,600	3.8%	16,600	0.0%
Purchased Services	115,200	116,000	0.7%	116,800	0.7%
Internal Charges	3,000,000	3,210,000	7.0%	3,431,600	6.9%
Other Expenditures	10,200	10,200	0.0%	10,200	0.0%
Minor Capital & Transfer to Reserves	0	0	0.0%	0	0.0%
<b>Total EXPENDITURES</b>	<b>6,493,600</b>	<b>6,819,800</b>	<b>5.0%</b>	<b>7,078,400</b>	<b>3.8%</b>
<b>REVENUES by Type</b>					
Activity Revenue	2,606,900	4,235,400	62.5%	5,086,700	20.1%
Internal Recoveries	259,600	274,700	5.8%	289,300	5.3%
Grants	0	0	0.0%	0	0.0%
Other Revenue	0	0	0.0%	0	0.0%
<b>Total REVENUES</b>	<b>2,866,500</b>	<b>4,510,100</b>	<b>57.3%</b>	<b>5,376,000</b>	<b>19.2%</b>
<b>TAX LEVY</b>	<b>3,627,100</b>	<b>2,309,700</b>	<b>(36.3%)</b>	<b>1,702,400</b>	<b>(26.3%)</b>

Note: 2014 and 2015 economic increases for all employee groups with the exception of Fire and Transit unionized employees have been included in the Corporate Revenue and Expenses budget pending contract negotiations.



## Service: Administration

---

### Mission

To establish overall departmental direction and provide leadership and guidance by defining goals and objectives, establishing policies and procedures and monitoring compliance. To provide long term and day to day direction and advice to the development industry, residents/rate payers, staff, Council and represents the town at the Ontario Municipal Board.

### Major Responsibilities

- Co-ordinates budget requests from managers and prepares business plan.
- Implements corporate and commission strategic goals and objectives.
- Accountable for professional planning advice provided by the department staff.
- Co-ordinates responses to planning inquiries.
- Oversees the departments work program and manages many projects including direct management of the new comprehensive zoning by-law (inZone) project.
- Establishes overall planning philosophy and professional approach of the department including mentoring, leadership and support.

### Strategic Priorities (Initiatives)

- Administration will be responsible for leading the Vision 2057 community building framework.
- This section will be responsible for overseeing the delivery of all department initiatives with an integral role in the Livable Oakville Implementation and the new comprehensive zoning by-law.

### Key Outcomes

- Cost effective delivery of Planning Services as measured by the cost recovery ratio. The target for 2012 of 62% is projected to be partially met with a projected achievement of 34%. The 2013 target is 59% with projected achievement of 33%.

## 2013 - 2015 Operating Budget Summary

	2012 Restated Budget	2013 Base Budget	2013 Capital Impact	2013 Budget Efficiencies	2013 Requested Budget	\$ Change From 2012	% Change From 2012	2014 Forecast Budget	2015 Forecast Budget
<b>EXPENSES:</b>									
Personnel Services & Benefits	261,300	265,000	0	0	<b>265,000</b>	3,700	1.4%	268,200	271,500
Materials & Supplies	16,200	16,000	0	0	<b>16,000</b>	(200)	(1.2%)	16,600	16,600
Purchased Services	24,400	25,800	0	(1,400)	<b>24,400</b>	0	0.0%	25,200	26,000
Internal Charges	213,600	214,900	0	0	<b>214,900</b>	1,300	0.6%	230,000	245,900
Other Expenditures	0	0	0	0	<b>0</b>	0	0.0%	0	0
Minor Capital & Transfer to Reserves	0	0	0	0	<b>0</b>	0	0.0%	0	0
<b>Total EXPENSES</b>	<b>515,500</b>	<b>521,700</b>	<b>0</b>	<b>(1,400)</b>	<b>520,300</b>	<b>4,800</b>	<b>0.9%</b>	<b>540,000</b>	<b>560,000</b>
<b>REVENUES:</b>									
Activity Revenue	0	0	0	0	<b>0</b>	0	0.0%	0	0
Internal Recoveries	21,800	21,900	0	0	<b>21,900</b>	100	0.5%	23,400	25,100
Grants	0	0	0	0	<b>0</b>	0	0.0%	0	0
Other Revenue	0	0	0	0	<b>0</b>	0	0.0%	0	0
<b>Total REVENUES</b>	<b>21,800</b>	<b>21,900</b>	<b>0</b>	<b>0</b>	<b>21,900</b>	<b>100</b>	<b>0.5%</b>	<b>23,400</b>	<b>25,100</b>
<b>TAX LEVY</b>	<b>493,700</b>	<b>499,800</b>	<b>0</b>	<b>(1,400)</b>	<b>498,400</b>	<b>4,700</b>	<b>1.0%</b>	<b>516,600</b>	<b>534,900</b>
<b>TAX LEVY By Activity:</b>									
Administration	493,700	499,800	0	(1,400)	<b>498,400</b>	4,700	1.0%	516,600	534,900
<b>TAX LEVY</b>	<b>493,700</b>	<b>499,800</b>	<b>0</b>	<b>(1,400)</b>	<b>498,400</b>	<b>4,700</b>	<b>1.0%</b>	<b>516,600</b>	<b>534,900</b>

### 2013 Key Budget Drivers

- Personnel Services & Benefits have increased by \$3,700 due to changes in benefit requirements.
- Budget efficiencies of \$1,400 relate to savings on insurance.

### 2014 - 2015 Budget Forecast Highlights

- Budgets reflect inflationary increases only.

## Service: Urban Design

---

### Mission

To provide and guide urban design for the town, and facilitate the enhancement of urban design policies and practices in Oakville.

### Major Responsibilities

- Ensure urban design policies and practices are created to implement and reflect the town's strategic direction to enhance its built environment.
- Develop urban design policies, standards, guidelines and by-laws.
- Complete the technical and design review of a full range of development applications.
- Prepare concept plans and alternative plans for development sites.
- Provide urban design education and awareness through outreach initiatives.

### Strategic Priorities (Initiatives)

- New Urban Design Manual that includes directives and guidelines for the town's Growth Areas and low-density residential development in stable neighbourhoods (infill housing).
- Create a Site Plan Process Manual as well as contribute to the site plan standards for inclusion in the Development Standards Manual.
- Contribute to the Urban Forestry Management Plan Implementation, inZone, Downtown Heritage Conservation District, Intensification Corridor Studies, Community Improvement Plans).
- Develop sign by-law guidelines.
- Re-establish the bi-annual Urban Design Awards program, with awards event in autumn 2013.
- Undertake the Phase 2 Lighting Study.

### Key Outcomes

- Timely review and response to stakeholders seeking necessary information from Urban Design services as measured by the percentage of stakeholders who report satisfaction with delivery of services. The target for 2012 of 87% is projected to be exceeded with a projected achievement of 90%. The 2013 target is 90%.

## 2014 - 2015 Operating Budget Summary

	2012 Restated Budget	2013 Base Budget	2013 Capital Impact	2013 Budget Efficiencies	2013 Requested Budget	\$ Change From 2012	% Change From 2012	2014 Forecast Budget	2015 Forecast Budget
<b>EXPENSES:</b>									
Personnel Services & Benefits	440,600	459,100	0	0	<b>459,100</b>	18,500	4.2%	460,300	461,700
Materials & Supplies	0	0	0	0	<b>0</b>	0	0.0%	0	0
Purchased Services	9,500	8,400	0	0	<b>8,400</b>	(1,100)	(11.6%)	8,400	8,400
Internal Charges	721,400	403,100	0	0	<b>403,100</b>	(318,300)	(44.1%)	431,300	461,100
Other Expenditures	0	0	0	0	<b>0</b>	0	0.0%	0	0
Minor Capital & Transfer to Reserves	0	0	0	0	<b>0</b>	0	0.0%	0	0
<b>Total EXPENSES</b>	<b>1,171,500</b>	<b>870,600</b>	<b>0</b>	<b>0</b>	<b>870,600</b>	<b>(300,900)</b>	<b>(25.7%)</b>	<b>900,000</b>	<b>931,200</b>
<b>REVENUES:</b>									
Activity Revenue	0	0	0	0	<b>0</b>	0	0.0%	0	0
Internal Recoveries	56,300	20,700	0	0	<b>20,700</b>	(35,600)	(63.2%)	21,800	23,000
Grants	0	0	0	0	<b>0</b>	0	0.0%	0	0
Other Revenue	0	0	0	0	<b>0</b>	0	0.0%	0	0
<b>Total REVENUES</b>	<b>56,300</b>	<b>20,700</b>	<b>0</b>	<b>0</b>	<b>20,700</b>	<b>(35,600)</b>	<b>(63.2%)</b>	<b>21,800</b>	<b>23,000</b>
<b>TAX LEVY</b>	<b>1,115,200</b>	<b>849,900</b>	<b>0</b>	<b>0</b>	<b>849,900</b>	<b>(265,300)</b>	<b>(23.8%)</b>	<b>878,200</b>	<b>908,200</b>
<b>TAX LEVY By Activity:</b>									
Urban Design	1,115,200	849,900	0	0	<b>849,900</b>	(265,300)	(23.8%)	878,200	908,200
<b>TAX LEVY</b>	<b>1,115,200</b>	<b>849,900</b>	<b>0</b>	<b>0</b>	<b>849,900</b>	<b>(265,300)</b>	<b>(23.8%)</b>	<b>878,200</b>	<b>908,200</b>

## 2013 Key Budget Drivers

- Internal Charges have decreased by \$318,300 due to a lower allocation of time from other departments to Urban Design; furthermore, site plan revenue responsibility has been moved to the Current Planning and Heritage service area which now attracts the cost from the other departments related to the site plan application process.
- Internal Recoveries have decreased by \$35,600 due to a reduction in time recoverable from capital projects.

## 2014 - 2015 Budget Forecast Highlights

- Budgets reflect inflationary increases only.

## Service: Current Planning & Heritage

---

### Mission

To review and process development applications and make recommendations to the respective approval authority, in order to meet legislative requirements and comply with town policies and procedures for applicants, the public, the Committee of Adjustment and town Council. Advise and guide Heritage Oakville, heritage property owners and the community to facilitate the protection and enhancement of heritage resources in Oakville.

### Major Responsibilities

- Completion of the technical and design evaluation of a full range of development applications in accordance with legislative requirements and sound planning principles.
- Coordination and integration of technical and design comments received from internal department and external agencies.
- Conducting of public consultation with respect to the development application process.
- Reporting and presenting to Council information and recommendations on development applications.
- Review and update internal by-laws, policies, procedures and fees to effect the continuous improvement of programs and services, compliance with applicable legislation and to ensure cost recovery targets are being achieved.
- Ensuring policies and practices to implement the Heritage Act and reflect the town's strategic direction to enhance cultural heritage environments.
- Revise and update, as needed, district heritage plans, heritage policies and by-laws.
- Ongoing heritage property review in order to identify properties of cultural heritage merit to be listed and/or designated.
- Research, evaluation and administration of applications for permits for heritage properties.
- Site inspections and enforcement of heritage permits.
- Provide education and awareness of the town's cultural heritage resources.

### Strategic Priorities (Initiatives)

- Process Mapping/Re-engineering Implementation to improve the development application review process efficiency and quality of service including delegation where appropriate.
- Full implementation of the AMANDA 5 software upgrade.
- Complete a review of the Site Plan process and develop a new Site Plan By-law.
- Ongoing heritage designation of Oakville properties.
- Completion of the Downtown Oakville Heritage Conservation District Plan and Guidelines.
- Delivery of Heritage education and awareness programs.
- Cultural Heritage Landscape Strategy.
- Heritage Incentives and Funding Program.
- Heritage Inspections...

## Key Outcomes

- A well planned, livable Town of Oakville as measured by the percentage of stakeholders surveyed who are satisfied with the development application process. The target for 2012 of 80% is projected to be met with a projected achievement of 80%. The 2013 target is 80%.

## 2013- 2015 Operating Budget Summary

	2012 Restated Budget	2013 Base Budget	2013 Capital Impact	2013 Budget Efficiencies	2013 Requested Budget	\$ Change From 2012	% Change From 2012	2014 Forecast Budget	2015 Forecast Budget
<b>EXPENSES:</b>									
Personnel Services & Benefits	1,833,500	1,856,700	0	0	<b>1,856,700</b>	23,200	1.3%	1,961,300	1,987,200
Materials & Supplies	0	0	0	0	<b>0</b>	0	0.0%	0	0
Purchased Services	70,100	70,900	0	(3,400)	<b>67,500</b>	(2,600)	(3.7%)	67,500	67,500
Internal Charges	2,172,800	2,282,600	0	0	<b>2,282,600</b>	109,800	5.1%	2,442,300	2,610,900
Other Expenditures	10,200	10,200	0	0	<b>10,200</b>	0	0.0%	10,200	10,200
Minor Capital & Transfer to Reserves	0	0	0	0	<b>0</b>	0	0.0%	0	0
<b>Total EXPENSES</b>	<b>4,086,600</b>	<b>4,220,400</b>	<b>0</b>	<b>(3,400)</b>	<b>4,217,000</b>	<b>130,400</b>	<b>3.2%</b>	<b>4,481,300</b>	<b>4,675,800</b>
<b>REVENUES:</b>									
Activity Revenue	2,728,500	2,606,900	0	0	<b>2,606,900</b>	(121,600)	(4.5%)	4,235,400	5,086,700
Internal Recoveries	174,900	148,200	0	0	<b>148,200</b>	(26,700)	(15.3%)	158,900	168,800
Grants	0	0	0	0	<b>0</b>	0	0.0%	0	0
Other Revenue	0	0	0	0	<b>0</b>	0	0.0%	0	0
<b>Total REVENUES</b>	<b>2,903,400</b>	<b>2,755,100</b>	<b>0</b>	<b>0</b>	<b>2,755,100</b>	<b>(148,300)</b>	<b>(5.1%)</b>	<b>4,394,300</b>	<b>5,255,500</b>
<b>TAX LEVY</b>	<b>1,183,200</b>	<b>1,465,300</b>	<b>0</b>	<b>(3,400)</b>	<b>1,461,900</b>	<b>278,700</b>	<b>23.6%</b>	<b>87,000</b>	<b>(579,700)</b>
<b>TAX LEVY By Activity:</b>									
Current Planning & Heritage	1,183,200	1,465,300	0	(3,400)	<b>1,461,900</b>	278,700	23.6%	87,000	(579,700)
<b>TAX LEVY</b>	<b>1,183,200</b>	<b>1,465,300</b>	<b>0</b>	<b>(3,400)</b>	<b>1,461,900</b>	<b>278,700</b>	<b>23.6%</b>	<b>87,000</b>	<b>(579,700)</b>

## 2013 Key Budget Drivers

- Personnel Services & Benefits have increased by \$23,200 due to changes in benefit requirements.
- Internal Charges have increased by \$109,800 due to a higher allocation of time from other departments and increase in corporate overhead costs.
- Activity revenue has decreased by \$121,600 due lower volumes anticipated; an average fee increase of 36% has been applied.
- Budget efficiencies of \$3,400 relate primarily to savings on blackberry charges due to lower-cost contracts.

## 2014 - 2015 Budget Forecast Highlights

- In 2014, Personnel Services & Benefits reflect inflationary increases and a gapped Heritage Inspector position being funded.
- In 2015, the budget reflects inflationary increases only.
- In 2014 and 2015, Activity Revenue has been updated for changes in volume and an assumed 10% average fee increase.

## Service: Long Range Planning

---

### Mission

To develop policies to help guide and manage growth in Oakville while balancing community needs, economic prosperity and environmental sustainability.

### Major Responsibilities

- Implementation of the Livable Oakville Plan through the completion of research and additional studies.
- Implementation and monitoring of the North Oakville East and West Secondary Plans.
- Development of a new comprehensive zoning by-law (inZone).
- Provide support to current planning on policy interpretation and expert opinion at the OMB.
- Cooperation and coordination with the Region and the Province to advance planning policies and initiatives.
- Ongoing research and compilation of demographic (housing and population statistics) and development information in databases for use in monitoring and in the development of long range policy.

### Strategic Priorities (Initiatives)

- New comprehensive zoning by-law (inZone).
- Implementation and updating of the Livable Oakville Plan through the completion of additional studies and research (Intensification Corridors, QEW/Bronte Area Study, Community Improvement Plans).
- Implementation and monitoring of the North Oakville East and West Secondary Plans through the completion of additional studies and research.
- Ongoing implementation of the Downtown Oakville Strategic Action Plan.
- South Central Public Lands Study.
- Monitoring program.
- Community outreach and enhanced community engagement.

### Key Outcomes

- Timely review and response to stakeholders seeking necessary information from Long Range Planning as measured by the percentage of stakeholders who report satisfaction with delivery of services. The target for 2012 of 87% is projected to be met with a projected achievement of 75%. The 2013 target is 80%.



## 2013 - 2015 Operating Budget Summary

	2012 Restated Budget	2013 Base Budget	2013 Capital Impact	2013 Budget Efficiencies	2013 Requested Budget	\$ Change From 2012	% Change From 2012	2014 Forecast Budget	2015 Forecast Budget
<b>EXPENSES:</b>									
Personnel Services & Benefits	759,800	777,300	0	(5,900)	<b>771,400</b>	11,600	1.5%	777,200	782,800
Materials & Supplies	0	0	0	0	<b>0</b>	0	0.0%	0	0
Purchased Services	21,500	21,200	0	(6,300)	<b>14,900</b>	(6,600)	(30.7%)	14,900	14,900
Internal Charges	108,000	99,400	0	0	<b>99,400</b>	(8,600)	(8.0%)	106,400	113,700
Other Expenditures	0	0	0	0	<b>0</b>	0	0.0%	0	0
Minor Capital & Transfer to Reserves	0	0	0	0	<b>0</b>	0	0.0%	0	0
<b>Total EXPENSES</b>	<b>889,300</b>	<b>897,900</b>	<b>0</b>	<b>(12,200)</b>	<b>885,700</b>	<b>(3,600)</b>	<b>(0.4%)</b>	<b>898,500</b>	<b>911,400</b>
<b>REVENUES:</b>									
Activity Revenue	0	0	0	0	<b>0</b>	0	0.0%	0	0
Internal Recoveries	108,200	68,800	0	0	<b>68,800</b>	(39,400)	(36.4%)	70,600	72,400
Grants	0	0	0	0	<b>0</b>	0	0.0%	0	0
Other Revenue	0	0	0	0	<b>0</b>	0	0.0%	0	0
<b>Total REVENUES</b>	<b>108,200</b>	<b>68,800</b>	<b>0</b>	<b>0</b>	<b>68,800</b>	<b>(39,400)</b>	<b>(36.4%)</b>	<b>70,600</b>	<b>72,400</b>
<b>TAX LEVY</b>	<b>781,100</b>	<b>829,100</b>	<b>0</b>	<b>(12,200)</b>	<b>816,900</b>	<b>35,800</b>	<b>4.6%</b>	<b>827,900</b>	<b>839,000</b>
<b>TAX LEVY By Activity:</b>									
Long Range Planning	781,100	829,100	0	(12,200)	<b>816,900</b>	35,800	4.6%	827,900	839,000
<b>TAX LEVY</b>	<b>781,100</b>	<b>829,100</b>	<b>0</b>	<b>(12,200)</b>	<b>816,900</b>	<b>35,800</b>	<b>4.6%</b>	<b>827,900</b>	<b>839,000</b>

## 2013 Key Budget Drivers

- Personnel Services & Benefits have increased by \$11,600 due to changes in benefit requirements.
- Internal Charges have decreased by \$8,600 due to less time allocated to Long Range Planning by other departments.
- Internal Recoveries have decreased by \$39,400 due to a reduction in time recoverable from capital projects.
- Budget efficiencies of \$12,200 relate primarily to reductions in overtime, advertising, and blackberry charges to reflect lower-cost contracts.

## 2014 - 2015 Budget Forecast Highlights

- Budgets reflect inflationary increases only.

