



**Program: Regulatory Services**

**Program Based Budget**

**2013 - 2015**

<b>Program: Regulatory Services</b>
<b>Vision Statement:</b> To incorporate legislative requirements and opportunities to excel in the provision of professional regulatory services.
<b>Mission Statement:</b> We will provide quality and innovative services within a fiscally sustainable environment.

## Program Description

Regulatory Services are provided by the Clerk's department and address a variety of functions in accordance with provincial legislative requirements, municipal by-laws and Council direction, including: licensing of businesses, taxis and lotteries; enforcement of town's regulatory by-laws; Corporate Records Management and Municipal Freedom of Information administration; information and public services as required by legislation; and management of the Oakville and District Humane Society service contract.

## Program Services

Regulatory Services are provided through the following programs:

- Licensing and By-law
- Humane Society
- Public Services

## Staffing Overview

<b>Program: Regulatory 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>							
Licensing & By-law Services	13.3	13.3		(0.3)	(1.0)	12.0	(1.3)
Public Services	5.7	5.7		(0.4)		5.3	(0.4)
Oakville Humane Society	0.0	0.0				0.0	0.0
<b>Total Regulatory Services</b>	<b>19.0</b>	<b>19.0</b>	<b>0.0</b>	<b>(0.7)</b>	<b>(1.0)</b>	<b>17.3</b>	<b>(1.7)</b>

- A Customer Service Representative position has been eliminated and allocated to Corporate for future needs.
- Part-time hours in Public Services and Licensing & By-Law Services have been reduced to reflect actual need.

## Program Services Budget Overview

Program: Regulatory Services	2012 Restated		2013 Requested		Net Change 2013 vs 2012	Net Change 2013 vs 2012 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Licensing & By-law Services	1,407,500	386,500	1,336,300	283,800	(102,700)	(26.6%)
Oakville Humane Society	758,800	758,800	774,000	774,000	15,200	2.0%
Public Services	625,800	428,800	624,200	400,200	(28,600)	(6.7%)
<b>Total Regulatory Services</b>	<b>2,792,100</b>	<b>1,574,100</b>	<b>2,734,500</b>	<b>1,458,000</b>	<b>(116,100)</b>	<b>(7.4%)</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 Regulatory Services program has decreased by \$116,100 or 7.4%. Revenue in Licensing & By-law have been reduced in 2013 due to the announced closure of the Delta Bingo Hall which has been offset by efficiencies found elsewhere in the service including the elimination of a permanent, full-time Customer Service Representative position, reduction in part-time hours and increases in vehicle license revenue. No new services or enhancements are planned.

## Level of Services Offered

- Services provided by Oakville are consistent with standard municipal practice.
- The effectiveness and efficiency of these services is reviewed through the town's performance-based, program-based budgeting process.

## Key Objectives (Initiatives) for 2013 – 2015

- Licensing fees review completed in 2012 validating full cost recovery will be maintained supporting the strategic goals of accountability and fiscal responsibility.
- Licensing & By-law analysis of online business licensing initiative was delayed in 2012 due to technological priorities being assigned elsewhere. Analysis will be scheduled as priorities permit, supporting the strategic goals of innovation and continuous improvement of programs and services.
- Subject to Council approval, comprehensive by-law enforcement strategy to be addressed, supporting the strategic goals of accountability, continuous improvement of programs and services and fiscal responsibility.
- Ongoing oversight of Humane Society five year contract as executed in 2009, supporting the strategic goal of accountability.
- Fees associated with animal control initiatives to be reviewed and updated to address cost recovery, supporting fiscal responsibility.
- Review of 2 year business licences to be assessed and presented to council, supporting improvement to programs and services.
- Taxicab accessibility to be addressed, supporting strategic goal of accountability.
- Potential for introduction of by-law to regulate tow trucks, supporting strategic goal of improvement to programs and services.

- Public Services in partnership with Information Systems + Solutions to continue the review of an Electronic Document Management System to enable future electronic document management, supporting the strategic goal of continuous improvement of programs and services and innovation.
- Public Services in partnership with Information Systems + Solutions will assess by-law data base software program and upgrades to improve search functionality for web postings relating to the by-law data base, supporting the goals of innovation and continuous improvement of programs and services.

## 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	1,858,600	1,901,500	0	(107,400)	<b>1,794,100</b>	(64,500)	(3.5%)
Materials & Supplies	10,800	14,900	0	(1,000)	<b>13,900</b>	3,100	28.7%
Purchased Services	878,900	894,800	0	(9,100)	<b>885,700</b>	6,800	0.8%
Payments & Grants	43,800	40,800	0	0	<b>40,800</b>	(3,000)	(6.8%)
Internal Expenses & Transfers	0	0	0	0	<b>0</b>	0	0.0%
<b>Total EXPENSES</b>	<b>2,792,100</b>	<b>2,852,000</b>	<b>0</b>	<b>(117,500)</b>	<b>2,734,500</b>	<b>(57,600)</b>	<b>(2.1%)</b>
<b>REVENUES:</b>							
External Revenues	1,217,000	1,275,500	0	0	<b>1,275,500</b>	58,500	4.8%
Internal Recovery & Fund Transfers	1,000	1,000	0	0	<b>1,000</b>	0	0.0%
<b>Total REVENUES</b>	<b>1,218,000</b>	<b>1,276,500</b>	<b>0</b>	<b>0</b>	<b>1,276,500</b>	<b>58,500</b>	<b>4.8%</b>
<b>TAX LEVY</b>	<b>1,574,100</b>	<b>1,575,500</b>	<b>0</b>	<b>(117,500)</b>	<b>1,458,000</b>	<b>(116,100)</b>	<b>(7.4%)</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 Regulatory Services program has decreased by \$116,100 or 7.4%. The main drivers for this change are the following:

- Personnel Services & Benefits have decreased by \$64,500 due to the elimination of a permanent, full-time Customer Service Representative position in Public Services and reduction in part-time hours in Public Services and Licensing & By-Law Services, otherwise only increases for benefits have been included.
- External Revenue has increased by \$58,500 due to an increase in service fees and vehicle licenses of \$115,900 which is offset by a reduction of \$70,000 in lottery license revenue due to the closure of the Delta Bingo Hall.

## 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>					
Regulatory Services:					
Licensing & By-law	1,336,300	1,352,900	1.2%	1,370,200	1.3%
Humane Society	774,000	789,200	2.0%	804,400	1.9%
Public Services	624,200	631,700	1.2%	639,500	1.2%
<b>Total GROSS EXPENDITURES</b>	<b>2,734,500</b>	<b>2,773,800</b>	<b>1.4%</b>	<b>2,814,100</b>	<b>1.5%</b>
<b>TAX LEVY</b>					
Regulatory Services:					
Licensing & By-law	283,800	281,000	(1.0%)	281,100	0.0%
Humane Society	774,000	789,200	2.0%	804,400	1.9%
Public Services	400,200	404,000	0.9%	411,800	1.9%
<b>Total TAX LEVY</b>	<b>1,458,000</b>	<b>1,474,200</b>	<b>1.1%</b>	<b>1,497,300</b>	<b>1.6%</b>
<b>GROSS EXPENDITURES by Type</b>					
Personnel Services & Benefits	1,794,100	1,817,100	1.3%	1,841,300	1.3%
Materials & Supplies	13,900	14,000	0.7%	14,000	0.0%
Purchased Services	885,700	901,900	1.8%	918,000	1.8%
Internal Charges	0	0	0.0%	0	0.0%
Other Expenditures	40,800	40,800	0.0%	40,800	0.0%
Minor Capital & Transfer to Reserves	0	0	0.0%	0	0.0%
<b>Total EXPENDITURES</b>	<b>2,734,500</b>	<b>2,773,800</b>	<b>1.4%</b>	<b>2,814,100</b>	<b>1.5%</b>
<b>REVENUES by Type</b>					
Activity Revenue	1,275,500	1,298,600	1.8%	1,315,800	1.3%
Internal Recoveries	1,000	1,000	0.0%	1,000	0.0%
Grants	0	0	0.0%	0	0.0%
Other Revenue	0	0	0.0%	0	0.0%
<b>Total REVENUES</b>	<b>1,276,500</b>	<b>1,299,600</b>	<b>1.8%</b>	<b>1,316,800</b>	<b>1.3%</b>
<b>TAX LEVY</b>	<b>1,458,000</b>	<b>1,474,200</b>	<b>1.1%</b>	<b>1,497,300</b>	<b>1.6%</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: Licensing and By-law Services**

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### **Mission**

To maintain community safety and enhance the social and economic environment in Oakville, by administering and enforcing licensing standards and regulations.

To maintain community safety and enhance the cultural, natural and social environment for Oakville citizens by enforcing municipal by-laws against those who fail to comply.

### **Major Responsibilities**

- Issue business, taxi and lottery licenses and sign permits in accordance with by-law and legislative provisions and respond to all licensing complaints and enquiries.
- Respond to by-law enquiries and complaints and where necessary, issue tickets/summonses and provide evidence in court as required.

### **Strategic Priorities (Initiatives)**

- Licensing fees review completed in 2012 validating full cost recovery to be maintained supporting the strategic goals of accountability and fiscal responsibility.
- Subject to Council approval, comprehensive by-law enforcement strategy to be addressed, supporting the strategic goals of accountability, continuous improvement of programs and services and fiscal responsibility.
- Licensing & By-law analysis of online business licensing initiative was delayed in 2012 due to technological priorities being assigned elsewhere. Analysis will be scheduled as priorities permit, supporting the strategic goals of innovation and continuous improvement of programs and services.
- Review of 2 year business licences to be assessed and presented to council, supporting improvement to programs and services.
- Potential for introduction of by-law to regulate tow trucks, supporting strategic goal of improvement to programs and services
- Taxicab accessibility to be addressed, supporting strategic goal of accountability.

### **Key Outcomes**

- A compliant, safe and livable community as measured by the percentage of investigations resolved favourably without court action.
- Protection afforded to community through business licensing standards and requirements.

## 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	1,320,900	1,279,000	0	(24,000)	1,255,000	(65,900)	(5.0%)	1,271,500	1,288,800
Materials & Supplies	9,300	13,400	0	(1,000)	12,400	3,100	33.3%	12,500	12,500
Purchased Services	69,500	69,500	0	(8,400)	61,100	(8,400)	(12.1%)	61,100	61,100
Internal Charges	0	0	0	0	0	0	0.0%	0	0
Other Expenditures	7,800	7,800	0	0	7,800	0	0.0%	7,800	7,800
Minor Capital & Transfer to Reserves	0	0	0	0	0	0	0.0%	0	0
<b>Total EXPENSES</b>	<b>1,407,500</b>	<b>1,369,700</b>	<b>0</b>	<b>(33,400)</b>	<b>1,336,300</b>	<b>(71,200)</b>	<b>(5.1%)</b>	<b>1,352,900</b>	<b>1,370,200</b>
<b>REVENUES:</b>									
Activity Revenue	1,020,000	1,051,500	0	0	1,051,500	31,500	3.1%	1,070,900	1,088,100
Internal Recoveries	1,000	1,000	0	0	1,000	0	0.0%	1,000	1,000
Grants	0	0	0	0	0	0	0.0%	0	0
Other Revenue	0	0	0	0	0	0	0.0%	0	0
<b>Total REVENUES</b>	<b>1,021,000</b>	<b>1,052,500</b>	<b>0</b>	<b>0</b>	<b>1,052,500</b>	<b>31,500</b>	<b>3.1%</b>	<b>1,071,900</b>	<b>1,089,100</b>
<b>TAX LEVY</b>	<b>386,500</b>	<b>317,200</b>	<b>0</b>	<b>(33,400)</b>	<b>283,800</b>	<b>(102,700)</b>	<b>(26.6%)</b>	<b>281,000</b>	<b>281,100</b>
<b>TAX LEVY By Activity:</b>									
Licensing & By-law:									
By-law Services	833,400	836,000	0	(30,100)	805,900	(27,500)	(3.3%)	815,900	828,900
Licensing Services	(446,900)	(518,800)	0	(3,300)	(522,100)	(75,200)	(16.8%)	(534,900)	(547,800)
<b>TAX LEVY</b>	<b>386,500</b>	<b>317,200</b>	<b>0</b>	<b>(33,400)</b>	<b>283,800</b>	<b>(102,700)</b>	<b>(26.6%)</b>	<b>281,000</b>	<b>281,100</b>

### 2013 Key Budget Drivers

- Personnel Services & Benefits have decreased by \$65,900 due to a Customer Service Representative position reallocated to Public Services and reduction in part-time hours.
- Activity Revenue has increased by \$31,500 primarily due to an increase in vehicle license and sign permit revenue of \$101,500 which is offset by a reduction of \$70,000 in lottery license revenue due to the announced closure of the Delta Bingo Hall.
- Budget efficiencies of \$33,400 relate primarily to a reduction in part-time hours to reflect actual need.

### 2014 – 2015 Budget Forecast Highlights

- Expenses reflect inflationary increases only.
- Fee increases of 1.8% and 1.7% are included in the 2014 and 2015 activity revenue, respectively, reflecting anticipated CPI increases.

## Service: Humane Society

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### Mission

To educate, care and protect.

### Major Responsibilities

- Regulatory Services oversees the town's 2009 contract with the Oakville & District Humane Society for the provision of animal related services, including the licensing of animals in accordance with by-law provisions, the maintenance of related records, providing enforcement of animal related by-laws in a timely manner and collecting and disposing of dead animals from municipal streets as required.

### Strategic Priorities (Initiatives)

- Ongoing oversight of Humane Society five year contract as executed in 2009, supporting the strategic goal of accountability.
- Receipt of ongoing quarterly reports from the Humane Society, supporting the strategic goal of accountability.

### Key Outcomes

- Enforcement of animal related by-laws throughout the town.
- Protection of the public through enforcement of the *Dog Owners Liability Act* and other relevant legislation.
- Promotion of responsible pet ownership through education and public awareness programs.
- Fees to address cost recovery for services.



## 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	0	0	0	0	0	0	0.0%	0	0
Materials & Supplies	0	0	0	0	0	0	0.0%	0	0
Purchased Services	758,800	774,000	0	0	774,000	15,200	2.0%	789,200	804,400
Internal Charges	0	0	0	0	0	0	0.0%	0	0
Other Expenditures	0	0	0	0	0	0	0.0%	0	0
Minor Capital & Transfer to Reserves	0	0	0	0	0	0	0.0%	0	0
<b>Total EXPENSES</b>	<b>758,800</b>	<b>774,000</b>	<b>0</b>	<b>0</b>	<b>774,000</b>	<b>15,200</b>	<b>2.0%</b>	<b>789,200</b>	<b>804,400</b>
<b>REVENUES:</b>									
Activity Revenue	0	0	0	0	0	0	0.0%	0	0
Internal Recoveries	0	0	0	0	0	0	0.0%	0	0
Grants	0	0	0	0	0	0	0.0%	0	0
Other Revenue	0	0	0	0	0	0	0.0%	0	0
<b>Total REVENUES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>
<b>TAX LEVY</b>	<b>758,800</b>	<b>774,000</b>	<b>0</b>	<b>0</b>	<b>774,000</b>	<b>15,200</b>	<b>2.0%</b>	<b>789,200</b>	<b>804,400</b>
<b>TAX LEVY By Activity:</b>									
Humane Society	758,800	774,000	0	0	774,000	15,200	2.0%	789,200	804,400
<b>TAX LEVY</b>	<b>758,800</b>	<b>774,000</b>	<b>0</b>	<b>0</b>	<b>774,000</b>	<b>15,200</b>	<b>2.0%</b>	<b>789,200</b>	<b>804,400</b>

### 2013 Key Budget Drivers

- Purchased Services have increased by \$15,200 or 2.0%.

### 2014 - 2015 Budget Forecast Highlights

- 2% increase on contract cost for 2014 and 2015, subject to terms of renewal of contract in 2014.

## Service: Public Services

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### Mission

To provide relevant information and services to residents, elected officials, departments and other government agencies to meet service expectations and comply with legislation.

### Major Responsibilities

- Provide corporate records oversight and process MFIPPA requests in accordance with legislative provisions.
- Issue marriage licenses and burial permits on behalf of the Province of Ontario in accordance with legislative requirements.
- Provide civil marriage services to the public.

### Strategic Priorities (Initiatives)

- Public Services in partnership with Information Systems + Solutions to continue the review of an Electronic Document Management System to enable future electronic document management, supporting the strategic goal of continuous improvement of programs and services and innovation.
- Public Services in partnership with Information Systems + Solutions will assess By-law data base software program upgrades to improve search functionality for web postings relating to the By-law data base, supporting the goals of innovation and continuous improvement of programs and services.

### Key Outcomes

- Legislative requirements will be met to maintain mandatory records, issue licences, permits and forms correctly, and address Municipal Freedom of Information and Protection of Privacy Act requests within prescribed timeframes. For 2012, the targets for all these measures are projected to be met.

## 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	537,700	622,500	0	(83,400)	<b>539,100</b>	1,400	0.3%	545,600	552,500
Materials & Supplies	1,500	1,500	0	0	<b>1,500</b>	0	0.0%	1,500	1,500
Purchased Services	50,600	51,300	0	(700)	<b>50,600</b>	0	0.0%	51,600	52,500
Internal Charges	0	0	0	0	<b>0</b>	0	0.0%	0	0
Other Expenditures	36,000	33,000	0	0	<b>33,000</b>	(3,000)	(8.3%)	33,000	33,000
Minor Capital & Transfer to Reserves	0	0	0	0	<b>0</b>	0	0.0%	0	0
<b>Total EXPENSES</b>	<b>625,800</b>	<b>708,300</b>	<b>0</b>	<b>(84,100)</b>	<b>624,200</b>	<b>(1,600)</b>	<b>(0.3%)</b>	<b>631,700</b>	<b>639,500</b>
<b>REVENUES:</b>									
Activity Revenue	197,000	224,000	0	0	<b>224,000</b>	27,000	13.7%	227,700	227,700
Internal Recoveries	0	0	0	0	<b>0</b>	0	0.0%	0	0
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>197,000</b>	<b>224,000</b>	<b>0</b>	<b>0</b>	<b>224,000</b>	<b>27,000</b>	<b>13.7%</b>	<b>227,700</b>	<b>227,700</b>
<b>TAX LEVY</b>	<b>428,800</b>	<b>484,300</b>	<b>0</b>	<b>(84,100)</b>	<b>400,200</b>	<b>(28,600)</b>	<b>(6.7%)</b>	<b>404,000</b>	<b>411,800</b>
<b>TAX LEVY By Activity:</b>									
Public Services	428,800	484,300	0	(84,100)	<b>400,200</b>	(28,600)	(6.7%)	404,000	411,800
<b>TAX LEVY</b>	<b>428,800</b>	<b>484,300</b>	<b>0</b>	<b>(84,100)</b>	<b>400,200</b>	<b>(28,600)</b>	<b>(6.7%)</b>	<b>404,000</b>	<b>411,800</b>

### 2013 Key Budget Drivers

- Personnel Services & Benefits have not changed significantly. Part-time hours have been reduced and a permanent, full-time Customer Service Representative position has been eliminated, which is offset by the reallocation of one position from Licensing & By-Law Services and increases required for benefits.
- Activity Revenue has increased by \$27,000 due to an increase in vital statistic and civil marriage fee revenue which reflect new fees and anticipated volume in 2013.

### 2014 - 2015 Budget Forecast Highlights

- Budgets reflect inflationary increases only.

