



Program: Building Services
Program Based Budget
2016 – 2018

Program: Building Services

Vision Statement:

To provide a centre of expertise for the community and the development industry regarding the requirements of the Ontario Building Code, the town's zoning by-laws and Committee of Adjustment.

Mission Statement:

To inform and assist our customers to ensure safe and orderly development and provide efficient delivery of building and zoning review approvals, inspections, minor variance and consent applications and other related services.

Program Description

The Building Services department is responsible for enforcing both Provincial and Municipal regulations. Provincially, the department enforces the Ontario Building Code to ensure that all construction within the municipality meet the minimum standard required ensuring life safety for all residents, businesses and workers that choose to live and/or work in Oakville. Municipally, the department administers the local zoning bylaws which are designed to ensure that development within the municipality conforms to the regulations designed to create the most livable town in Canada.

In addition, the department administers the Committee of Adjustment service. This service area allows residents, builders, businesses and developers the opportunity to obtain minor variances from zoning regulations and /or the severance of lands to create new lots.

Program Services

The Building Services Department provides activities through the following services:

- Building Administration
- Permit and Zoning
- Inspection Services
- Committee of Adjustment

Staffing Overview

Program: Building Services	2014 Approved FTE	2015 Approved FTE	2016 Capital Impact	2016 Service Adjustment	2016 Reallocation of Staff	2016 Total FTE	Net Change 2016 vs 2015
Services/Activities:							
Building Administration	2.8	2.8				2.8	0.0
Inspection Services	22.0	22.0				22.0	0.0
Permit & Zoning	20.2	20.2				20.2	0.0
Committee of Adjustment	3.3	3.3			(1.0)	2.3	(1.0)
Total Building Services	48.3	48.3	0.0	0.0	(1.0)	47.3	(1.0)

Overall, the total staff complement for Building Services is 47.2 FTE's. In 2016, the Building Services area has decreased by 1.0 FTE by transferring a vacant position (Supervisor of Committee of Adjustments) to Development Engineering, creating a new position (Supervisor of Inspection Services) to meet resource needs.

Program Services Budget Overview

Services/Activities:	2015 Restated		2016 Requested		Net Change 2016 vs 2015	Net Change 2016 vs 2015 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Building Administration	316,200	316,200	471,300	463,400	147,200	46.6%
Inspection Services	4,162,900	(158,000)	4,878,900	(36,800)	121,200	(76.7%)
Permit & Zoning	5,153,400	(158,200)	3,571,600	(426,600)	(268,400)	169.7%
Committee of Adjustment	604,200	0	657,900	39,900	39,900	0.0%
Total	10,236,700	0	9,579,700	39,900	39,900	0.0%

The Building Services program is a 100% cost recovered program, which has been fully achieved in the 2016 budget. In 2015 staff completed an in-depth costing review with the assistance of an external consultant, and this review has provided more accurate fees. Building permit fees will increase by 2%, and minor variance and consents fees have been adjusted to become close to full cost recovery in 2016. In 2017 rates will be further defined to achieve full cost recovery.

In 2016, Building permit revenue is expected to decrease by \$778,100 as a result of anticipated reduction in permit volumes from 2015. As a result, the transfer to the Building Maintenance reserve has been reduced by \$1.3 million. Personnel costs have increased by \$208,100 or 4.6% primarily as a result of funding a Building Inspector position that was previously gapped, as well as contractual and inflationary increases for

wages and benefits. Several Building Inspectors and the Manager, Policy and Research remain gapped for 2016. Overall gross expenditures have decreased by \$644,600 which is primarily driven by the decrease in the transfers to reserve.

Key Performance Indicators

1. Percentage of gross operating budget

2011	2012	2013	2014	2015
2.6%	2.5%	2.5%	2.5%	2.3%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

2. Percentage of total FTEs

2011	2012	2013	2014	2015
3.3%	3.3%	3.2%	3.1%	3.1%
Why Important: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTE's.				
How Calculated: Total program FTEs including part-time / Total town FTEs including part-time				

3. Cost recovery ratio

2011	2012	2013	2014	2015
99%	100%	100%	100%	100%
Why Important: Building Code Act allows for 100% cost recovery and council has directed full cost recovery for Committee of Adjustment.				
How Calculated: (Total Revenue + Transfer from Reserves) / (Gross Revenues – Committee of Adjustments Tax Supported)				

4. Percentage of inspections completed within mandated timeframes

2011	2012	2013	2014	2015
99%	99%	99%	99%	99%
Why Important: Provincially mandated timeframes regulate time taken to complete inspections.				
How Calculated: Results gathered from the Amanda system.				

5. Median days to complete issuance of permits/refusal letters within mandated timeframes

# Days	2011	2012	2013	2014	2015
10 days	6	8	9	13	10
15 days	14	15	15	14	15
20 days	19	20	19	21	15
30 days	20	22	29	18	16.5
Why Important: Provincially mandated timeframes regulate time taken to process building permit applications.					
How Calculated: Results gathered from the Amanda system.					

6. Median days to provide Committee of Adjustment notices within mandated timeframes

	2011	2012	2013	2014	2015
11 days		12 days	12 days	12 days	13 days
Why Important: The Planning Act stipulates providing notice of applications a minimum of 10 days prior to a Committee of Adjustment meeting.					
How Calculated: Results gathered from the Amanda system.					

Key Objectives (Initiatives) for 2016 – 2018

The following objectives for Building Services will help meet Council's strategic objectives to be fiscally sustainable and to be accountable in everything we do in making the Town of Oakville the most livable town in Canada.

- Complete annual fee review.
- Achieve provincially mandated time frames for permit review, inspections and committee of adjustment.
- Provide appropriate training to staff including code changes coming into effect.
- Provide advice on housekeeping items for the new zoning by-law.
- Investigate the use of technology to improve efficiencies and customer service.
- Review and inspect to ensure compliance with new code regulations.

2016 Program Budget Drivers

	2015 Restated Budget	2016 Base Budget	2016 Capital Budget Impact	2016 Service Adjustments	2016 Requested Budget	\$ Change From 2015	% Change From 2015
Expenses:							
Personnel Services & Benefits	4,493,200	4,701,300	0	0	4,701,300	208,100	4.6%
Materials & Supplies	43,100	44,300	0	0	44,300	1,200	2.8%
Capital Out Of Operations	0	0	0	0	0	0	0.0%
Purchased Services	222,900	222,200	0	0	222,200	(700)	(0.3%)
Payments & Grants	600	600	0	0	600	0	0.0%
Internal Expenses & Transfers	5,476,900	4,611,300	0	0	4,611,300	(865,600)	(15.8%)
Total Expenses	10,236,700	9,579,700	0	0	9,579,700	(657,000)	(6.4%)
Revenues:							
External Revenues	10,130,200	9,345,100	0	0	9,345,100	(785,100)	(7.8%)
Internal Recovery & Fund Trsfs	106,500	194,700	0	0	194,700	88,200	82.8%
Total Revenues	10,236,700	9,539,800	0	0	9,539,800	(696,900)	(6.8%)
Tax Levy	0	39,900	0	0	39,900	39,900	0.0%

In 2016, the Building Services program net budget is zero by recovering 100% of costs for services with the exception of Committee of Adjustments \$39,900. The main drivers for the changes in the budget are as follows:

- Personnel Services & Benefits have increased by \$208,100 which includes inflationary wage and benefit increases and the un-gapping of one position. Several Building Inspectors and the Manager, Policy and Research remain gapped for 2016. During the year if inspection volumes and revenues exceed budget, gapped positions will be filled to keep up with demand. Additionally one position has been reallocated to Development Engineering to meet resource needs.
- Materials & Supplies have increased \$1,200 due to inflation for postage and periodicals.
- Internal Expenses and Transfers have decreased by \$865,600 which is a reflection of the reduced transfer to Building Enterprise Reserve by \$1.3 million to the revised amount of \$2.2 million. This has been offset by an increase of \$460,000 to internal charges to reflect other departments direct and indirect costs attributed to the delivery of Building services.
- External Revenue has decreased by \$785,100 mainly due to building permit revenue decreasing as a result of anticipated reduction in volume from 2015.
- Internal Recovery & Fund Trsfs has increased by \$88,200 due to a transfer from reserves as well as recoveries from Planning and Development Engineering to reflect the use of Building resources in delivery of those services.

2017 - 2018 Operating Budget Forecast

	2016 Requested Budget	2017 Forecast Requested Budget	2016-2017 Change (%)	2018 Forecast Requested Budget	2017-2018 Change (%)
Gross Expenditures					
Building Services					
Building Administration	471,300	481,600	2.2%	493,100	2.4%
Inspection Services	4,878,900	3,714,700	(23.9%)	3,694,200	(0.6%)
Permit & Zoning	3,571,600	3,769,300	5.5%	3,833,000	1.7%
Committee Of Adjustment	657,900	663,100	0.8%	668,900	0.9%
Total Gross Expenditures	9,579,700	8,628,700	(9.9%)	8,689,200	0.7%
Tax Levy					
Building Services					
Building Administration	463,400	473,700	2.2%	485,200	2.4%
Inspection Services	(36,800)	(191,300)	(419.8%)	(211,800)	(10.7%)
Permit & Zoning	(426,600)	(282,400)	33.8%	(273,400)	3.2%
Committee Of Adjustment	39,900	40,700	2.0%	35,500	(12.8%)
Total Tax Levy	39,900	40,700	2.0%	35,500	(12.8%)
Gross Expenditures By Type					
Personnel Services & Benefits	4,701,300	4,836,600	2.9%	4,988,000	3.1%
Materials & Supplies	44,300	44,300	0.0%	44,300	0.0%
Purchased Services	222,200	222,200	0.0%	222,200	0.0%
Internal Charges	2,382,000	2,382,000	0.0%	2,382,000	0.0%
Other Expenditures	600	600	0.0%	600	0.0%
Minor Capital & Transfer To Reserves	2,229,300	1,143,000	(48.7%)	1,052,100	(8.0%)
Total Expenditures	9,579,700	8,628,700	(9.9%)	8,689,200	0.7%
Revenues By Type					
Activity Revenue	9,345,100	8,399,700	(10.1%)	8,465,400	0.8%
Internal Recoveries	115,600	115,600	0.0%	115,600	0.0%
Grants	0	0	0.0%	0	0.0%
Other Revenue	79,100	72,700	(8.1%)	72,700	0.0%
Total Revenues	9,539,800	8,588,000	(10.0%)	8,653,700	0.8%
Tax Levy	39,900	40,700	2.0%	35,500	(12.8%)

Service: Building Administration

Mission

To provide direction and vision to the department's service areas; to coordinate and streamline all aspects of the department's operations; to ensure that the operation of the department complies with applicable statutory requirements and provides quality service to our customers.

Major Responsibilities

- Provide leadership and direction to staff to ensure established goals and objectives are met.
- Ensure that the operation of the department complies with legislative requirements and effective management practices.
- Implement corporate and commission strategic goals and objectives.

Strategic Priorities (Initiatives)

- Maintain staffing levels to meet required legislative requirements.
- Maintain 100% cost recovery for all aspects of the department's operations.
- Ensure that appropriate training on the new Ontario Building Code 2012 amendments are provided and maintained for required staff.
- Ensure that appropriate training on the new zoning by-law is provided and maintained for required staff.
- To continue to review various processes to ensure effective and efficient service delivery.

2016 - 2018 Operating Budget Summary

	2015 Restated Budget	2016 Base Budget	2016 Capital Budget Impact	2016 Service Adjustments	2016 Requested Budget	\$ Change from 2015	% Change from 2015	2017 Forecast Budget	2018 Forecast Budget
Expenses:									
Personnel Services & Benefits	253,000	258,800	0	0	258,800	5,800	2.3%	269,100	280,600
Materials & Supplies	7,700	7,800	0	0	7,800	100	1.3%	7,800	7,800
Purchased Services	28,800	25,000	0	0	25,000	(3,800)	(13.2%)	25,000	25,000
Internal Charges	26,700	179,700	0	0	179,700	153,000	573.0%	179,700	179,700
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
Total Expenses	316,200	471,300	0	0	471,300	155,100	49.1%	481,600	493,100
Revenues:									
Activity Revenue	0	0	0	0	0	0	0.0%	0	0
Internal Recoveries	0	7,900	0	0	7,900	7,900	0.0%	7,900	7,900
Grants	0	0	0	0	0	0	0.0%	0	0
Other Revenue	0	0	0	0	0	0	0.0%	0	0
Total Revenues	0	7,900	0	0	7,900	7,900	0.0%	7,900	7,900
Tax Levy	316,200	463,400	0	0	463,400	147,200	46.6%	473,700	485,200
Tax Levy By Activity									
Building Administration	316,200	463,400	0	0	463,400	147,200	46.6%	473,700	485,200
Tax Levy	316,200	463,400	0	0	463,400	147,200	46.6%	473,700	485,200

2016 Key Budget Drivers

- Personnel Services & Benefits have increased by \$5,800. The addition of inflationary costs for wages and benefits are substantially mitigated by the gapping of the Manager of Policy and Research.
- Purchased Services have decreased \$3,800 due to reduction of insurance premiums.
- Internal Charges have increased \$153,000 due to increased charges to reflect other departments direct and indirect costs attributed to the delivery of Building services.
- Internal Recoveries of \$7,900 have been added for internal department's use of Building resources.

2017 - 2018 Budget Forecast Highlights

- Budgets reflect inflationary increases only.

Service: Inspection Services

Mission

To provide the required mandatory building inspections to ensure construction conformity with the Ontario Building Code, for the benefit of the public.

Major Responsibilities

- Meet legislative requirements for carrying out inspections.
- Ensure that staff is trained to required provincial standards to carry out their responsibilities.

Strategic Priorities (Initiatives)

- Ensure compliance with the requirements of the Ontario Building Code 2012 and amendments.
- Maintain legislative requirements for carrying out inspections.
- Investigate the use of technology to improve efficiencies and customer service.

2016 - 2018 Operating Budget Summary

	2015 Restated Budget	2016 Base Budget	2016 Capital Budget Impact	2016 Service Adjustments	2016 Requested Budget	\$ Change from 2015	% Change from 2015	2017 Forecast Budget	2018 Forecast Budget
Expenses:									
Personnel Services & Benefits	1,906,200	2,072,100	0	0	2,072,100	165,900	8.7%	2,135,000	2,205,400
Materials & Supplies	10,200	10,300	0	0	10,300	100	1.0%	10,300	10,300
Purchased Services	145,800	148,500	0	0	148,500	2,700	1.9%	148,500	148,500
Internal Charges	815,300	855,500	0	0	855,500	40,200	4.9%	855,500	855,500
Other Expenditures	600	600	0	0	600	0	0.0%	600	600
Minor Capital & Transfer To Reserves	1,284,800	1,791,900	0	0	1,791,900	507,100	39.5%	564,800	473,900
Total Expenses	4,162,900	4,878,900	0	0	4,878,900	716,000	17.2%	3,714,700	3,694,200
Revenues:									
Activity Revenue	4,320,900	4,915,700	0	0	4,915,700	594,800	13.8%	3,906,000	3,906,000
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
Total Revenues	4,320,900	4,915,700	0	0	4,915,700	594,800	13.8%	3,906,000	3,906,000
Tax Levy	(158,000)	(36,800)	0	0	(36,800)	121,200	76.7%	(191,300)	(211,800)
Tax Levy By Activity									
Inspection Services	(158,000)	(36,800)	0	0	(36,800)	121,200	76.7%	(191,300)	(211,800)
Tax Levy	(158,000)	(36,800)	0	0	(36,800)	121,200	76.7%	(191,300)	(211,800)

2016 Key Budget Drivers

- Personnel Services & Benefits have increased by \$165,900 due to the un-gapping of one Building Inspector, which is offset by inflationary increases for salaries and benefits. Two Building Inspectors and one Mechanical Inspector remain gapped for 2016. During the year if inspection volumes and revenues exceed budget, gapped positions will be filled to keep up with demand.
- Purchased Services have increased \$2,700 primarily for inflationary increases to mileage.
- Internal Charges have increased by \$40,200 due to a higher allocation of time from other departments that is recoverable through building inspection fees.
- Minor Capital & Transfer to Reserves have increased by \$507,100 primarily due to an increase in the transfer to Building Enterprise Reserve as a result of higher inspection revenue.
- Activity Revenue has increased by \$594,800 due to an increase of earned deferred revenue. Deferred revenue is calculated on outstanding permit applications and inspections which have not been completed. Over a four year period a portion of revenue is earned as applications move through the permitting and inspection process.

2017 - 2018 Budget Forecast Highlights

- In 2017 activity revenue projections have been decreased due to anticipated reduction of earned deferred revenue. The net result is a \$1.2 million decrease in transfer to the Building Enterprise Reserve for 2017.
- 2018 reflects inflationary changes only from 2017.

Service: Permit and Zoning

Mission

To process building permit applications and provide advice to applicants in order to ensure compliance with the Ontario Building Code and town zoning by-laws for the benefit of the applicants and the public.

Major Responsibilities

- To provide guidance, review, and technical expertise to the community and the development industry and internal departments.
- To undertake the review of all building permit applications to ensure compliance with the Ontario Building Code and the town's zoning by-laws.

Strategic Priorities (Initiatives)

- Provide advice on housekeeping items for the new zoning by-law.
- Implement changes to process and review to accommodate any new amendments to the Ontario Building Code.
- Investigate the use of technology to improve efficiencies and customer service.

2016 - 2018 Operating Budget Summary

	2015 Restated Budget	2016 Base Budget	2016 Capital Budget Impact	2016 Service Adjustments	2016 Requested Budget	\$ Change from 2015	% Change from 2015	2017 Forecast Budget	2018 Forecast Budget
Expenses:									
Personnel Services & Benefits	2,129,800	2,162,700	0	0	2,162,700	32,900	1.5%	2,219,600	2,283,300
Materials & Supplies	14,900	15,200	0	0	15,200	300	2.0%	15,200	15,200
Purchased Services	40,000	40,200	0	0	40,200	200	0.5%	40,200	40,200
Internal Charges	696,700	916,100	0	0	916,100	219,400	31.5%	916,100	916,100
Other Expenditures	0	0	0	0	0	0	0.0%	0	0
Minor Capital & Transfer To Reserves	2,272,000	437,400	0	0	437,400	(1,834,600)	(80.7%)	578,200	578,200
Total Expenses	5,153,400	3,571,600	0	0	3,571,600	(1,581,800)	(30.7%)	3,769,300	3,833,000
Revenues:									
Activity Revenue	5,258,400	3,890,500	0	0	3,890,500	(1,367,900)	(26.0%)	3,944,000	3,998,700
Internal Recoveries	53,200	107,700	0	0	107,700	54,500	102.4%	107,700	107,700
Grants	0	0	0	0	0	0	0.0%	0	0
Other Revenue	0	0	0	0	0	0	0.0%	0	0
Total Revenues	5,311,600	3,998,200	0	0	3,998,200	(1,313,400)	(24.7%)	4,051,700	4,106,400
Tax Levy	(158,200)	(426,600)	0	0	(426,600)	(268,400)	(169.7%)	(282,400)	(273,400)
Tax Levy By Activity									
Permit & Zoning	(158,200)	(426,600)	0	0	(426,600)	(268,400)	(169.7%)	(282,400)	(273,400)
Tax Levy	(158,200)	(426,600)	0	0	(426,600)	(268,400)	(169.7%)	(282,400)	(273,400)

2016 Key Budget Drivers

- Personnel Services & Benefits have increased by \$32,900 due to inflationary increases for salaries and benefits. Additionally the Supervisor of COA position has been reallocated to Development Engineering to meet resource needs.
- Internal Charges have increased by \$219,400 due to a higher allocation of time from other departments that can be recovered through permit fees.
- Minor Capital & Transfer to Reserves have decreased by \$1,834,600 due to a reduction in the transfer to the Building Enterprise Reserve as a result of lower anticipated revenues.
- Activity Revenue has decreased by \$1,367,900 to reflect reduction in anticipated permit volumes in 2016, although a 2% fee increase was included.
- Internal Recoveries have increased \$54,500 to include a higher time allocation of Building resources used by other departments.

2017 - 2018 Budget Forecast Highlights

- In 2017, activity revenue is expected to increase by \$53,500. Minor fee increases have been projected. Personnel costs have been increased to include inflationary costs. Overall, 2017 results in an expected increase transfer to the Building Enterprise Reserve of \$140,800.
- 2018 reflects inflationary changes only from 2017.

Service: Committee of Adjustment

Mission

To process minor variance and consent applications in accordance with the statutory regulations and policies in order to support informed decision making.

Major Responsibilities:

- To ensure applications are processed in accordance with legislative requirements.
- To ensure the Committee has all required documentation to make an informed decision.

Strategic Priorities (Initiatives)

- Maintain and review methods of providing information on committee applications and processes to the public.
- Maintain 100% cost recovery.
- Investigate the use of technology to improve efficiencies and customer service.

2016 - 2018 Operating Budget Summary

	2015 Restated Budget	2016 Base Budget	2016 Capital Budget Impact	2016 Service Adjustments	2016 Requested Budget	\$ Change from 2015	% Change from 2015	2017 Forecast Budget	2018 Forecast Budget
Expenses:									
Personnel Services & Benefits	204,200	207,700	0	0	207,700	3,500	1.7%	212,900	218,700
Materials & Supplies	10,300	11,000	0	0	11,000	700	6.8%	11,000	11,000
Purchased Services	8,300	8,500	0	0	8,500	200	2.4%	8,500	8,500
Internal Charges	381,400	430,700	0	0	430,700	49,300	12.9%	430,700	430,700
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
Total Expenses	604,200	657,900	0	0	657,900	53,700	8.9%	663,100	668,900
Revenues:									
Activity Revenue	550,900	538,900	0	0	538,900	(12,000)	(2.2%)	549,700	560,700
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	53,300	79,100	0	0	79,100	25,800	48.4%	72,700	72,700
Total Revenues	604,200	618,000	0	0	618,000	13,800	2.3%	622,400	633,400
Tax Levy	0	39,900	0	0	39,900	39,900	#DIV/0!	40,700	35,500
Tax Levy By Activity									
Committee of Adjustment	0	39,900	0	0	39,900	39,900	0.0%	40,700	35,500
Tax Levy	0	39,900	0	0	39,900	39,900	0.0%	40,700	35,500

2016 Key Budget Drivers

- Personnel Services & Benefits have increased by \$3,500 to include anticipated inflationary increases for salaries and benefits.
- Internal Charges have increased by \$49,300 due to a higher allocation of time from other departments involved in COA processes.
- Activity Revenue has decreased by \$12,000 due to anticipated changes in volume although a fee increase was included.
- Other Revenue has increased \$25,800 as a transfer from the COA reserve has been included to help mitigate the impact on the tax levy due to the decreased activity revenue.

2017 - 2018 Budget Forecast Highlights

- Increases in expenditures and revenues are inflationary in nature.

