



Program: Development Engineering

Program Based Budget

2016 - 2018

Program: Development Engineering

Vision Statement:

To build and improve and protect the community through sound and sustainable (re)development and stormwater management practices.

Mission Statement:

Protecting the public and its interest in the greater community by ensuring land (re)development proposals complies with approved engineering standards and that our community is supported by stormwater management infrastructure and strategies that work to safeguard the community and its natural resources.

Program Description

The Development Engineering program is responsible for ensuring that land (re)development proposals incorporate sound engineering, environmental and best management practices in the design and that they are implemented through construction. Additionally this program area is responsible for setting the communities stormwater management strategy; ensuring the community and its landform is served by an appropriate network of pipes, channel, streams and control structures. A diversified group of professional staff provide a range of engineering expertise (civil, water resources, environmental) to ensure proposals and strategies meet set standards; are supportable by public infrastructure; protect the community and surrounding environment; and include measures to mitigate unacceptable impacts.

Program Services

The Development Engineering department provides program services through the following sections:

- Administration
- Development Engineering
- Permits and Inspection

Staffing Overview

Program: Development Engineering	2014 Approved FTE	2015 Approved FTE	2016 Capital Impact	2016 Service Level Change	2016 Reallocation of Staff	2016 Total FTE	Net Change 2016 vs 2015
Administration	2.0	2.0				2.0	0.0
Development Engineering	10.0	11.2			1.0	12.2	1.0
Permits & Inspection	11.0	14.1			0.5	14.6	0.5
Total Development Engineering	23.0	27.3	0.0	0.0	1.5	28.8	1.5

For 2016, the Development Engineering service area has increased by a total of 1.5 FTE for a total of 28.8 FTE's. In 2016, a full-time Supervisor position was transferred from the Building department. In addition, the equivalent of 0.5 FTE in part-time hours was transferred from Infrastructure Planning to further align program responsibilities.

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		
Administration	294,200	249,000	335,000	309,100	60,100	24.1%
Development Engineering	2,621,800	1,047,000	2,031,900	370,400	(676,600)	(64.6%)
Permits & Inspection	1,554,000	(564,200)	2,315,000	(701,200)	(137,000)	24.3%
Total	4,470,000	731,800	4,681,900	(21,700)	(753,500)	(103.0%)

Overall the Development Engineering program has decreased by \$753,500 or 103.0%. In 2015, a capacity/utilization review was undertaken to verify the fees for the various permits and activities within this program area. Recommended changes to the fee structure have been incorporated into this budget program. While most permit/activity rates have been improved to address inflationary increases (2%), permit rates for Utility and Road Cut related activities have been improved significantly to ensure the rate is in line with the User Fee Policy and achieving the intended full cost recovery.

In 2016, activity revenues are planned to increase by \$1,162,000 to a total of \$4.0 million as a result of the changes to the fee structure and projected volume. The increase in external revenues has been offset by an increase in personnel expenditures to reflect the additional staff allocated to the Development Engineering program as well as a reduction in internal recoveries due to changes in the Planning Services fee structure as set out within the Planning Services Business Plan. Overall, the program results in a net favourable amount of \$21,700.

Key Performance Indicators

1. Percentage of gross operating budget

2011	2012	2013	2014	2015
1.3%	1.3%	1.2%	1.3%	1.6%
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
1.5%	1.5%	1.5%	1.5%	1.8%
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
86%	65%	75%	79%	TBD
Why Important: To ensure fee supported related activities are being recovered 100% in accordance with the town's Rate's and Fee policy. The revised Fee Model indicates the target for 2016 is 74% as this is the level of Development Engineering activities that can be recovered through fees based on 5 year average volumes. Achievement can be rationalized against budgeted and actual activity volumes.				
How Calculated: Total Fee Revenues/Gross Expenses				

4. Percentage of development applications (Subdivisions and Site Plans) processed within the prescribed timeframe

2011	2012	2013	2014	2015
NA	NA	NA	75%	77%
Why Important: To ensure service delivery remains in line with service level expectations. This measure can also be rationalized against expected and actual activity volumes.				
How Calculated: Actual processing time/Service Level processing time.				

5. Percentage of permit applications processed within the prescribed timeframe (4 to 6 weeks)

2011	2012	2013	2014	2015
NA	NA	NA	70%	70%
Why Important: To ensure service delivery remains in line with service level expectations. This measure can also be rationalized against expected and actual activity volumes.				
How Calculated: Actual processing time/Service Level processing time.				

Key Objectives (Initiatives) for 2016 – 2018

- Programs and Services that is environmentally sustainable.
 - Develop Stormwater Management Plan for Oakville.
 - Implement Site Plan (Engineering) Review process to comprehensively review and condition stormwater and tree canopy changes related to single residential land (re)development proposals.
- To continuously improve our programs and services.
 - Review, update, streamline, and move to online the services provided through the Permits and Inspection service area.
- To have programs and services that is environmentally sustainable.
 - Ensure development compliance with new engineering standards and modify as necessary (Low Impact Designs, new street planting and topsoil requirements, environmental monitoring).
- To be fiscally sustainable.
 - Undertake a review of rates and fees for all permit and processing activities within the department and ensure alignment with User Fee Policy
 - Explore the merits of Stormwater Utility Model for Oakville
- To be accountable
 - To deliver the 2016 Capital Program for Water Resource projects (shorelines, streams) to ensure the protection of lands and that infrastructure remains in a state of good repair.

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	3,062,300	3,239,100	0	0	3,239,100	176,800	5.8%
Materials & Supplies	18,000	18,300	0	0	18,300	300	1.7%
Capital Out Of Operations	0	0	0	0	0	0	0.0%
Purchased Services	292,800	291,400	0	0	291,400	(1,400)	(0.5%)
Payments & Grants	4,400	4,500	0	0	4,500	100	2.3%
Internal Expenses & Transfers	1,092,500	1,128,600	0	0	1,128,600	36,100	3.3%
Total Expenses	4,470,000	4,681,900	0	0	4,681,900	211,900	4.7%
Revenues:							
External Revenues	2,847,300	4,009,300	0	0	4,009,300	1,162,000	40.8%
Internal Recovery & Fund Trsf	890,900	694,300	0	0	694,300	(196,600)	(22.1%)
Total Revenues	3,738,200	4,703,600	0	0	4,703,600	965,400	25.8%
Tax Levy	731,800	(21,700)	0	0	(21,700)	(753,500)	(103.0%)

In 2016, the Development Engineering program has decreased by \$753,500 or 103.0%. The main drivers for the change are the following:

- Personnel Services & Benefits have increased by \$176,800 primarily due to the transfer of the Supervisor of Committee of Adjustment position from Building Services department and part-time transferred from Infrastructure Planning. In addition, inflationary increases for salaries and benefits have been included.
- Purchased Services have decreased \$1,400 primarily due to a reduction in insurance premiums.
- Internal Expenses & Transfers have increased by \$36,100 due to a higher allocation of time from other departments that can be recovered through the Development Engineering application process.
- External Revenue has increased by \$1,162,000 as a result of the changes to the fee structure and projected volumes.
- Internal Recovery & Fund Transfers have decreased by \$196,600 due to change in the fee structure for Planning Services activities that are supported by Development Engineering.

2017 - 2018 Operating Budget Forecast

	2016 Requested Budget	2017 Forecast Requested Budget	2016-2017 Change (%)	2018 Forecast Requested Budget	2017-2018 Change (%)
Gross Expenditures					
Development Engineering Administration	335,000	342,000	2.1%	350,200	2.4%
Development Engineering	2,031,900	2,069,300	1.8%	2,111,100	2.0%
Permits & Inspection	2,315,000	2,354,400	1.7%	2,398,300	1.9%
Total Gross Expenditures	4,681,900	4,765,700	1.8%	4,859,600	2.0%
Tax Levy					
Development Engineering Administration	309,100	316,100	2.3%	324,300	2.6%
Development Engineering	370,400	382,500	3.3%	398,400	4.2%
Permits & Inspection	(701,200)	(722,100)	(3.0%)	(737,800)	(2.2%)
Total Tax Levy	(21,700)	(23,500)	(8.3%)	(15,100)	35.7%
Gross Expenditures By Type					
Personnel Services & Benefits	3,239,100	3,322,900	2.6%	3,416,700	2.8%
Materials & Supplies	18,300	18,400	0.5%	18,500	0.5%
Purchased Services	291,400	291,400	0.0%	291,400	0.0%
Internal Charges	1,102,400	1,102,300	0.0%	1,102,300	0.0%
Other Expenditures	4,500	4,500	0.0%	4,500	0.0%
Minor Capital & Transfer To Reserves	26,200	26,200	0.0%	26,200	0.0%
Total Expenditures	4,681,900	4,765,700	1.8%	4,859,600	2.0%
Revenues By Type					
Activity Revenue	4,009,300	4,090,500	2.0%	4,171,500	2.0%
Internal Recoveries	694,300	698,700	0.6%	703,200	0.6%
Grants	0	0	0.0%	0	0.0%
Other Revenue	0	0	0.0%	0	0.0%
Total Revenues	4,703,600	4,789,200	1.8%	4,874,700	1.8%
Tax Levy	(21,700)	(23,500)	(8.3%)	(15,100)	35.7%

2016 - 2018 Recommended Capital Budget

The 2016-2018 Capital budget will provide funds for an environmental study addressing servicing needs related to transportation and storm water management, a storm sewer rates feasibility study, and a flood study update. The majority of the capital program focuses on erosion control at a number of shoreline and creek locations.

Development Engineering	Classification	Capital Budget & Forecast			Operating Impact		
		2016	2017	2018	2016	2017	2018
53371102 Morrison Creek West Reach 37	Infrastructure Renewal		420,000				
53371505 Vista Promenade - Shoreline Protection	Infrastructure Renewal		1,680,000				
53371506 Esplanade Promenade Park- Shoreline Protection	Infrastructure Renewal			2,100,000			
53371508 Shannon's Creek - Reaches 92 and 93 - Creek Erosion	Infrastructure Renewal		210,000				
53371601 Holyrood Promenade	Infrastructure Renewal	131,000	210,000				
53371603 Arkendo Park- Shoreline Protection	Infrastructure Renewal	158,000		1,733,000			
53371604 Storm Pond - Capital Maintenance	Infrastructure Renewal	420,000	263,000	263,000			
53371605 Shoreline Assessment	Infrastructure Renewal	90,000					
53371606 Morrison Creek East- Reaches 39 to 45 - Creek Erosion	Infrastructure Renewal	315,000	525,000	525,000			
53371607 Outfall Major Maintenance	Infrastructure Renewal	35,000	35,000	35,000			
53371701 Flooding Protection Program	Infrastructure Renewal		105,000	525,000			
53371704 Erosion Control - Allocation	Infrastructure Renewal		105,000	315,000			
53381402 Storm Sewer Rates Feasibility Study	Strategic Priorities	50,000					
53381701 Flood Study Update	Infrastructure Renewal		158,000				
64101601 Environmental Studies	Growth	40,000		40,000			
Total Development Engineering		1,239,000	3,711,000	5,536,000			

Service: Administration

Mission

To provide overall program leadership, set direction, define goals and objectives and establish policies and procedures for the overall function of the program. The Administration service provides for management of public inquiries and also provides administrative and clerical support to the divisions of Development Engineering and Permits and Inspection.

Major Responsibilities

- To ensure the department operations comply with Council policies and further the objectives of the Strategic Plan.
- Provide oversight and direction to the department to ensure established goals and objectives are met.
- Continuously review programs to ensure they are effective and operating within established performance objectives.

Strategic Priorities (Initiatives)

- To be fiscally sustainable.
 - Undertake a review of rates and fees for all permit and processing activities within the department and ensure alignment with User Fee Policy
- To be accountable.
 - To ensure strategic projects and initiatives progress forward to completion and implementation as expected.
 - Monitoring of annual budget and execution of approved business plan.

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	277,800	281,600	0	0	281,600	3,800	1.4%	288,600	296,800
Materials & Supplies	4,500	4,100	0	0	4,100	(400)	(8.9%)	4,100	4,100
Purchased Services	11,900	10,800	0	0	10,800	(1,100)	(9.2%)	10,800	10,800
Internal Charges	0	38,500	0	0	38,500	38,500	0.0%	38,500	38,500
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	294,200	335,000	0	0	335,000	40,800	13.9%	342,000	350,200
Revenues:									
Activity Revenue	0	0	0	0	0	0	0.0%	0	0
Internal Recoveries	45,200	25,900	0	0	25,900	(19,300)	(42.7%)	25,900	25,900
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	45,200	25,900	0	0	25,900	(19,300)	(42.7%)	25,900	25,900
Tax Levy	249,000	309,100	0	0	309,100	60,100	24.1%	316,100	324,300
Tax Levy By Activity									
Administration	249,000	309,100	0	0	309,100	60,100	24.1%	316,100	324,300
Tax Levy	249,000	309,100	0	0	309,100	60,100	24.1%	316,100	324,300

2016 Key Budget Drivers

- Personnel Services & Benefits have increased by \$3,800 due to inflationary increases.
- Internal Charges have increased \$38,500 for due to higher direct and indirect costs from other departments that can be recovered through the Development Engineering application process.
- Internal Recoveries have decreased by \$19,300 due to a changes in the fee structure for Planning Services activities that are supported by Development Engineering.

2017 - 2018 Budget Forecast Highlights

- Budgets reflect inflationary increases only.

Service: Development Engineering

Mission

To undertake the technical review of planning applications and the development and administration of associated agreements. Areas of professional review include: civil engineering design, stormwater management, traffic/transportation, environmental protection (trees and noise), etc. which includes effective coordination and development of the agreements, monitoring of construction activities, management of financial securities and assumption of works upon completion. Additionally this program area is responsible for ensuring that our community is supported by stormwater management infrastructure and strategies that work to safeguard the community and its natural resources.

Major Responsibilities

- The primary responsibility of the Development Engineering division is to establish and apply the engineering standards for development proposals that serve to protect the existing community areas and serve to support new community growth that employs technological advances minimizing environmental, fiscal and social impacts and supports a more livable community.
- Staff undertakes the review of all engineering aspects of new (re)development proposals to ensure compliance with established engineering principles, standards and guidelines.
- Liaison with outside agencies including the Region of Halton and Conservation Halton.
- Approved developments are traditionally accompanied by a development agreement, ensuring all appropriate conditions, clauses, obligations and securities are contained therein. Finally, and in conjunction with Permits and Inspection division, ensure that all conditions of the agreement fulfilled prior to the release of the agreement and its securities.
- Stormwater Management
 - Monitoring climatic conditions within the community and correlating this data with stormwater system response data to confirm systems continue to function appropriately.
 - Undertaking qualitative assessments of the community's stormwater infrastructure and recommending/programming/initiating improvements to maintain its integrity/functionality.
 - Undertake studies to develop strategies/policies/programs to ensure the community appropriate considers its stormwater management needs in light of climatic, landform and emerging/improved practices in stormwater management.

The following planning application types are reviewed:

- Draft plan and detailed engineering design of subdivisions and condominiums.
- Site plans.

The service also provides technical input to:

- Official Plan Amendments.
- Zoning By-law Amendments.
- Part Lot Control applications.
- Committee of Adjustment applications.

Strategic Priorities (Initiatives)

- Programs and Services that is environmentally sustainable.
 - Develop Stormwater Management Plan for Oakville
 - Review possible changes to the Site Plan By-law to focus greater attention on stormwater and canopy change impacts related to land (re)development proposals.
- To have programs and services that is environmentally sustainable.
 - Ensure development compliance with new engineering standards and modify as necessary (Low Impact Designs, new street planting and topsoil requirements, environmental monitoring).
- To be fiscally sustainable.
 - Explore the merits of Stormwater Utility for Oakville
- To be accountable
 - To deliver the 2016 Capital Program for Water Resource projects (shorelines, streams) to ensure the protection of lands and that infrastructure remains in a state of good repair

2016 - 2018 Operating Budget Summary

	2015 Restated Budget	2016 Base Budget	2016 Capital Budget	2016 Service Adjustments	2016 Requested Budget	\$ Change from 2015	% Change from 2015	2017 Forecast Budget	2018 Forecast Budget
Expenses:									
Personnel Services & Benefits	1,318,000	1,428,600	0	0	1,428,600	110,600	8.4%	1,466,100	1,507,900
Materials & Supplies	1,300	1,300	0	0	1,300	0	0.0%	1,300	1,300
Purchased Services	237,000	237,400	0	0	237,400	400	0.2%	237,400	237,400
Internal Charges	1,061,500	360,500	0	0	360,500	(701,000)	(66.0%)	360,400	360,400
Other Expenditures	4,000	4,100	0	0	4,100	100	2.5%	4,100	4,100
Minor Capital & Transfer To Reserves	0	0	0	0	0	0	0.0%	0	0
Total Expenses	2,621,800	2,031,900	0	0	2,031,900	(589,900)	(22.5%)	2,069,300	2,111,100
Revenues:									
Activity Revenue	837,100	1,055,500	0	0	1,055,500	218,400	26.1%	1,076,600	1,098,200
Internal Recoveries	737,700	606,000	0	0	606,000	(131,700)	(17.9%)	610,200	614,500
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	1,574,800	1,661,500	0	0	1,661,500	86,700	5.5%	1,686,800	1,712,700
Tax Levy	1,047,000	370,400	0	0	370,400	(676,600)	(64.6%)	382,500	398,400
Tax Levy By Activity									
Development Engineering	1,047,000	370,400	0	0	370,400	(676,600)	(64.6%)	382,500	398,400
Tax Levy	1,047,000	370,400	0	0	370,400	(676,600)	(64.6%)	382,500	398,400

2016 Key Budget Drivers

- Personnel Services & Benefits have increased by \$110,600 primarily due to the transfer a vacant Development Inspector from Permits and Inspections being reallocated and converted to an Urban Forester. In addition inflationary increases for salaries and benefits have been included.
- Internal Charges have decreased by \$701,000 due to a lower allocation of time from other departments that can be recovered through the Development Engineering fees.
- Activity Revenue has increased by \$218,400 primarily due to anticipated subdivision volume increase.
- Internal Recoveries have decreased by \$131,700 due to changes in the fee structure for Planning Services activities that are supported by Development Engineering.

2017 - 2018 Budget Forecast Highlights

- 2017 personnel costs reflect inflationary increases for salaries and benefits. Activity revenue increased by \$21,100 to reflect anticipated changes in volume and inflationary increases to fees.
- 2018 expenditures have been increased by inflation. Activity revenue increased by \$21,600 over 2017 to reflect anticipated changes in volume and inflationary increases to fees.

Service: Permits & Inspection

Mission

To provide review/approval of development related permits and enforcement of related town by-laws, including site alteration, pool enclosure, tree, and use of roads by-laws; to provide oversight and inspection during and following construction ensuring that private development and construction work is compliant with approved plans, town standards, agreement obligations and applicable legislation. This includes grading and drainage for minor private developments (additions, pools, etc.); grading, drainage, sewer and road construction for site plans, condominiums and new industrial/ commercial/ residential subdivisions.

Major Responsibilities

- Ensure approved developments are constructed according to approved engineering plans which in turn safeguard the public. The town further confirms that new infrastructure to be assumed is sound and transferred with no immediate financial liability.
- Manage day to day construction activities in a manner that minimizes disruption and/ or delay to the public utilizing existing public infrastructure.
- Administer the site alteration, pool enclosures, private/ public tree protection, and use of road by-laws and permitting process, including application processing, plan review/ approval and construction compliance.

Strategic Priorities (Initiatives)

- To continuously improve programs and services.
 - Review, update and streamline the services provided through the Permits and Inspection service area
- To have programs and services that is environmentally sustainable.
 - Ensure development compliance with new engineering standards and modify as necessary (Low Impact Designs, new street planting and topsoil requirements, environmental monitoring).
- To be fiscally sustainable.
 - Undertake a review of rates and fees for all permit and processing activities within the department.

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	1,466,500	1,528,900	0	0	1,528,900	62,400	4.3%	1,568,200	1,612,000
Materials & Supplies	12,200	12,900	0	0	12,900	700	5.7%	13,000	13,100
Purchased Services	43,900	43,200	0	0	43,200	(700)	(1.6%)	43,200	43,200
Internal Charges	4,800	703,400	0	0	703,400	698,600	14,554.2%	703,400	703,400
Other Expenditures	400	400	0	0	400	0	0.0%	400	400
Minor Capital & Transfer To Reserves	26,200	26,200	0	0	26,200	0	0.0%	26,200	26,200
Total Expenses	1,554,000	2,315,000	0	0	2,315,000	761,000	49.0%	2,354,400	2,398,300
Revenues:									
Activity Revenue	2,010,200	2,953,800	0	0	2,953,800	943,600	46.9%	3,013,900	3,073,300
Internal Recoveries	108,000	62,400	0	0	62,400	(45,600)	(42.2%)	62,600	62,800
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	2,118,200	3,016,200	0	0	3,016,200	898,000	42.4%	3,076,500	3,136,100
Tax Levy	(564,200)	(701,200)	0	0	(701,200)	(137,000)	(24.3%)	(722,100)	(737,800)
Tax Levy By Activity									
Permits & Inspection	(564,200)	(701,200)	0	0	(701,200)	(137,000)	(24.3%)	(722,100)	(737,800)
Tax Levy	(564,200)	(701,200)	0	0	(701,200)	(137,000)	(24.3%)	(722,100)	(737,800)

2016 Key Budget Drivers

- Personnel Services & Benefits have increased by \$62,400 primarily due to the transfer of a vacant position from Building Services to create a Supervisor of Inspection Services position. In addition, part-time hours were added for a Student Technologist and inflationary increases for salaries and benefit groups have been included.
- Internal Charges have increased by \$698,600 due to a higher allocation of time from other departments that can be recovered through the permit fees.
- Activity Revenue have increased by \$943,600 primarily due to rate changes for utility and road cut related activities and volume changes for supervision fees.
- Internal Recoveries have decreased by \$45,600 due to a reduction in time allocated to other departments' fee recovery models.

2017 - 2018 Budget Forecast Highlights

- 2017 personnel costs reflect inflationary increases for salaries and benefits. Activity revenue increased by \$60,100 to reflect anticipated changes in volume and inflationary increases to fees.
- 2018 expenditures have been increased by inflation. Activity revenue increased by \$59,400 over 2017 to reflect anticipated changes in volume and inflationary increases to fees.

