



Program: Regulatory Services

Program Based Budget

2016 - 2018

Program: Regulatory Services

Vision Statement:

To incorporate legislative requirements and opportunities to excel in the provision of professional regulatory services.

Mission Statement:

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 such as issuance of burial permits and marriage licenses; 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 Services
- Humane Society
- Public Services

Staffing Overview

| Program: Regulatory Services | 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 |
|-------------------------------------|----------------------------------|----------------------------------|------------------------------------|--|---|-------------------------------|--|
| Services/Activities: | | | | | | | |
| Licensing & By-law Services | 11.5 | 11.5 | | | | 11.5 | 0.0 |
| Oakville Humane Society | 0.0 | 0.0 | | | | 0.0 | 0.0 |
| Public Services | 5.3 | 5.3 | | | (0.5) | 4.8 | (0.5) |
| Total Regulatory Services | 16.8 | 16.8 | 0.0 | 0.0 | (0.5) | 16.3 | (0.5) |

Overall, the total 2016 staff complement for Regulatory Services is 16.3 FTE's. During 2015, the Assistant Clerk position was reallocated to Council and Committee Services. That move was offset by the allocation of 50% of budget for the Manager of Elections, Policy and Print Services to reflect that position's responsibilities in Public Services.

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 | | |
| Licensing & By-law | 1,316,000 | 147,300 | 1,327,600 | 122,800 | (24,500) | (16.6%) |
| Humane Society | 774,000 | 774,000 | 774,000 | 774,000 | 0 | 0.0% |
| Public Services | 647,600 | 421,600 | 556,900 | 330,900 | (90,700) | (21.5%) |
| Total | 2,737,600 | 1,342,900 | 2,658,500 | 1,227,700 | (115,200) | (8.6%) |

In 2016, this program has decreased \$115,200 or 8.6%. This decrease is primarily related to position reallocation between Regulatory Services and Political Governance as noted above. Minor increases to licensing revenue have also been included to reflect current trends in actuals.

Key Performance Indicators

1. Percentage of gross operating budget

| 2011 | 2012 | 2013 | 2014 | 2015 |
|---|------|------|------|------|
| 1.6% | 1.5% | 1.4% | 1.4% | 1.3% |
| 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 |
|---|------|------|------|------|
| 1.3% | 1.3% | 1.1% | 1.1% | 1.1% |
| 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 for By-Law and Licensing

| 2011 | 2012 | 2013 | 2014 | 2015 |
|--|-------|-------|-------|-------|
| 67.9% | 73.6% | 76.4% | 76.7% | 63.6% |
| Why Important: Assessing the on-going monitoring of cost recovery through rates and fees. | | | | |
| How Calculated: Total revenues/ Total costs plus overhead rate | | | | |

4. Average time to resolve an investigation

| 2011 | 2012 | 2013 | 2014 | 2015 |
|--|---------|---------|---------|---------|
| 66 days | 71 days | 60 days | 73 days | 36 days |
| Why Important: Efficient use of resources (tracking/process improvements in 2015) | | | | |
| How Calculated: Total investigation time / total investigations | | | | |

Key Objectives (Initiatives) for 2016 – 2018

- Licensing fees to maintain a full cost recovery to support the administration of the licensing by-law.
- Develop a comprehensive by-law enforcement strategy including options for after-hours enforcement.
- Ongoing oversight of Humane Society five year contract as executed in 2014
- Conduct a comprehensive review of the taxicab regulations, including issuance model, tariff rates, safety and ridesharing.
- Review noise by-law and provide options, considering new provincial guidelines.
- 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 IS+S will continue to review the by-law data base software program to enable online self-service from creation to disposition including workflow, 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.

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 | 1,794,100 | 1,713,400 | 0 | 0 | 1,713,400 | (80,700) | (4.5%) |
| Materials & Supplies | 16,700 | 17,100 | 0 | 0 | 17,100 | 400 | 2.4% |
| Purchased Services | 886,500 | 886,000 | 0 | 0 | 886,000 | (500) | (0.1%) |
| Payments & Grants | 40,300 | 42,000 | 0 | 0 | 42,000 | 1,700 | 4.2% |
| Internal Expenses & Transfers | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| Total Expenses | 2,737,600 | 2,658,500 | 0 | 0 | 2,658,500 | (79,100) | (2.9%) |
| Revenues: | | | | | | | |
| External Revenues | 1,393,700 | 1,429,800 | 0 | 0 | 1,429,800 | 36,100 | 2.6% |
| Internal Recovery & Fund Trsf | 1,000 | 1,000 | 0 | 0 | 1,000 | 0 | 0.0% |
| Total Revenues | 1,394,700 | 1,430,800 | 0 | 0 | 1,430,800 | 36,100 | 2.6% |
| Tax Levy | 1,342,900 | 1,227,700 | 0 | 0 | 1,227,700 | (115,200) | (8.6%) |

In 2016, the Regulatory Services program decreased by \$115,200 or 8.6%. The main drivers for this change are the following:

- Personnel Services and Benefits decreased by \$80,700 due to a position reallocation to Political Governance. Contractual and inflationary increases are also included.
- The Purchased Services budget includes the transfer to the Humane Society which remains the same as 2015 at \$774,000.
- External Revenue has increased by \$36,100 to reflect current trends in lottery license revenues.

2017 - 2018 Operating Budget Forecast

| | 2016 Requested Budget | 2017 Forecast Requested Budget | 2016-2017 Change (%) | 2018 Forecast Requested Budget | 2017-2018 Change (%) |
|--------------------------------------|-----------------------------|--------------------------------------|----------------------------|--------------------------------------|----------------------------|
| Gross Expenditures | | | | | |
| Regulatory Services | | | | | |
| Licensing & By-Law | 1,327,600 | 1,360,000 | 2.4% | 1,396,300 | 2.7% |
| Humane Society | 774,000 | 774,000 | 0.0% | 774,000 | 0.0% |
| Public Services | 556,900 | 568,500 | 2.1% | 581,400 | 2.3% |
| Total Gross Expenditures | 2,658,500 | 2,702,500 | 1.7% | 2,751,700 | 1.8% |
| Tax Levy | | | | | |
| Regulatory Services | | | | | |
| Licensing & By-Law | 122,800 | 155,200 | 26.4% | 191,500 | 23.4% |
| Humane Society | 774,000 | 774,000 | 0.0% | 774,000 | 0.0% |
| Public Services | 330,900 | 342,500 | 3.5% | 355,400 | 3.8% |
| Total Tax Levy | 1,227,700 | 1,271,700 | 3.6% | 1,320,900 | 3.9% |
| Gross Expenditures By Type | | | | | |
| Personnel Services & Benefits | 1,713,400 | 1,757,400 | 2.6% | 1,806,600 | 2.8% |
| Materials & Supplies | 17,100 | 17,100 | 0.0% | 17,100 | 0.0% |
| Purchased Services | 886,000 | 886,000 | 0.0% | 886,000 | 0.0% |
| Internal Charges | 0 | 0 | 0.0% | 0 | 0.0% |
| Other Expenditures | 42,000 | 42,000 | 0.0% | 42,000 | 0.0% |
| Minor Capital & Transfer To Reserves | 0 | 0 | 0.0% | 0 | 0.0% |
| Total Expenditures | 2,658,500 | 2,702,500 | 1.7% | 2,751,700 | 1.8% |
| Revenues By Type | | | | | |
| Activity Revenue | 1,429,800 | 1,429,800 | 0.0% | 1,429,800 | 0.0% |
| 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% |
| Total Revenues | 1,430,800 | 1,430,800 | 0.0% | 1,430,800 | 0.0% |
| Tax Levy | 1,227,700 | 1,271,700 | 3.6% | 1,320,900 | 3.9% |

2017 - 2018 Budget Forecast Highlights

Budget reflects inflationary increases only. Forecasted revenues assumed to remain consistent and will be reviewed during next budget cycle.

