



Program: Development Services

Program Based Budget

2010 - 2012

Overview

Program:
Vision Statement: Urban infrastructure that supports a sustainable community.
Mission Statement: To ensure that new urban public infrastructure, built through the development processes, meets or exceed the Town standards and requirements.

Introduction

The Development Services Department is responsible for ensuring that the Town's land development municipal standards are achieved on all development applications. A diversified group of professional staff to assist with the completion of design review and site inspection activities that include various forms of public infrastructures including roads and sewers, stormwater management facilities, open space creeks and lot grading for all forms of residential, commercial and industrial developments.

The department administers all forms of development applications from the time of Council approval to Plan registration and final Council acceptance for assumption to the public infrastructures.

The Site Alteration, Pool Enclosure and the Public and Private Tree Town By-laws are also administered by the department.

For the 2010-2012 budgets it is proposed that no further staff compliments be added hence maintaining current service levels.

Program Services

The Development Services department provides activities through the following services:

Administration

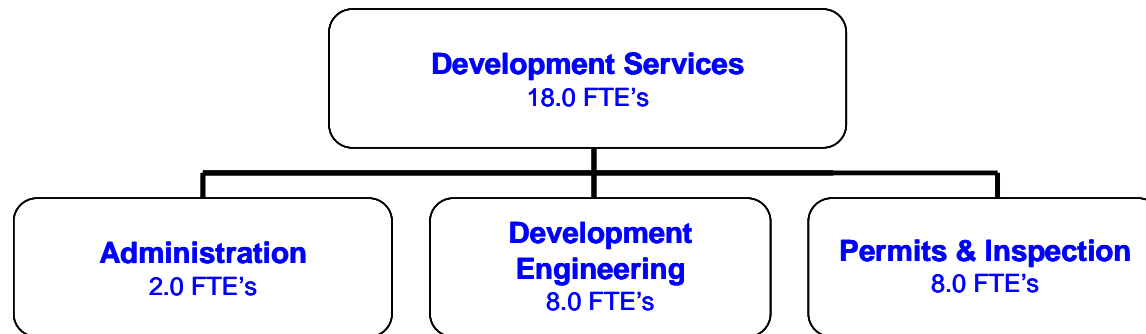
Responsible for the day-to-day activities of the department to ensure that the operation complies with corporate policies and the Council approved Strategic Plan.

Development Engineering

Timely processing of engineering plan submissions and technical reports
Review and approval of applications and agreements
Comment and review of planning applications, in accordance with Planning Act requirements
Special studies – i.e. subwatershed work, drainage, flooding and erosion control reviews, traffic and transportation
Administration of financial securities
Site plan inspection activity

Permits and Construction

Administration of pool permits and inspection to ensure conformance to existing by-laws
Administration of site alteration permits to ensure conformance to existing by-laws
Field inspection of public infrastructure
Field inspection of permit applications.
Administration of financial securities
Homeowner complaint / inquiry tracking system (AMANDA)



Major Accomplishments in 2009

Major accomplishments for the Development Services department include:

- Inspectors undertaking By-law enforcement training
- Completion of the North Oakville Storm Water Management Requirements and Transportation Terms of Reference
- North Oakville agency coordination protocol for Regional Servicing
- New subdivision fee by-law
- Web site development for homeowner subdivision enquiries

Department Significant Issues

Implementation of North Oakville:

- With the completion of the Secondary Plan and associated Subwatershed Studies, staff in Development Engineering are administering the technical aspects of applications in addition to taking part in Planning's implementation initiatives. This requires a technically qualified team to deal with new development standards and the ensuing environmental review needed to support planning applications.
- With pending development there is anticipated site alteration activities that will require considerable review based on new standards to ensure that the Natural Heritage Systems are protected and preserved.

Economic Uncertainty and Delay of North Oakville

- Similar to the Building Department, Development Services is predominately funded through fee for service with a reserve from high volume years supporting the programs during the slower volume years. The establishment of the reserve is relatively recent and given the last 2 years of reduced revenue it is anticipated that the reserve will be depleted and further funding will be required from the tax stabilization fund.
- Recent economic trends have highlighted the necessity to accurately understand the level of regulation required to achieve desired results, the full cost of delivering that service and the added public benefit achieved through the permitting process. Staff in 2010 will be reviewing each of these aspects to fully understand the implication of full cost recovery for activities such as Site Alteration, Pool Enclosures and Tree protection by-law system of permits
- With the uncertainty of the economy and the development timing of North Oakville, revenue projections within this budget are conservative. In addition, when there is a level of certainty on the extent and timing of development in North Oakville, staff will report further on any necessary staffing needs. However, this budget anticipates maintaining current staff levels with consideration of delayed filling of vacancies.
- With the uncertainty of development timing and the ensuing uncertainty of projected revenues, this budget does not reflect the necessary technical staff resources to review development planning proposals which may proceed in 2010. However, when more certainty of pending development occurs, staff will further report to Council for additional staffing resources.

Intensification and Infill Projects:

- With a growing trend toward intensification and infill within established communities, the detail complexity of technical reviews has increased. Development Engineering staff anticipate a continued demand for technical resources to ensure that development can be undertaken to minimize impacts to the environment and existing infrastructure. The review of new levels of regulation, staffing and processing requirements and new fee by-law in 2010 will ensure that we have accurately recovered these costs.

Strategic Objectives (Initiatives) for 2010 – 2012

Council's Strategic Goal/Area of Focus (If Applicable)	Program Strategic Objective	Guidelines for Deliverables	Expected Outcome/Timing	Program Service
To be accountable in everything we do To enhance our natural environment	New form of subdivision agreement	Have agreement in place for the first North Oakville subdivision application.	2010	Development Engineering
To continuously improve our programs and services	On going staff training for by-law prosecutions	Course training	2010	Permits & Construction
To continuously improve our programs and services	Liaise with and continuously improve the level of communication with the development community	Regular Scheduled meetings to discuss common issues of interest Co-chair Development & Building Liaison meetings	2010	Administration
To continuously improve our programs and services	Preparation for North Oakville developments	Ensure that adequate staff resources are available to handle the North Oakville planning applications.	2010	Administration
To continuously improve our programs and services	Update the Site Alteration By-law	Develop a revised Site Alteration By-law which recognizes the recently adopted Tree by-law and site alteration challenges of North Oakville.	2010	Permits & Construction
To continuously improve our programs and services	Review processes for revisions to the Site Alteration, Pool Enclosure and Tree Protection by-laws	Departmental Procedure Manual	2010	Permits and Construction
To have programs and services that are fiscally sustainable	Revise the Fee By-laws for Development Services Programs	Ensure that the By-law fee schedules accurately reflect the program costs with revisions to the by-law's as required.	2010	Administration

Development Services 2010 Expenditure Summary by Program and Service

	2009 Budget	2009 YTD Actuals	2010 Base Budget	Base Budget Change (%)	2010 Requested Adjustments	2010 Requested Budget	2009 - 2010 Change (%)
EXPENDITURE BY PROGRAM							
Development Services							
Administration	290,600	195,423	271,300	(6.6%)	0	271,300	(6.6%)
Development Engineering	1,171,300	723,394	1,696,600	44.8%	0	1,696,600	44.8%
Permits & Inspection	862,100	490,979	624,100	(27.6%)	0	624,100	(27.6%)
Total EXPENDITURE BY PROGRAM	2,324,000	1,409,796	2,592,000	11.5%	0	2,592,000	11.5%
REVENUES							
Activity Revenue	610,500	655,884	947,100	55.1%	0	947,100	55.1%
Internal Recoveries	628,100	410,200	892,100	42.0%	0	892,100	42.0%
Other Revenue	1,085,400	723,600	449,600	(58.6%)	0	449,600	(58.6%)
Total Revenues	2,324,000	1,789,684	2,288,800	(1.5%)	0	2,288,800	(1.5%)
Tax Levy Requirement	0	(379,888)	303,200	100.0%	0	303,200	100.0%
TAX LEVY BY PROGRAM							
Development Services							
Administration	285,600	195,423	88,600	(69.0%)	0	88,600	(69.0%)
Development Engineering	145,500	(1,639)	284,700	95.7%	0	284,700	95.7%
Permits & Inspection	(431,100)	(573,672)	(70,100)	83.7%	0	(70,100)	83.7%
Total TAX LEVY BY PROGRAM	0	(379,888)	303,200	100.0%	0	303,200	100.0%
Gross Expenditures by Type							
Salaries, Wages, Benefits	1,723,700	1,033,599	1,419,000	(17.7%)	0	1,419,000	(17.7%)
Materials & Supplies	17,200	10,376	15,300	(11.0%)	0	15,300	(11.0%)
Purchased Services	190,600	134,902	145,500	(23.7%)	0	145,500	(23.7%)
Internal Charges	379,300	220,583	1,000,800	163.9%	0	1,000,800	163.9%
Other Expenditures	4,000	4,129	4,200	5.0%	0	4,200	5.0%
Minor Capital & Transfer to Reserves	9,200	6,207	7,200	(21.7%)	0	7,200	(21.7%)
Gross Operating Expenditures	2,324,000	1,409,796	2,592,000	11.5%	0	2,592,000	11.5%

Development Services

2011 - 2012 Expenditure Summary by Program and Service

	2010 Requested Budget	2011 Preliminary Base Budget	Base Budget Change (%)	2011 Requested Adjustments	2011 Forecast Requested Budget	2010-2011 Change (%)	2012 Forecast Base Budget	2012 Requested Adjustments	2012 Forecast Requested Budget	2011-2012 Change (%)
EXPENDITURE BY PROGRAM										
Development Services										
Administration	271,300	298,000	9.8%	0	298,000	9.8%	308,100	0	308,100	3.4%
Development Engineering	1,696,600	1,888,400	11.3%	0	1,888,400	11.3%	2,024,400	0	2,024,400	7.2%
Permits & Inspection	624,100	750,400	20.2%	0	750,400	20.2%	769,900	0	769,900	2.6%
Total EXPENDITURE BY PROGRAM	2,592,000	2,936,800	13.3%	0	2,936,800	13.3%	3,102,400	0	3,102,400	5.6%
REVENUES										
Activity Revenue	947,100	833,000	(12.0%)	0	833,000	(12.0%)	1,445,900	0	1,445,900	73.6%
Internal Recoveries	892,100	892,100	0.0%	0	892,100	0.0%	892,100	0	892,100	0.0%
Other Revenue	449,600	405,700	(9.8%)	0	405,700	(9.8%)	0	0	0	(100.0%)
Total Revenues	2,288,800	2,130,800	(6.9%)	0	2,130,800	(6.9%)	2,338,000	0	2,338,000	9.7%
Tax Levy Requirement	303,200	806,000	165.8%	0	806,000	165.8%	764,400	0	764,400	-5.2%
TAX LEVY BY PROGRAM										
Development Services										
Administration	88,600	115,300	30.1%	0	115,300	30.1%	125,400	0	125,400	8.8%
Development Engineering	284,700	744,300	161.4%	0	744,300	161.4%	655,800	0	655,800	(11.9%)
Permits & Inspection	(70,100)	(53,600)	23.5%	0	(53,600)	23.5%	(16,800)	0	(16,800)	(68.7%)
Total TAX LEVY BY PROGRAM	303,200	806,000	165.8%	0	806,000	165.8%	764,400	0	764,400	(5.2%)
Gross Expenditures by Type										
Salaries, Wages, Benefits	1,419,000	1,696,900	19.6%	0	1,696,900	19.6%	1,748,100	0	1,748,100	3.0%
Materials & Supplies	15,300	23,100	51.0%	0	23,100	51.0%	23,200	0	23,200	0.4%
Purchased Services	145,500	192,400	32.2%	0	192,400	32.2%	195,700	0	195,700	1.7%
Internal Charges	1,000,800	1,013,000	1.2%	0	1,013,000	1.2%	1,124,000	0	1,124,000	11.0%
Other Expenditures	4,200	4,200	0.0%	0	4,200	0.0%	4,200	0	4,200	0.0%
Minor Capital & Transfer to Reserves	7,200	7,200	0.0%	0	7,200	0.0%	7,200	0	7,200	0.0%
Gross Operating Expenditures	2,592,000	2,936,800	13.3%	0	2,936,800	13.3%	3,102,400	0	3,102,400	5.6%

2010 Recommended Capital Budget

COMMISSION/PROGRAM	Gross Cost	PROGRAM SPECIFIC FINANCING					CORPORATE FINANCING				TOTAL
		Development Charges	Equipment Reserves	Gas Tax Funding	Other Reserves	Funding Grants and Other Revenues	Local Infrastructure Reserve	Capital Reserve	Operating Contribution	Long Term Financing	PROPOSED FINANCING
PLANNING, DEV & BLDNG SERVICES											
Development Services											
64100802 Environmental Studies	40,000	10,100						29,900			40,000
64101001 North Oak W Sec Plan - Stream Monitoring	80,000	72,000							8,000		80,000
TOTAL	\$ 120,000	\$ 82,100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 29,900	\$ 8,000	\$ -	\$ 120,000

Service: Administration

Purpose of Service:

The Administration service offers departmental administration and coordination of services for internal and external clients. Direction is provided to the development industry, Council, general public and outside agencies. Staff complete monthly budget monitoring and are responsible for the completion of the annual budget.

Service: Administration

Activity	Responsibilities	Current Service Level
Administration	Establish and achieve corporate and program goals, objectives and strategic priorities	To ensure that the operation complies with Council policies and the Strategic Plan Achieve established goals and objectives Maintain an appropriate level of technical staff resources Adequate level of office support
Budget	Generate suitable budget objectives for all business units	Preparation and monitoring of annual budget and Business Plan preparation. Effective budget expenditures
Direction Setting for staff, industry, general public	Provide professional, courteous and adequate communication and public relations to the development industry, general public and Council	Sets overall engineering philosophy, direction and coordination of the department Liaise with development community Continuous communication to Council on development matters

Key Performance Indicators

CUSTOMER BENEFITS/IMPACTS	INDICATORS	Target FY09	Actual FY 09	Target FY 10
Liase with the Development Industry, outside agencies etc. to consistently convey the departments' development requirements	The development industry and outside agencies that understand the requirements find them fair, unfair and can meet them			Survey/feedback
Proper utilization of Developers fees, budget targets met, appropriate staffing in place	Review at budget time that revenues meet expenses			Meets revenue forecast

PROGRAM OUTCOMES	INDICATORS	Target FY09	Actual FY 09	Target FY 10
Communities built in a timely manner, are safe and livable	Positive feedback from new homeowners, local councilors and builders			Survey/feedback
Development in North Oakville that meets the Secondary Plan requirements and environmental studies and recommendations	Comments from Town departments (Planning, Engineering & Construction, Parks & Recreation)			Survey/feedback

Administration Budget Summary

	2009 Approved Budget	2009 YTD Actuals	2010 Base Budget	2009-2010 Base Budget Change (%)	2010 Recommended Adjustments	2010 2010 Budget	2009-2010 Change (%)	2011 Forecast Budget	2012 Forecast Budget
By Expenditure Type									
Salaries, Wages, Benefits	223,400	172,274	228,500	2.3%	0	228,500	2.3%	234,400	241,400
Materials & Supplies	14,200	6,207	7,100	(50.0%)	0	7,100	(50.0%)	14,200	14,300
Purchased Services	49,000	15,602	35,700	(27.1%)	0	35,700	(27.1%)	49,400	52,400
Other Expenditures	2,000	0	0	(100.0%)	0	0	(100.0%)	0	0
Minor Capital & Transfer to Reserves	2,000	1,407	0	(100.0%)	0	0	(100.0%)	0	0
Gross Operating Expenditures	290,600	195,490	271,300	-6.6%	0	271,300	-6.6%	298,000	308,100
Activity Revenue	5,000	0	0	(100.0%)	0	0	(100.0%)	0	0
Internal Recoveries	0	0	182,700	100.0%	0	182,700	100.0%	182,700	182,700
Tax Levy Requirement	285,600	195,490	88,600	-69.0%	0	88,600	-69.0%	115,300	125,400
By Service Programs									
Administration	285,600	195,490	88,600	(69.0%)	0	88,600	(69.0%)	115,300	125,400
Service Total	285,600	195,490	88,600	-69.0%	0	88,600	-69.0%	115,300	125,400

Service Results Narrative:

The proposed budget will enable the department to continue to operate in accordance with its established business plan. The service will provide direction and resources to staff to allow them to effectively complete their tasks, and provide effective communication to the development industry and Council.

2010 Plan

Base Budget Adjustments to Service

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Administration - Inflation	Increase base budget for inflation and merit impact on salaries and benefits, purchased services and materials and supplies.	Maintain current service level	Ensure skilled staff for the delivery of services and programs	\$5,200
Administration – Payments and Grants	Budget has been reallocated to the Development Engineering service.	Maintain current service level	Improve reporting accuracy for service costs	(\$2,000)
Administration – Interdepartmental Charges	To improve accuracy in reporting of service costs, the internal charge has been adjusted to reflect actual usage of internal	Maintain current service level	Improve reporting accuracy for service costs	(\$177,600)

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
	services.			
Administration – 2% Reductions	The base budget has been reduced based on usage and current levels of spending. Areas cut include, professional development, office supplies, legal fees, professional fees, etc.	Maintain current service level	To reduce overall tax levy.	(\$22,600)

2011 Plan

Base Budget Adjustments to Service

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Administration – Personnel	Budget adjusted to reflect inflationary impact and merit increases in personnel costs.	Maintain current service level	Ensure skilled staff for the delivery of services and programs	\$6,100
Administration – Materials and Supplies, Purchased Services	The budget has been adjusted to for the additional funds required to maintain standard levels of service.	Maintain current service level	Ensure ongoing uninterrupted availability of service necessary for Town growth	\$20,600

2012 Plan

Base Budget Adjustments to Service

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Administration - Personnel	Budget adjusted to reflect inflationary impact and merit increases in personnel costs.	Maintain current service level	Ensure skilled staff for the delivery of services and programs	\$7,100
Administration – Purchased Services	The budget has been adjusted to for the additional funds required to maintain standard levels of service.	Maintain current service level	Ensure ongoing uninterrupted availability of service necessary for Town growth	\$3,000

Service: Development Engineering

Purpose of Service:

This service is intended to administer the planning applications for the technical review and approval, and coordinate the subdivision agreements for the North Oakville Secondary Plan. These functions are in transition. In addition, Development Engineering - North also assists the Planning Department in the formation of the implementation strategy for North Oakville to help develop guidelines for developers, builders, engineers, architects and homeowners.

Development Engineering is intended to administer the planning applications for technical review and approvals and also coordinate the subdivision agreements for the area of lands south of Dundas Street. Coordination of the agreements varies from post planning approvals to agreement preparation, monitoring of construction activities and final plan assumption by-laws.

The following planning application types are reviewed:

- Draft plans of subdivisions
- Site plans
- Land severances
- Draft plans of condominiums

The service also provides technical input to:

- Official Plan Amendments
- Zoning By-law Amendments
- Part Lot Control applications
- Providing engineering comments to the Committee of Adjustment

Service: Development Engineering

Activity	Responsibilities	Current Service Level
Creation of Implementation Strategy	Set out detailed formats for application processes to be followed by the development industry	Completed in early 2010 Monthly meetings with Planning Teams Coordination with other Departments
Reviewing Development Applications	The process allows staff to review the technical merits of various applications to address issues such as traffic, stormwater management, grading and drainage and subwatershed implications	Development applications in receipt Review and approval Q1 2010.
Process Development Agreements	The formation and administration of subdivision agreements to ensure all planning and technical requirements, originally set out by the Town, will be met	Applications submitted Agreements in place by Q1 2010

Activity	Responsibilities	Current Service Level
Reviewing Development Applications	The process allows staff to review the technical merits of various applications to address issues such as traffic, stormwater management, grading and drainage and sub watershed implications	The group will process approximately 250 applications of all types annually.
Process Development Agreements	The formation and administration of subdivision agreements to ensure all planning and technical requirements, originally set out by the Town, will be met	An average of 8 agreements occurs every year. The number of Assumption By-laws is approximately 10 per year.

Key Performance Indicators

CUSTOMER BENEFITS/IMPACTS	INDICATORS	Target FY09	Actual FY 09	Target FY 10
Accessible information for satisfying technical requirements.	<ul style="list-style-type: none"> description and reach of media used for transmission of knowledge (trade events, newsletters, bulletins, web site, trade publications) 			Client survey/ feedback
Requirements that is understandable, consistent and fair.	<ul style="list-style-type: none"> % of applicants, developers surveyed who that the requirements are understandable, consistent, very severe, fair, unfair % of applications meeting requirements on first submission 			Client survey/ Feedback 90%
Timely, fair and consistent review and evaluation of development applications.	<ul style="list-style-type: none"> # of complaints about inconsistent application and interpretation % applicants surveyed who report, review process is; <ul style="list-style-type: none"> <u>information</u> ✓ very much ✓ somewhat ✓ not at all 			5% Client survey/ feedback

PROGRAM OUTCOMES	INDICATORS	Target FY09	Actual FY 09	Target FY 10
Natural and built environment are protected.	<ul style="list-style-type: none"> • # of major issues identified and corrected in submissions; ✓ traffic ✓ storm water management ✓ grading ✓ drainage ✓ subwatershed 			Client survey/ feedback

Development Engineering Budget Summary

	2009 Approved Budget	2009 YTD Actuals	2010 Base Budget	2009-2010 Base Budget Change (%)	2010 Recommended Adjustments	2010 2010 Budget	2009-2010 Change (%)	2011 Forecast Budget	2012 Forecast Budget
By Expenditure Type									
Salaries, Wages, Benefits	780,600	475,798	653,800	(16.2%)	0	653,800	(16.2%)	824,400	849,100
Materials & Supplies	1,500	178	900	(40.0%)	0	900	(40.0%)	1,600	1,600
Purchased Services	48,100	22,386	40,500	(15.8%)	0	40,500	(15.8%)	48,800	49,100
Internal Charges	339,100	219,733	997,400	194.1%	0	997,400	194.1%	1,009,600	1,120,600
Other Expenditures	2,000	4,054	4,000	100.0%	0	4,000	100.0%	4,000	4,000
Gross Operating Expenditures	1,171,300	722,149	1,696,600	44.8%	0	1,696,600	44.8%	1,888,400	2,024,400
Activity Revenue	101,100	117,100	555,800	449.8%	0	555,800	449.8%	329,200	737,300
Internal Recoveries	382,000	246,133	631,300	65.3%	0	631,300	65.3%	631,300	631,300
Other Revenue	542,700	407,025	224,800	(58.6%)	0	224,800	(58.6%)	183,600	0
Tax Levy Requirement	145,500	(48,109)	284,700	95.7%	0	284,700	95.7%	744,300	655,800
By Service Programs									
Development Engineering	145,500	(48,109)	284,700	95.7%	0	284,700	95.7%	744,300	655,800
Service Total	145,500	(48,109)	284,700	95.7%	0	284,700	95.7%	744,300	655,800

Service Results Narrative:

Due to past streamlining measures in existing staff resources, this service is managing current levels of development applications. The first series of development applications in North Oakville arrived in 2009. The request for any additional resources will be predicated on substantial receipt of planning applications and engineering submissions. The resources that will be assigned to this service will enable it to effectively manage the new planning submissions for technical approvals. The cost for these resources will be offset by the revenue from the application fees.

Staff resources in this unit have a diversified technical background. Due to past staff resource streamlining and training, the group serves to administer the technical requirements and challenges of diversified planning and development applications in a satisfactory manner.

2010 Plan

Base Budget Adjustments to Service

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Development Engineering - Inflation	Increase base budget for inflation and merit impact on salaries and benefits, purchased services and materials and supplies.	Maintain current service level	Ensure skilled staff for the delivery of services and programs	\$21,700
Development Engineering – Payments and Grants	The budget includes a reallocation from Administration for Licenses.	Maintain current service level	Improve reporting accuracy for service costs	\$2,000
Development Engineering – Personnel	The department has adjusted the vacancy gapping to be consistent with the anticipated economic outlook forecast for 2010.	Maintain current service level	Ensure ongoing uninterrupted availability of service necessary for Town growth	(\$149,400)
Development Engineering – Internal Expenses	To agree with an enterprise model, the department budget now includes a portion of corporate costs.	Maintain current service level	Ensure current service levels are maintained	\$658,400
Development Engineering - Revenue	Based on an improved economy and new fee structure, the budget for external revenue has been adjusted.	Maintain current service level	Ensure current service levels are maintained	(\$453,200)
Development Engineering –Reserve Transfer	Based on the anticipated increase to external revenue, a decreased transfer from the Tax Stabilization reserve is budgeted.	Maintain current service level	Ensure ongoing uninterrupted availability of service necessary for Town growth	\$317,900
Development Engineering – Interdepartmental Recovery	The recovery received from the service offered to Town departments has been adjusted to reflect actual usage.	Maintain current service level	Ensure ongoing uninterrupted availability of service necessary for Town growth	(\$249,300)
Development Engineering – 2% Reduction	The base budget has been reduced based on usage and current levels of spending. Areas reduced include: special events, professional development, contracted services, etc.	Maintain current service level	To reduce overall tax levy.	(\$8,900)

2011 Plan

Base Budget Adjustments to Service

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Development Engineering - Personnel	Budget adjusted to reflect inflationary impacts in personnel costs.	Maintain current service level	Ensure skilled staff for the delivery of services and programs	\$21,100
Development Engineering - Personnel	The department has adjusted the vacancy gapping to be consistent with the anticipated economic outlook.	Maintain current service level	Ensure skilled staff for the delivery of services and programs	\$149,800
Development Engineering – Purchased Services, Material and Supplies	The budget has been adjusted to for the additional funds required to maintain standard levels of service.	Maintain current service level	Ensure ongoing uninterrupted availability of service necessary for Town growth	\$8,700
Development Engineering – Internal Expenses	Budget adjusted for the anticipated increased usage of internal services offered.	Maintain current service level	Improve reporting accuracy for service costs	\$12,200
Development Engineering – Reserve Transfer	Reliance on the tax stabilization reserve is reduced.	Maintain current service level	Ensure ongoing uninterrupted availability of service necessary for Town growth	\$41,200
Development Engineering – Revenue	The budget reflects a decrease in service revenue.	Maintain current service level	Ensure current service levels are maintained	\$226,600

2012 Plan

Base Budget Adjustments to Service

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Development Engineering - Personnel	Budget adjusted to reflect inflationary impacts in personnel costs.	Maintain current service level	Ensure skilled staff for the delivery of services and programs	\$25,000
Development Engineering – Internal Expenses	Budget adjusted for the anticipated increased usage of internal services offered.	Maintain current service level	Ensure ongoing uninterrupted availability of service necessary for Town growth	\$111,000

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Development Engineering – Revenue	The budget reflects an increase in service revenue.	Maintain current service level	Ensure ongoing uninterrupted availability of service necessary for Town growth	(\$408,100)
Development Engineering – Reserve Transfer	Reliance on the tax stabilization reserve is reduced.	Maintain current service level	Ensure ongoing uninterrupted availability of service necessary for Town growth	\$183,600

Service: Permits & Inspection

Purpose of Service:

This service is divided into two distinct areas of activities, construction and permits.

The construction activity is intended to administer the field inspections for new municipal subdivision infrastructure resulting from development applications. Staff is also responsible to undertake inspections of site plan applications for infrastructure to ensure conformity for public and private nature.

The permits activity administers three by-laws for pool enclosure, site alteration and public trees. Permit activity has experienced a decrease of 30%. The projected number of permits processed in 2009 is approximately 575. The administration of these permits entails front counter representation and filed inspection activities.

Service: Permits & Inspection

Activity	Responsibilities	Current Service Level
Inspection of subdivisions	Field inspection of municipal roadways, storm sewers, stormwater management facilities, private and public lot grading	Approximately \$18,000,000 construction value of new infrastructure per year
Inspection of Site Plans	Field inspections of the public right-of-ways for new developments in addition to on-site grading and drainage, storm sewers and private stormwater management facilities	Approximately 145 inspections per year
Permit Issuances	Permit administration for site alteration, pool enclosures and public tree protection Field inspection of above	Approximately 600 permits/annually

Key Performance Indicators

CUSTOMER BENEFITS/IMPACTS	INDICATORS	Target FY09	Actual FY 09	Target FY 10
Requirements that is understandable, consistent and fair	<ul style="list-style-type: none"> • % of applicants surveyed who that the requirements are understandable, consistent and fair • % of applicants, developers surveyed who report that requirements are very severe, fair, unfair • % of applications meeting requirements on first submission 			Client Survey/ feedback 90%
Timely, fair and consistent review and evaluation of permit applications in accordance with by-law regulations	<ul style="list-style-type: none"> • average processing time, initiation to report back (by type of application) • # of complaints about inconsistent application and interpretation • % applicants surveyed who report, review process is; <u>fair</u> <u>expeditious</u> <u>professional</u> <u>consistent</u> <ul style="list-style-type: none"> ✓ very much ✓ somewhat ✓ not at all 			Client Survey' Feedback 5% Client Survey/ Feedback
Technical guidance pertaining to public infrastructure	<ul style="list-style-type: none"> • % of applicants surveyed who report that advice and information provided were; <ul style="list-style-type: none"> ✓ useful ✓ somewhat useful ✓ not at all useful ✓ clear and understandable ✓ relevant to their needs 			Client Survey/ feedback
Developments that reflect concerns for public safety and environmental stewardship	<ul style="list-style-type: none"> • # of instances of non-compliance with Town and other regulations • # or SWM pond malfunctions 			5% 5%

Permits and Inspection Budget Summary

	2009 Approved Budget	2009 YTD Actuals	2010 Base Budget	2009-2010 Base Budget Change (%)	2010 Recommended Adjustments	2010 2010 Budget	2009-2010 Change (%)	2011 Forecast Budget	2012 Forecast Budget
By Expenditure Type									
Salaries, Wages, Benefits	719,700	384,078	536,700	(25.4%)	0	536,700	(25.4%)	638,100	657,600
Materials & Supplies	1,500	4,075	7,300	386.7%	0	7,300	386.7%	7,300	7,300
Purchased Services	93,500	97,258	69,300	(25.9%)	0	69,300	(25.9%)	94,200	94,200
Internal Charges	40,200	850	3,400	(91.5%)	0	3,400	(91.5%)	3,400	3,400
Other Expenditures	0	148	200	100.0%	0	200	100.0%	200	200
Minor Capital & Transfer to Reserves	7,200	5,400	7,200	0.0%	0	7,200	0.0%	7,200	7,200
Gross Operating Expenditures	862,100	491,809	624,100	(27.6%)	0	624,100	(27.6%)	750,400	769,900
Activity Revenue	504,400	538,784	391,300	(22.4%)	0	391,300	(22.4%)	503,800	708,600
Internal Recoveries	246,100	164,067	78,100	(68.3%)	0	78,100	(68.3%)	78,100	78,100
Other Revenue	542,700	407,025	224,800	(58.6%)	0	224,800	(58.6%)	222,100	0
Tax Levy Requirement	(431,100)	(618,067)	(70,100)	(83.7%)	0	(70,100)	(83.7%)	(53,600)	(16,800)
By Service Programs									
Permits & Inspection	(431,100)	(618,067)	(70,100)	(83.7%)	0	(70,100)	(83.7%)	(53,600)	(16,800)
Service Total	(431,100)	(618,067)	(70,100)	(83.7%)	0	(70,100)	(83.7%)	(53,600)	(16,800)

Service Results Narrative:

The activities of this service are to ensure public safety and environmental stewardship. The challenge to site alteration activities within North Oakville will be to adhere to the environmental protection of the established Natural Heritage Systems. Staff will require special training and familiarization of the approved subwatershed studies in order to limit and restrict the earthworks activities.

This budget does reflect the additional staff resources needed to administer the existing work plan in addition to the projected site alteration activities within North Oakville. Revenue from permits is expected to offset the costs of these budget requests.

2010 Plan

Base Budget Adjustments to Service

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Permits and Inspection - Inflation	Increase base budget for inflation and merit impact on salaries and benefits, purchased services and materials and supplies.	Maintain current service level	Ensure ongoing uninterrupted availability of service necessary for Town growth	\$11,300
Permits and Inspection - Personnel	The department has adjusted the vacancy gapping to be consistent with the anticipated economic outlook forecast for 2010.	Maintain current service level	Ensure skilled staff for the delivery of services and programs	(\$201,500)

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Permits and Inspection - Materials and Supplies	The budget has been adjusted for the addition of vehicle maintenance of departmental Town vehicle.	Maintain current service level	Ensure current service levels are maintained	\$5,800
Permits and Inspection - Revenue	The budget reflects a decrease in service revenue.	Maintain current service level	Ensure current service levels are maintained	\$120,600
Permits and Inspection - Internal Charges	To improve accuracy in reporting of service costs, the internal charge has been adjusted to reflect actual usage of internal services.	Maintain current service level	Improve reporting accuracy for service costs	(\$36,600)
Permits and Inspection - Reserve Transfer	Based on the anticipated increase to external revenue, a decreased transfer from the Tax Stabilization reserve is budgeted.	Maintain current service level	Ensure ongoing uninterrupted availability of service necessary for Town growth	\$317,900
Permits and Inspection - Internal Recovery	The recovery received from the service offered to Town departments has been adjusted to reflect actual usage.	Maintain current service level	Ensure current service levels are maintained	\$168,000
Permits and Inspection - 2% Reduction	The base budget has been reduced based on usage and current levels of spending. Areas reduced include: skills improvement, mileage, professional fees etc.	Maintain current service level	To reduce overall tax levy	(\$24,500)

2011 Plan

Base Budget Adjustments to Service

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Permits and Inspection - Personnel	Budget adjusted to reflect inflationary impact.	Maintain current service level	Ensure skilled staff for the delivery of services and programs	\$18,400
Permits and Inspection - Personnel	The department has adjusted the vacancy gapping to be consistent with the anticipated economic outlook.	Maintain current service level	Ensure skilled staff for the delivery of services and programs	\$83,400

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Permits and Inspection - Purchased Services	The budget has been adjusted to for the additional funds required to maintain standard levels of service.	Maintain current service level	Ensure ongoing uninterrupted availability of service necessary for Town growth	\$24,500
Permits and Inspection - Revenue	The budget reflects an increase in service revenue.	Maintain current service level	Ensure current service levels are maintained	(\$112,500)
Permits and Inspection - Reserve Transfer	Based on the anticipated increase to external revenue, a decreased transfer from the Tax Stabilization reserve is budgeted.	Maintain current service level	Ensure ongoing uninterrupted availability of service necessary for Town growth	\$2,700

2012 Plan

Base Budget Adjustments to Service

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Permits and Inspection - Personnel	Budget adjusted to reflect inflationary impact.	Maintain current service level	Ensure skilled staff for the delivery of services and programs	\$19,500
Permits and Inspection - Revenue	The budget reflects an increase in service revenue.	Maintain current service level	Ensure current service levels are maintained	(204,800)
Permits and Inspection - Reserve Transfer	Based on the anticipated increase to external revenue, a decreased transfer from the Tax Stabilization reserve is budgeted.	Maintain current service level	Ensure ongoing uninterrupted availability of service necessary for Town growth	\$222,100