



Regulatory Services

2013-2016 Business Plan

City of Mississauga, Ontario, Canada



CONDUCTED **40,926** INSPECTIONS IN 2011.
ISSUED **204,734** CHARGES/TICKETS IN 2011.
ADDRESSED **31,769** COMPLAINTS IN 2011.

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Existing Core Services

1.0 Vision and Mission

Mississauga will inspire the world as a dynamic and beautiful global city for creativity and innovation, with vibrant, safe and connected communities; where we celebrate the rich diversity of our cultures, our historic villages, Lake Ontario and the Credit River Valley.

A place where people choose to be.

Vision

Regulatory Services will be seen as leaders and the model for success in municipal law enforcement.

Mission

We achieve compliance with municipal by-laws and provide services in a safe and professional manner to maintain order, safety and community standards in the City.



2.0 Service Delivery Model

Regulatory Services is one of five divisions in the Transportation and Works Department and is comprised of 132 staff divided into five sections: Administrative Services; Animal Services; Compliance, Licensing and Charity Gaming; Mobile Licensing; and Parking Enforcement.

The Regulatory Service delivery model is to achieve compliance with Municipal by-laws through awareness, education and enforcement.

In performing due diligence, Regulatory Services assists the Corporation with risk management and maintains community safety and standards.

Regulatory Services enforces the following By-laws:

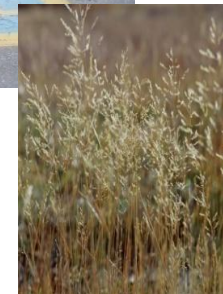
- Accessible Parking;
- Adequate Heat;
- Adult Entertainment Establishment Licensing By-law;
- Animal Care and Control;
- Business Licensing;
- Controlled Substance and Manufacturing Operations Prevention (Growhouses);
- Debris and Anti-Littering;
- Discharging of Firearms;
- *Dog Owners Liability Act*;
- Encroachment;
- Fence;
- Fireworks: Residents;
- Fireworks: Vendors;
- Fire Routes;
- Highway Obstruction;
- Ice Cream Truck Vendors;

- Idling Control;
- Municipal Address (building numbers);
- Noise Control;
- Nuisance Type Noise;
- Nuisance Weed and Tall Grass Control;
- Prohibit Sale of Goods on Highways;
- Property Standards – Residential;
- Property Standards – Commercial;
- Public Vehicle Licensing;
- Residential Rental Accommodation Licensing;
- Shark Fin;
- Swimming Pool Enclosure;
- Tow Truck Licensing;
- Traffic;
- Vehicle Licensing;
- Vendors; and
- Zoning.

In addition to the enforcement of municipal by-laws, Regulatory Services provides a variety of other services for internal and external stakeholders:

- Operates the Animal Shelter and delivers various animal related services;
- Educates the community on urban wildlife issues and pet adoption through a variety of venues;
- On a fee for service basis, provides parking enforcement training and certification for private security officers on private property;

- Operates First Attendance Facility for early parking ticket dispute resolution;
- Processes parking considerations;
- Conducts fire route and site inspections for private property;
- Provides dedicated parking enforcement in school zones;
- Provides support and expertise to other City departments on enforcement related issues and expertise;
- Co-ordinates Liquor Licence approvals; and,
- Participates on the Integrated Municipal Enforcement Team.



Services offered include animal services, compliance and parking enforcement.

3.0 Past Achievements

Regulatory Services has achieved a large number of successes over the recent past which demonstrates our commitment to service, excellence and continuous improvement. As a result, we are recognized as leaders by external associations, agencies and government bodies.

Animal Services:

- Community Outreach Licensing Initiative for Dog and Cat Licensing resulted in over \$70,000 in new licence sales;
- The installation of a new licence telephone line improved customer service and provided an alternate option for residents when purchasing or renewing pet licences; and
- The upgrade to the Chameleon Software resulted in improved functionality, efficiencies and ease of use.

Compliance and Licensing Enforcement and Charity Gaming:

- Break Open Tickets software modifications making the City of Mississauga the first municipality to comply with changes from the OLG for multiple extensions to licences; and
- Implemented community-based mediation service through Dixie Bloor Neighbourhood Centre.

Mobile Licensing Enforcement:

- The number of inspections conducted in 2011 totalled 11,799, compared with 9,764 in 2010, an increase of 2,035 or 20.8 percent; and
- Joint enforcement initiatives with Fire Services and Peel Regional Police Services contributed to an increase in the number of tickets issued and inspections conducted in 2011 related to tow truck licensing enforcement.

- Tickets issued in 2011 totalled 134 compared to 111 in 2010, an increase of 23 or 20.7 percent.



Animal Services

Parking Enforcement:

- With the launch of the Bicycle Unit more effective patrol of UTM, Port Credit and waterfront parks is possible. Parking Enforcement Officers can observe more while on bicycles than in cars and interface better with the public as officers are more approachable on bicycles;
- As a result of the First Attendance program, 2011 trial requests decreased to 169 from 453 in 2010, a reduction of 284 requests or 62.7 percent; and
- 204,734 parking tickets were issued in 2011, an increase of 3,633 tickets or 1.8 percent over 2010.

Enforcement Division:

- Laptop computers were provided to all Municipal Law Enforcement Officers in Animal Services, Compliance and Licensing Enforcement and Mobile Licensing Enforcement which has improved efficiencies and effectiveness in the field;
- Across the Division, an average of 31,587 complaints are handled annually by officers;
- Enforcement Division continued its commitment to Sheridan College through student field placements in all areas, which also assists in growing and attracting new talent to the Division;
- The migration of all business units to 311 was successfully completed; and
- Positive profile of the Enforcement Division was raised in the community through participation in the following charitable activities:
 - Don Kerr's Coats for Kids Initiative;
 - Ride for Dad;
 - McDonald's McHappy Day;
 - Golf Challenge for Multiple Sclerosis Society;
 - Christmas Baskets for Erin Oaks Needy Families;
 - Toys for Tots;
 - Daffodil Cancer Day;
 - Tim Horton's Camp Day; and
 - Relay for Life.



Compliance and Licensing Office located at Civic Centre

4.0 Current Service Levels

Regulatory Services delivers services to the residents of Mississauga seven days a week as outlined in the chart below:

Enforcement Hours	
Animal Services	<p>Regular Services: 7 days a week, 7:30 a.m. to 9:00 p.m.</p> <ul style="list-style-type: none"> Shelter Hours: Monday to Friday, 10:00 a.m. to 6:00 p.m., Saturdays 10:00 a.m. to 5:00 p.m. Emergency Services: On call after 9:00 p.m. and on statutory holidays
Compliance and Licensing Enforcement	<p>Regular Services: Monday to Friday, 8:30 a.m. to 4:30 p.m.</p> <ul style="list-style-type: none"> After 4:30 p.m.: On call for emergency response and construction noise complains Weekend Coverage and Statutory Holidays: Officer on duty and available to take calls
Mobile Licensing Enforcement	<p>Regular Services: 7 days a week</p> <ul style="list-style-type: none"> May Holiday Weekend to October 1: 7:00 am to 11:00 p.m. October 2 to May Holiday Weekend: 7:00 a.m. to 9:00 p.m.
Parking Enforcement	<p>Regular Services: 7 days a week, 24 hours a day</p>

Regulatory Services achieves compliance with a wide variety of municipal by-laws through awareness, education and enforcement to maintain order, safety and community standards in our City.

Below is the number of services provided for each section within Regulatory services between 2008 and 2011:

Year	Licenses	Complaints	Charges/Tickets	Inspections	Bingo Sessions	Parking Considerations
2008	22,079	34,583	199,151	44,810	4,547	13,354
2009	21,825	32,292	206,163	47,696	4,698	15,928
2010	24,090	27,704	206,168	43,484	2,825	18,559
2011	27,295	31,769	204,734	40,926	2,821	22,257

Enforcement of the by-laws is achieved through proactive and reactive approaches as indicated below:

By-Law	Enforced By	Method of Enforcement	
		Proactive	Reactive
Accessible Parking	Parking Enforcement	√	√
Adequate Heat	Compliance and Licensing		√
Adult Entertainment Establishment Licensing By-law <i>Two proactive joint inspections per year with AGCO, Peel Police and Health Department</i>	Compliance and Licensing	√	√
Animal Care and Control	Animal Services	√	√
	Compliance and Licensing		√
Business Licensing	Compliance and Licensing	√	√
	Mobile Licensing	√	√
Controlled Substance and Manufacturing Operations Prevention (Growhouses)	Compliance and Licensing		√
Debris and Anti-Littering	Compliance and Licensing		√
Discharging of Firearms	Compliance and Licensing		√
<i>Dog Owners Liability Act;</i>	Animal Services		√
Encroachment	Compliance and Licensing		√
Fence	Compliance and Licensing		√
Fireworks: Residents	Compliance and Licensing		√
Fireworks: Vendors	Compliance and Licensing		√
Fire Routes	Parking Enforcement	√	√

Table continued on next page.

Continuation of By-Laws and Enforcement Approaches: :

By-Law	Enforced By	Method of Enforcement	
		Proactive	Reactive
Ice Cream Truck Vendors	Mobile Licensing		√
Idling Control <i>Proactive enforcement of this By-law pilot project until May 31, 2012</i>	Parking Enforcement	√	√
Municipal Address (building numbers)	Compliance and Licensing		√
Noise Control	Compliance and Licensing		√
Nuisance Type Noise	Compliance and Licensing		√
Nuisance Weed and Tall Grass Control	Compliance and Licensing		√
Prohibit Sale of Goods on Highways	Mobile Licensing	√	√
Property Standards – Residential	Compliance and Licensing	√	√
Property Standards - Commercial			√
Public Vehicle Licensing <i>Airport Municipal Transportation Vehicle, Airport Public Transportation Vehicle, Limousine and Taxicabs</i>	Mobile Licensing	√	√
Residential Rental Accommodation Licensing	Compliance and Licensing		√
Shark Fin	Compliance and Licensing		√
Swimming Pool Enclosure	Compliance and Licensing	√	√
Tow Truck Licensing	Parking	√	√
Traffic	Parking Enforcement	√	√
Vehicle Licensing	Mobile Licensing	√	√
Vendors	Mobile Licensing	√	√
Zoning	Compliance and Licensing		√

5.0 Opportunities and Challenges

The SWOT business analysis approach was used to assess our operational environment over the next four years. A risk assessment exercise was completed from which the following Opportunities and Challenges were identified:

Opportunities

- Implement an Administrative Penalties System to achieve greater compliance with the City's licensing and parking by-laws. Rather than having to proceed through a lengthy court process, the City will be able to immediately issue penalties, creating greater incentives to comply. Increased revenue, increased compliance, increased services levels and improved efficiencies will be achieved through an Administrative Penalties System;
- Increase the use of mediation services to resolve issues amongst residents as opposed to more costly traditional methods;
- Increase revenues through the Pet Licensing Initiative;
- Expand the use of computer technology on-the-road to increase the effectiveness and efficiency of communication and achieve more efficient use of staff resources;
- Review all fees and fines to identify possible increases as well as new sources of revenue;
- Cultivate professional, supervisory and management staff with regulatory expertise, who are knowledgeable and dedicated;
- Maintain strong partnerships with other regulatory agencies: Police, Fire and Alcohol and Gaming Commission of Ontario;

- Participate on Municipal, Regional, Provincial, Federal and International Committees; and
- Continue to be recognized as leaders by external associations, agencies and government bodies.

Challenges

- With staff retirements at all levels, there is an erosion of knowledge and expertise;
- Achieving by-law compliance in a community which is culturally and socio-economically diverse;
- Balancing regulatory integrity in a political environment;
- Maintaining existing service levels in a climate of decreasing resources;
- Responding to the needs and requests of the Mayor and Council;
- Increased pressure to enact municipal by-laws that are difficult to enforce and/or to address issues that cannot be effectively regulated at the local level;
- Changes to legislation at the federal and provincial levels of government which impact on the enforcement of by-laws;
- Increased workload related to aging residential properties; and
- Limited financial resources.

6.0 Looking Ahead

Over the next four years the goals and operational objectives of Regulatory Services will be to:

- Achieve compliance with Municipal by-laws through awareness, education and enforcement;
- Reduce the net cost of Regulatory Services to the municipality by identifying new revenue opportunities and generating revenue growth;
- Maintain order, safety and community standards in the City through compliance with Municipal by-laws thus supporting all five Strategic Pillars for Change in the City's Strategic Plan;
- Raise the profile and positive image of the Division in the community;
- Foster collaboration and teamwork to support efforts to achieve the Department's objectives;
- Implement an Administrative Penalty System;
- Review Business Licensing By-law to improve compliance and increase revenues;
- Develop a Vehicle Pound Facility By-law to improve compliance and ensure consumer protection;
- Maintain a well qualified, high performing professional workforce that consistently uses good judgement and acts in accordance with City policies and procedures;
- Implement Charity Bingo and Gaming Revitalization Initiative;
- Reorganize Parking Enforcement and Animal Services to position them for future success;
- Explore the feasibility of implementing a vehicle pound facility; and
- Grow talent that is capable of filling vacant positions.

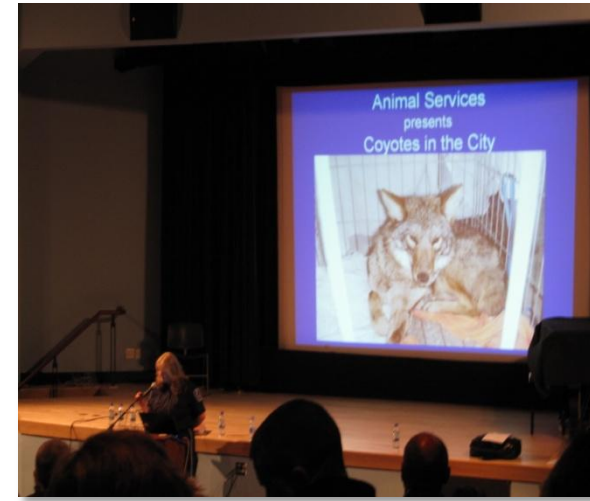


Mobile Licensing and Parking Enforcement Offices

7.0 Engaging our Customers

Below are listed some of the tools and initiatives to ensure that residents are engaged and informed about compliance with City by-laws and the services offered by Regulatory Services:

- Develop by-law Q & A's which are user-friendly, provide relevant information, educates residents and promotes compliance;
- Develop a communication campaign to inform the community of the implementation of an Administrative Penalties System;
- Continue communication for Coyote Awareness/Safety Campaign;
- Continue to build pet licensing awareness and promote licensing compliance;
- Develop University of Toronto Mississauga Campus communication plan to update students and area residents of Municipal by-law requirements, attend student orientation sessions and distribute by-law information brochures;
- Participate in Ratepayers' Association Meetings to provide information on relevant issues; and
- Survey residents regarding satisfaction with Regulatory Services. On a recent Citizen Value Measurement Survey, Regulatory Services received a satisfaction rating of 7.3 out of 10.



Animal Services Coyote Information Session

Required Resources

8.0 Human Resources

The growth in the City has and continues to have a large impact on the services delivered within all sections of Regulatory Services. It is crucial to ensure that the City's Regulatory Services Division be properly and adequately resourced to support all City wide service areas and complaint response requirements as mandated.

In order to meet future workload demands, Regulatory Services will:

- Balance staff training, career development opportunities and succession planning with budgetary restraints;
- Review staff requirements carefully when developing and/or updating by-laws to ensure appropriate levels are in place to achieve compliance and meet service levels in a cost-neutral manner;
- Review utilization of part-time staff for potential cost savings and to maintain existing service levels;
- Continue to use students during the summer to deal with West Nile Virus and Long Grass and Weed Complaints;
- Provide on-going Divisional and Sectional staff training;
- Maintain a well qualified, high performing professional workforce that consistently uses good judgement and acts in accordance with City policies and procedures; and
- Grow talent that is capable of filling vacant positions.



Required clothing and equipment worn by officers investigating Marijuana Grow Labs

Proposed Full Time Equivalent (FTE) Staffing Distribution by Program

Program	2012	2013	2014	2015	2016
Enforcement Administration	8.9	8.9	8.9	8.9	8.9
Animal Services	32.4	32.4	31.4	31.4	31.4
Mobile Licensing	14.0	14.0	14.0	14.0	14.0
Compliance & Licensing Enforcement	27.8	26.8	26.8	26.8	26.8
Parking Enforcement	48.9	50.9	50.9	50.9	50.9
Total Service Distribution	132.0	133.0	132.0	132.0	132.0

9.0 Technology

In addition to the corporate standard software, Regulatory Services uses the following:

- MAX;
- Hansen;
- Amanda Licensing System;
- Charity Gaming Software;
- Chameleon; and
- Autocite/Auto Issue/Auto Process.

Regulatory Services continues its commitment to investigate the use of technologies to achieve efficiencies and cost savings. Over the next four years, the following technological requirements have been identified:

- Acquire software for the Administrative Penalties System (In Budget Request #51) for handheld devices for parking and licensing enforcement officers as well as private security officers issuing tickets on behalf of the City on private property; and, related software with dual capability to issue both administrative penalty notices and provincial offences tickets as well as to accommodate licensing and enforcement requirements;
- Upgrade Charity Gaming System (On-going) – In addition to achieving efficiencies, software changes are required to meet regulatory changes imposed by the Alcohol and Gaming Commission of Ontario and to be able to issue permits as part of the Charity Bingo and Gaming Revitalization Initiative;
- Implement online new dog and cat licence purchases (in IT Plan) – as part of the e3 review in Animal Services; and

- Upgrade Amanda Licensing Software (in IT Plan) – Amanda Licensing Software is used in both Compliance and Licensing Enforcement and Mobile Licensing Enforcement areas. Changes are required to the current software to achieve efficiencies, tighten controls and incorporate the current and planned changes made to various by-laws.



Handhelds and in car laptop computers providing access to information while on the road.

10.0 Facilities

Regulatory Services is located in the following facilities:

Animal Services:

Animal Services is located at 735 Central Parkway West. Along with the administrative offices, this facility also houses the Animal Shelter.

Compliance and Licensing Enforcement and Charity Gaming:

Compliance and Licensing Enforcement and Charity Gaming is located at the Civic Centre, ground floor in east and west office areas. The east side houses the Director's Office, the Administrative Team and the customer service counter. All Municipal Law Enforcement Officers are located on the west side. Both east and west side offices underwent renovations in 2009 and there is no further need for facility or space changes at this time.

Mobile Licensing Enforcement:

Mobile Licensing Enforcement is located on the ground level of 3235 Mavis Road and houses all Officers and Administrative staff. This area also contains the customer service counter as well as the Taxi School and training facilities.

Parking Enforcement:

Parking Enforcement Offices are located on the second floor of 3235 Mavis Road. In addition, First Attendance Administrators for Parking matters are located at the Parking Enforcement office at the Ontario Court of Justice, 950 Burnhamthorpe Road West.

In looking at future space requirements for Regulatory Services, the implementation of an Administrative Penalty System will require an area for a Hearing Room. A suitable room has been found at 950 Burnhamthorpe Road.



Animal Services Offices located at 735 Central Parkway West

Proposed Budget

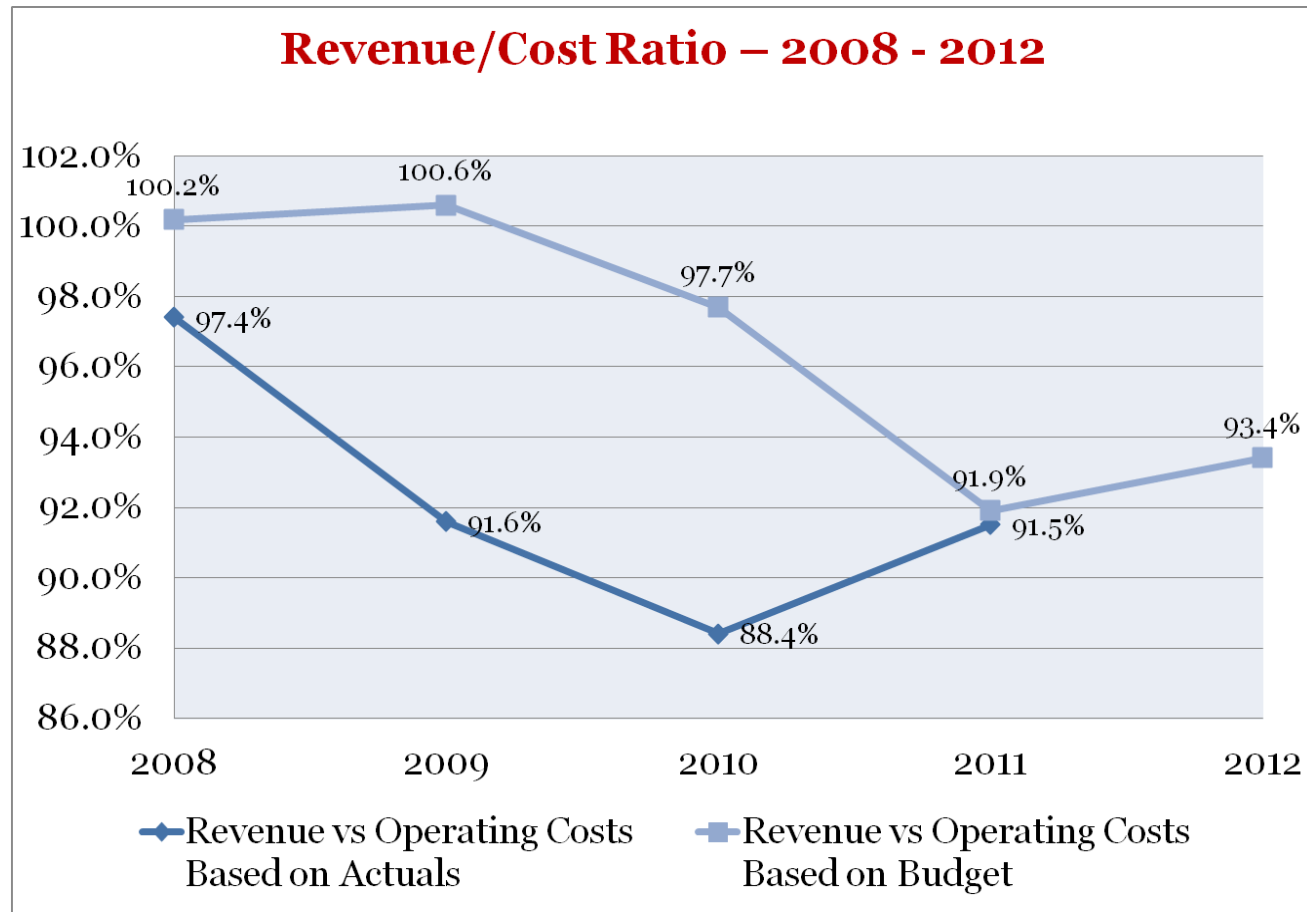
This part of the Business Plan sets out the financial resources required to deliver the proposed 2013-2016 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize past decisions are identified separately from proposed changes. The prior year budget for 2012 was \$1,412,000 and the proposed budget for 2013 is \$1,860,000.

Total Changes to Maintain Current Service Levels

Total changes to maintain current service levels in 2013 are \$418,000, primarily made up of the following:

- Labour costs increased by \$403,000;
- Additional part-time staff coverage for Parking Enforcement & material costs increased by \$169,000;
- Miscellaneous reductions including one FTE in Compliance & Licensing for a total savings of \$132,000;
- Business Licence revenue budget decreased by \$200,000;
- Bingo revenue budget decreased by \$250,000 (Impact of International Bingo Hall closure in 2010);
- Vehicle Licensing revenue budget increased by \$450,000 (Increase will offset the decrease in Business Licensing and Bingo revenues); and
- Automatic inflationary increases in Licensing and Fee revenues based on CPI. Estimate for 2013 is two percent in selected areas resulting in an increase of \$22,700.

Please see the chart on the next page for the current revenue to cost ratio for Regulatory Services between 2008 and 2012.



Total Changes to Operationalize Prior Decisions

Annualization costs of \$31,000 for one full-time customer service representative added in 2012 based on the e3 review of Animal Services.

Total New Initiatives and New Revenues

There are no new initiatives or new revenues for this business planning cycle.

The following table separates the financial requirements into those required to maintain existing services; to operationalize prior decisions; and proposed new initiatives and revenues. The details on the changes to each category are provided in Sections 11 through 12.

Description (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Prior Year Budget	1,412	1,860	2,059	2,392
Increases/(Decreases) to Maintain Current Service Levels				
Labour and Benefits	403	414	454	463
Other Cost Increases	169	15	11	11
Efficiencies and Cost Savings	(132)	(232)	(132)	(132)
Current Revenue Changes	(23)	0	0	0
Total Changes to Maintain Current Service Levels	418	198	333	343
Increases/(Decreases) to Operationalize Prior Decisions				
Annualization of Previous Years Budget Decisions	31	0	0	0
Operating Impact of New Capital Projects	0	0	0	0
Total Changes to Operationalize Prior Decisions	31	0	0	0
Total Cost to Maintain Current Services Levels and Operationalize Prior Decisions	1,860	2,059	2,392	2,734
New Initiatives and New Revenues				
Total Proposed New Initiatives	0	0	0	0
Total Proposed New Revenues	0	0	0	0
Total New Initiatives and New Revenues	0	0	0	0
Proposed Budget	1,860	2,059	2,392	2,734

Note: Numbers may not balance due to rounding.

11.0 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following two tables identify the major changes in the costs to maintain existing service levels and the costs increases arising from prior decisions. Detailed explanations of changes to 2013 can be found in Appendix 1.

Proposed Changes to Maintain Current Service Levels

Description (\$000's)	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Total Labour and Benefits	0.0	403	414	454	463
Other Cost Increases					
Increase Parking Enforcement Temporary labour budgets	2.0	141	0	0	0
Allocations	0.0	28	11	6	7
Other Changes	0.0	0	4	4	5
Total Other Cost Increases	2.0	169	15	11	11
Efficiencies and Cost Savings					
Reduction of 1 full time equivalent (FTE) in Compliance & Licensing Enforcement	(1.0)	(90)	0	0	0
Elimination of the 3 year contract Project Leader position originally added in 2011	(1.0)	0	(100)	0	0
Other Changes	0.0	(42)	(132)	(132)	(132)
Total Efficiencies and Cost Savings	(2.0)	(132)	(232)	(132)	(132)
Current Revenue Changes					
Increase Vehicle Licence budget to align with actuals	0.0	(450)	0	0	0
Decrease Bingo Revenues budget to reflect lost revenues as a result of the closing of the International Centre Bingo Hall in 2010	0.0	250	0	0	0
Decrease Business Licence budget to align with actuals	0.0	200	0	0	0
Other Changes	0.0	(23)	0	0	0
Total Current Revenue Changes	0.0	(23)	0	0	0
Total Changes to Maintain Current Service Levels	0.0	418	198	333	343

Note: Numbers may not balance due to rounding.

Proposed Changes to Operationalize Prior Decisions

Description (\$ 000's)	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Annualization of Prior Years Operating Cost Decisions					
Annualization of 1 customer service representative from 2012	0.0	31	0	0	0
Total Annualization of Prior Years Operating Cost Decisions	0.0	31	0	0	0
Operating Impact of New Capital Projects					
N/A	0.0	0	0	0	0
Total Operating Impact of New Capital	0.0	0	0	0	0
Total Changes to Operationalize Prior Decisions	0.0	31	0	0	0

Note: Numbers may not balance due to rounding.

12.0 Proposed New Initiatives and New Revenues

The following table presents the costs by budget request for proposed new initiatives and proposed new revenues. Detailed descriptions of each budget request can be found in Appendix 2.

Proposed New Initiatives and New Revenues

Description (\$ 000's)	BR #	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2013 to 2016 Capital (\$000's)
New Initiatives							
Administrative Penalties System	51	0.0	0	0	0	0	350
Total New Initiatives		0.0	0	0	0	0	350
New Revenues							
N/A		0.0	0	0	0	0	0
Total New Revenues		0.0	0	0	0	0	0
Total Changes to New Initiatives and New Revenues		0.0	0	0	0	0	350

Note: Numbers may not balance due to rounding.

The following table sets out the proposed 2013 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

Proposed Budget by Category

Description (\$000's)	2011 Actuals (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Net Costs before Administrative and Support Costs						
Labour Costs	10,313	10,746	11,231	11,546	12,000	12,463
Other Operating Expenses	1,654	1,930	1,889	1,761	1,634	1,507
Total Revenues	(10,951)	(11,813)	(11,836)	(11,836)	(11,836)	(11,836)
Total Net Cost before Administrative and Support Costs	1,016	863	1,284	1,472	1,798	2,134
Administrative and Support Costs	538	548	576	587	594	600
Total Net Budget	1,553	1,412	1,860	2,059	2,392	2,734

Note: Numbers may not balance due to rounding.

The following table identifies the financial requirements for 2013 to 2016 by major program within the service area.

Proposed Budget by Program

Program Expenditures (\$000's)	2011 Actuals (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Enforcement Administration	1,109	1,062	1,086	991	895	800
Animal Services	2,061	1,848	1,988	1,984	2,085	2,187
Mobile Licensing	(549)	(121)	(553)	(501)	(442)	(381)
Compliance & Licensing Enforcement	984	781	1,223	1,326	1,442	1,560
Parking Enforcement	(2,052)	(2,159)	(1,883)	(1,741)	(1,588)	(1,432)
Total Net Budget	1,553	1,412	1,860	2,059	2,392	2,734

Note: Numbers may not balance due to rounding.

13.0 Highlights of Proposed Capital Program Budget

\$350,000 in 2013 to implement a penalty system for the enforcement of the City's parking and licensing offences. This is authorized under the *Municipal Act*, 2001. The Administrative Penalty System is targeted for implementation in January 2014.

14.0 Capital Program

This section summarizes the forecast ten year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast. A detailed listing of 2013 to 2016 projects is contained in Appendix 3.

Proposed Capital Program

Program Expenditures (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 -2022 Forecast (\$000's)	Total 2013-2022 (\$000's)
Vehicles, Equipment and Other	350	0	0	0	0	350
Total Expenditures	350	0	0	0	0	350

Note: Numbers may not balance due to rounding.

Performance Measures

15.0 Balanced Scorecard

About the Measures for Regulatory Services

Financial Measures

Revenue/Cost Ratio financial measure represents the applicable revenues collected as a percentage of the gross costs attributed to providing Regulatory Services. The higher the cost ratio the greater the portion of costs recovered through revenues. For instance, a ratio of 100 means all costs are recovered through revenue.

Revenue Target represents the percentage of the revenue targets achieved.

Customer Measures

The number of complaints resolved and the requests meeting target response dates is a measure that indicates the service area ability to respond to residents and Council service requests according to established timeframes and service levels.

Employee Measures

Employee Engagement Survey provides the data to measure employee engagement and level of job satisfaction. In the survey conducted, staff rated job satisfaction at an average of 72.3 percent and satisfaction with the City at 68.1 percent.

Business Process Measures

Operational Service Level reflects the acceptable timeframe within requests for service are addressed. Regulatory Services has an operational service level of 10 days.

Measures for Regulatory Services:	2010 (Actual)	2011 (Actual)	2012 (Actual)	2013 (Planned)	2014 (Planned)	2015 (Planned)	2016 (Planned)
Financial:							
Revenue Cost/Ratio %	88.4	91.5	93.4	93.6	93.8	94	94.2
Revenue Targets %	97.7	91.9	91.0	91.5	92.0	92.5	93.0
Customer:							
% Complaints Resolved Per Annum	98	98	98	98	98	98	98
% of Council Requests Meeting Turnaround Targets	86	89	90	90	90.5	91	91.5
Employees/Innovation:							
Employee Engagement Survey - Job Satisfaction	72.3	72.3	72.3	72.3	73	73	74
Employee Engagement Survey – Satisfaction With City	68.1	68.1	68.1	68.1	69	69	70
Internal Business Process:							
Adherence to Operational Service Levels (10 Days): Average Turnaround Time for Requests (Days)	6.1	6.2	6.0	6.0	6.0	5.9	5.9

Appendices

Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

Changes to Maintain Current Service Levels

Description (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	Change (\$000's)	Details
Labour and Benefits	5,644	6,047	403	Increase reflects negotiated union agreements, economic adjustment increases, labour adjustments and other fringe benefit changes
Other Cost Increases				
Increase Parking Enforcement Temporary labour budgets	285	426	141	Staff coverage required for 33 staff (Officers & Supervisors) related to vacation, floaters, sick days, lieu and training was calculated. An increase in the Temporary labour budget is required to ensure adequate staff coverage
Other Changes	2,239	2,267	28	Increased information technology (IT) maintenance & departmental support services (DSS) Allocations
Total Other Cost Increases	2,524	2,693	169	
Efficiencies and Cost Savings				
Reduction of 1 full time equivalent (FTE) in Compliance & Licensing Enforcement	2,605	2,515	(90)	1 Municipal Licensing Enforcement Officer (MLEO) @ Labour Grade "E" effective Jan 1, 2013
Other Changes	239	198	(42)	Miscellaneous budget reductions
Total Efficiencies and Cost Savings	2,844	2,713	(132)	

Table continued on next page.

Continued Appendix 1: Changes to Maintain Current Service Level

Description (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	Change (\$000's)	Details
Current Revenue Changes				
Increase Vehicle Licence budget to align with actuals	(1,110)	(1,560)	(450)	2012 actuals are forecasted to be \$450k surplus to budget
Decrease Bingo Revenues budget to reflect lost revenues as a result of the closing of the International Centre Bingo Hall in 2010	(643)	(393)	250	2012 actuals are forecasted to be \$250k shortfall to budget
Decrease Business Licence budget to align with actuals	(1,317)	(1,117)	200	2012 actuals are forecasted to be \$200k shortfall to budget
Other Changes	(8,743)	(8,766)	(23)	2% increase on select fees
Total Current Revenue Changes	(11,813)	(11,836)	(23)	
Total Changes to Maintain Current Service Levels	(800)	(382)	418	

Note: Numbers may not balance due to rounding.

Changes to Operationalize Prior Decisions

Description (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	Change (\$000's)	Details
Annualization of Previous Years Operating Cost Decisions				
Annualization of 1 customer service representative from 2012	2,212	2,243	31	Labour Grade C, Jul 1 2012 hire date
Total Annualization of Previous Years Operating Cost Decisions	2,212	2,243	31	
Operating Impact of New Capital Projects				
N/A	0	0	0	
Total Operating Impact of New Capital Projects	0	0	0	
Total Changes to Operationalize Prior Decisions	2,212	2,243	31	
Total Cost to Maintain Current Services Levels and Operationalize Prior Decisions	1,412	1,860	449	

Note: Numbers may not balance due to rounding.

Appendix 2: Budget Requests

Proposed 2013-2016 New Initiatives and New Revenues (Budget Requests)

Please see the Budget Requests for the 2013-2016 Business Planning Cycle with details to follow.

Description	BR #	Year
New Initiatives		
Administrative Penalties System	51	2013
New Revenues		
N/A	-	-

Budget Request #: 51

Proposed Initiative

Administrative Penalties System

Department

Transportation & Works Department

Service Area

Regulatory Services

Required Operating Investment

Impacts (\$000s)	2013	2014	2015	2016
Gross Expenditures	0.0	0.0	0.0	0.0
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	0.0	0.0
* Net Change in \$		0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0

** Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

Required Capital Investment

Impacts (\$000s)	2012 & Prior	2013	2014	2015	2016 & Beyond
Gross Expenditures	0.0	350.0	0.0	0.0	0.0
Non Tax Supported Funding Sources	0.0	0.0	0.0	0.0	0.0
Net Tax Supported Funding Required	0.0	350.0	0.0	0.0	0.0
FTEs		0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Staff recommends the implementation of an Administrative Penalty System due to a reduction in the allocation of trial times by the Regional Senior Justice for enforcement matters. An Administrative Penalty System will free up judicial resources allowing for more serious matters to be dealt with in POA Court. Increased revenue, increased compliance and increased service levels as well as improved efficiencies are the anticipated outcome of this service change.

Budget Request #: 51

Details of Service Change

Under an administrative penalty system, the judicial process is removed and a penalty is imposed directly upon the offender by the municipality within the context of an administrative process. Under this system, the City would become the regulatory authority not the *Provincial Offences Act*. It is anticipated that the Administrative Penalty System will be up and running for January 2014, or earlier if possible.

Service Impact

Cost benefit analysis required to determine impact of implementing an administrative penalties system. Issues such as the creation of new tickets, hiring of screening and hearing officers, allocation of court facilities and the fees to propose for various charges need to be analysed. An administrative penalties system would free up judicial resources allowing for more serious matters to be dealt with in POA court. Increased revenue, increased compliance, increased service levels and improved efficiency are the objectives of this service change. The goal is to implement an administrative penalty system in a cost-neutral manner.

Appendix 3A: Proposed 2013 Capital Program (\$000's)

Program: Vehicles, Equipment and Other

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13580	Information Technology Enhancements - Administrative Penalties	350	0	350	Capital Reserve Fund
Total Expenditure		350	0	350	

Appendix 3B: Proposed 2014-2016 Capital Program (\$000's)

There are currently no proposed Capital Programs for Regulatory Services between 2014 and 2016.