

Service Business Plan



Service Name	By-Law Enforcement	Service Type	Public
Service Owner Name	Tracey Burrows	Budget Year	2017
Service Owner Title	Manager of By-law Enforcement and Licensing		

Service Description

A public service to enforce City By-laws (other than Parking By-law Enforcement).

Current State

<p>Customers & Their Expectations</p>	<p>This service is delivered to:</p> <p>Citizens and visitors to the City of Burlington, who expect:</p> <ul style="list-style-type: none"> • By-laws applied fairly and consistently • Online services for licenses and permits • Fully trained By-law Enforcement Officers and Property Standards Officers • By-law education and awareness using plain language • Protection of private information • Easily accessible information on by-laws • A safe community. <p>Businesses, that expect:</p> <ul style="list-style-type: none"> • Online services for licenses • Protection of private information • By-law enforcement applied fairly and consistently. <p>Charities, that expect:</p> <ul style="list-style-type: none"> • Easily accessible information on by-laws and lottery information • Education about and awareness of applicable laws, including provincial government regulations related to charity gaming.
<p>Existing Service Delivery</p>	<p>The By-law Enforcement section enforces the City’s municipal by-laws, which include education on and enforcement of more than 20 municipal by-laws, Permit Issuance, License Issuance and Lottery Licensing.</p>
<p>Existing Customer Engagement Tools / Methods</p>	<p>The City of Burlington website (www.burlington.ca), online apps such as “See Click Fix,” Let’s Talk Burlington and Insight Burlington Community Panel, Town Hall meetings, Public open houses, On-site visits, Focus groups, In person at City Hall, Telephone enquiries, By-law Enforcement Officers, who are both proactive and reactive when they patrol assigned wards, Social media tools: Facebook, Twitter, LinkedIn, Council Approved Property Standards Committee, Licensing Tribunal, Committee of Adjustment, Media: Burlington Post, Hamilton Spectator, television and radio</p>
<p>Is this Service Provincially Legislated?</p>	<p>No N/A</p>

For this Service are there Approved Service Standards?	Yes Property Standards By-law, Lot Maintenance By-law, Noise and Nuisance By-law, Firearms, Fireworks, Christmas Trees, Business Licensing. Public Vehicle Licensing, Adult Entertainment, Fortification By-law, Sign By-law, Swimming Pool By-law, Zoning By-law, Right of Entry, Lottery Licensing, Train Whistles, Building Permit By-law, AGCO Liquor License, Tag Days, Fence By-law, Line Fence By-law, Anti Chasing By-law
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Sub-Services

By-law Enforcement Complaints and Inspections	Respond to complaints and requests for inspections and determine the best way to resolve issues. Enforcement affecting those who operate without a license, as well as inspections of premises that seek new licenses. Customer Service Representatives determine eligibility of charities and perform audits of lotteries, raffles and bingos.
By-law Licensing	Together with other partners (such as Fire Protection Service, Halton Regional Health Department), issue business licenses, public vehicle licenses such as taxis and limos, adult entertainment licenses and lottery licenses. Applications taken at the counter include police security checks, driver's licenses, health inspections, fire and other applicable agencies.
By-law Permits	<p>Customer Service Representative:</p> <ul style="list-style-type: none"> • takes in applications • initial review • determines fees • enters into integrated business system software • assigns file to By-Law Enforcement Officer. <p>By-law Enforcement Officer:</p> <ul style="list-style-type: none"> • reviews applications • approves applications • returns file to Customer Service Representative. <p>Customer Service Representative:</p> <ul style="list-style-type: none"> • issues permit • mails or holds permit for pick-up by customer. <p>After the permit is issued, By-Law Enforcement Officer:</p> <ul style="list-style-type: none"> • ensures compliance with all regulations at the time of inspection • closes permit application file.

Recent Continuous Improvement Initiatives

SeeClickFix was launched to allow for more reporting options and the timely enforcement and tracking of nuisance signs.

An enhanced by-law enforcement service was introduced by providing an after hours answering service to take complaints after hours and on weekends.

A number of business licenses are now available to be renewed on line.

Development of door knockers for staff to use in the field to identify the reason for their visit and contact information.

Emerging Opportunities and Anticipated Risks

Emerging Opportunities	<p>Use radio dispatch to increase employee safety.</p> <p>Encourage self-serve options for customers by making more permitting and licensing available online.</p> <p>Sign by-law review to meet the growing needs of the community, including residents and businesses. And to reflect the changes in technology such as digital and projecting signs.</p> <p>A public engagement strategy to look at the emerging sharing economy and how best to address the concerns of the public and the industry, i.e UBER and AirBnB</p>
Anticipated Risks	<p>New technology will give the customer more options , yet there may be a level of discomfort as customers become used to the new online tools.</p> <p>With the development of new by-laws to meet the every increasing needs of the community, true innovation is needed to provide adequate enforcement</p>

Service Objectives	Target Completion
In response to the general public, develop a by-law to regulate driving schools in Burlington.	Feb 2017
Develop a pilot project to work with Halton Regional Police Services to provide enhance customer service in the areas of noise enforcement and adult entertainment enforcement.	Apr 2017
SeeClickFix app to be used for more purposes including lot maintenance, property standards and noise enforcement	Sep 2017
Implement on-line licenses for professional licenses such as taxi licenses for drivers and owners	Jan 2018
Repeal the existing sign by-law and implement a new by-law to reflect the industry and the community needs	Jun 2017
Repeal the public vehicle by-law and develop a more comprehensive by-law to reflect the sharing economy.	Dec 2017

MEASURING SUCCESS

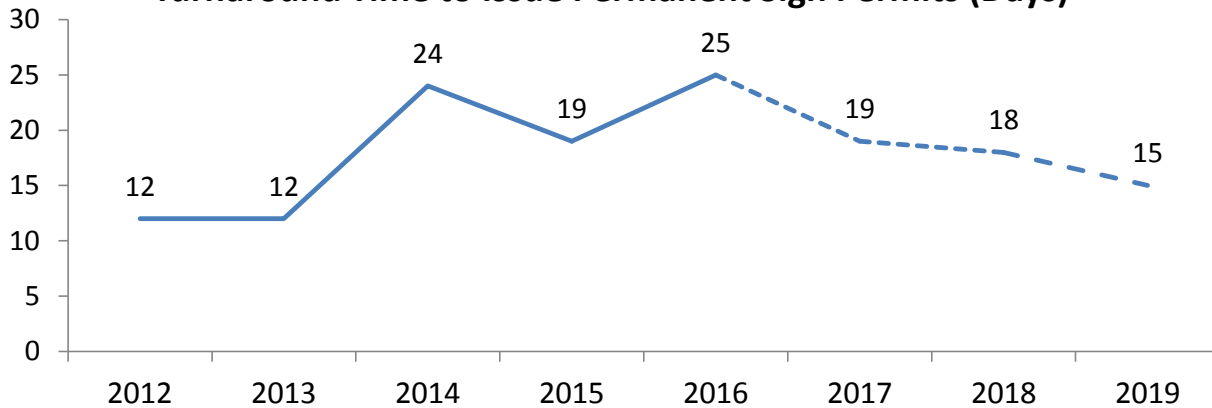
How much did we do?

Performance Measurement	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Projection	2017 Forecast	2018 Forecast	2019 Forecast
# of calls for by-law enforcement	1,872	1,756	1,934	2,528	3,033	3,539	4,038	4,444
# of graffiti complaints	47	29	47	44	30	35	40	42

How well did we do it?

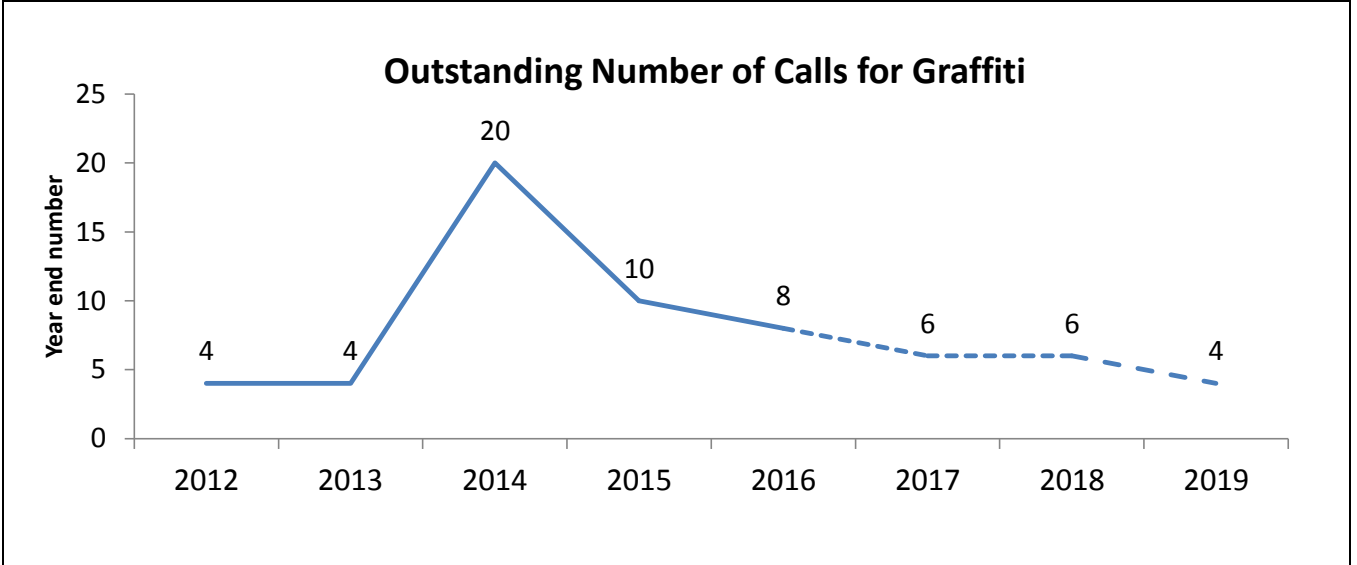
Performance Measurement	Turnaround time to issue permanent sign permits (days)
Story behind the data	The By-law section takes in and reviews applications, issues permits and inspects permanent signs regulated by the Sign By-law #43-2007. The Building permit and inspection section also reviews sign permit applications for all structural signs. The delay in issuance is due to the deficiencies with the Ontario Building Code compliance. Continued education for sign companies and applicants is necessary to reduce the turn around times to 10 days.

Turnaround Time to Issue Permanent Sign Permits (Days)



Is anyone better off?

Performance Measurement	Outstanding number of graffiti calls for service
Story behind the data	With more tools and public resources to report graffiti locations, there has been an increase in the number of calls for service. As a result of this increased reporting and the time delay with property owners removal of the graffiti there will continue to be minor backlog of outstanding calls for service.
Where do we want to go?	The City aims to reduce the graffiti in Burlington and reduce the number of complaints and violations. This will be done by working with Halton Regional Police to identify those responsible and allows city staff to respond more quickly and contact owners seeking compliance in a timely fashion. Our standby service identifies occurrences of hate crime and / or offensive graffiti as a priority and urgent call for immediate action.



SERVICE RESOURCE SUMMARY

Service Description

A public service to enforce City By-laws (other than Parking By-law Enforcement).

Service Owner Name

Tracey Burrows

	2015	2016		2017 Proposed				
	Actual	Budget	Year End Projections	Base Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Human Resources	\$ 1,186,747	\$ 1,210,270	\$ 1,160,750	\$ 1,239,451	2.4%	\$ -	\$ 1,239,451	2.4%
Operating/Minor Capital Equip.	\$ (0)	\$ -	\$ -	\$ 18,426	n/a	\$ -	\$ 18,426	n/a
Purchased Services	\$ 13,791	\$ 20,000	\$ 20,000	\$ 22,550	12.8%	\$ -	\$ 22,550	12.8%
Corp. Expenditures/Provisions	\$ (137)	\$ -	\$ (370)	\$ -	n/a	\$ -	\$ -	n/a
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ 4,560	n/a	\$ -	\$ 4,560	n/a
TOTAL EXPENDITURES	\$ 1,200,400	\$ 1,230,270	\$ 1,180,380	\$ 1,284,987	4.4%	\$ -	\$ 1,284,987	4.4%
Controllable Revenues	\$ (807,461)	\$ (802,300)	\$ (815,080)	\$ (831,000)	3.6%	\$ -	\$ (831,000)	3.6%
General Revenues & Recoveries	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	n/a
TOTAL REVENUES	\$ (807,461)	\$ (802,300)	\$ (815,080)	\$ (831,000)	3.6%	\$ -	\$ (831,000)	3.6%
NET OPERATING BUDGET	\$ 392,939	\$ 427,970	\$ 365,300	\$ 453,987	6.1%	\$ -	\$ 453,987	6.1%