

# Service Business Plan



<b>Service Name</b>	Municipal Law Enforcement and Licensing	<b>Service Lead Title</b>	Manager of By-Law Enforcement, Licensing, & Animal Services
<b>Service Lead Name</b>	Grant Ziliotto		

## Service Description

A public service to provide education, promote safety, licensing, permitting and enforcement of Municipal by-laws on private property

## Strategic Alignment with Vision to Focus Plan

Delivering customer centric services with a focus on efficiency and technology transformation

## Service Goals

To improve and bring awareness to public safety by meeting the service levels and expectations in Municipal Law Enforcement and Licensing for the public and community we serve.

Through fair and consistent enforcement of municipal by laws, the community knows what to expect in the customer service that is provided from the City.

Public awareness and education are key tools in the customer service provided by the Municipal Law Enforcement and Licensing teams, in helping the community to understand and protect their information and privacy in their inquiries.

## Current State

Customers & Their Expectations

Customers & Their Expectations This service is delivered to:

Citizens and visitors to the City of Burlington, who expect:

- Municipal By-laws applied fairly and consistently
- Reasonable response and action to bylaw complaints and public inquiries
- Fully trained By-law Enforcement Officers and Property Standards Officers
- Experienced customer service staff
- Municipal By-law education and awareness using plain language
- Easily accessible information on bylaws, application forms and requirement checklists
- Accurate and timely responses to customer inquiries
- Protection of private information

- Consumer protection and public safety
- A safe community

Customers, that expect:

- Education and awareness of applicable municipal bylaws, provincial and regional legislation and regulations related to business licensing and permits
- Easily accessible information on bylaws, permit and licence application forms and requirement checklists, routine disclosure applications
- Municipal Law Enforcement applied fairly and consistently
- Online services for business license renewals
- Accurate and timely responses to customer inquiries
- Protection of private information
- Consumer protection and public safety

Charities, that expect:

- Education and awareness of applicable laws, including provincial government regulations related to charity gaming
- Provincial legislation regulations and municipal bylaws applied fairly and consistently
- Easily accessible information on by-laws and lottery information
- Protection of private information

Existing Service Delivery	The Municipal Law Enforcement and Licensing service provides customer service and permit administration to residents, businesses, stakeholders and charities through education and municipal enforcement of a wide range of municipal bylaws and licensing requirements.
Existing Customer Engagement Tools / Methods	The City of Burlington website ( <a href="http://www.burlington.ca">www.burlington.ca</a> ), 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
Is this Service Provincially Legislated?	Yes N/A
For this Service are there Approved Service Standards?	Yes Municipal Law Enforcement of bylaws including: Property Standards, Lot Maintenance, Vital Services, Noise and Nuisance, Firearms, Fortification, Building Permit, Business Licensing, Public Vehicle Licensing, Adult Entertainment Licensing, Sale of Christmas Trees, Pool Enclosure, Building Permit, Zoning, Lottery Licensing, Anti Chasing, Sign, Election Sign, Highway Driving

School

Provide education and assistance to the public for other bylaws including:  
Fireworks and Firecrackers, Adjoining Property Entry, Division Fences

## Programs

By-law Enforcement  
Complaints and Inspections

Respond to public inquiries, complaints and requests for inspections according to rules and regulations under Municipal By-laws which are maintained and enforced under the By-Law Enforcement, Permit and Licensing section. Actions may include education, site inspections and enforcement.

Enforcement Inquiries and Complaints

Customer Service Representative:

- provides education to customers including residents, members of council, contractors and businesses
- receives inquiries and complaints through phone, email and in person
- identifies which municipal bylaw to process inquiry or complaint
- enters data into our integrated business software system AMANDA
- file is assigned appropriately to Municipal Law Enforcement Officer and/or other city staff if required

Municipal Law Enforcement Officer:

- reviews inquiry or complaint and confirms whether it is enforceable, or if education is required
- conducts site inspection if required
- when compliance is achieved, file is closed

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By-law Business Licensing	<p>Intake, review and issuance of business licences. Work collaboratively with other partners, including Ontario Building Code, Zoning and Halton Region Health Department to ensure compliance with municipal bylaws and licence requirements to obtain approvals.</p> <p>Business Licensing Customer Service Representative:</p> <ul style="list-style-type: none"><li>• provides education to customers including residents and businesses</li><li>• takes in applications and required documents to support application</li><li>• conducts initial review</li><li>• determines fees and processes payments</li><li>• enters data into our integrated business software system AMANDA</li><li>• file is assigned appropriately to Municipal Law Enforcement Officer</li><li>• issues and mails the business licence</li><li>• renewal notices sent out annually to all business licence and professional licence holders</li></ul> <p>Municipal Law Enforcement Officer:</p> <ul style="list-style-type: none"><li>• reviews applications, for bylaw compliance</li><li>• approves applications for bylaw compliance, and licence is ready to be issued</li></ul>
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By-law Permits

Intake and issuance of portable and permanent signs and pool enclosure permits. Work collaboratively with other partners, including sign and pool contractors, businesses, Ontario Building Code, Planning, Zoning, Capital Works and other external agencies including Ministry of Transportation, Conservation Halton, Niagara Escarpment Commission to ensure compliance with provincial and regional legislation, municipal bylaws and requirements to obtain approvals.

Customer Service Representative:

- provides education to customers including residents, contractors and businesses
- takes in applications and required documents to support application
- conducts initial review
- determines fees and processes payments
- enters data into our integrated business software system AMANDA
- file is assigned appropriately to administration staff, Municipal Law Enforcement Officer and/or other city staff if required
- issues permit and contacts customer for pick up

Municipal Law Enforcement Officer:

- reviews applications and drawings, for By Law compliance
  - approves applications and drawings, for By Law compliance
  - returns file to Customer Service Representative for permit issuance
  - after permit issuance, Municipal Law Enforcement Officer conducts site inspection to ensure compliance with all regulations at the time of inspection
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<p>By-law Lottery Licensing and Liquor Licensing</p>	<p>Intake, review and issuance of lottery licences and liquor licence municipal approvals. Work collaboratively with other partners, including the Bingo Connection Sponsors Association, Alcohol and Gaming Commission of Ontario, Fire Prevention, Building, Planning, Zoning and Capital Works to ensure compliance with provincial legislation, municipal bylaws and licence requirements to obtain approvals.</p> <p>Lottery Licensing and Liquor Licence Municipal Approval Customer Service Representative:</p> <ul style="list-style-type: none"> <li>• provides education to customers including charities and non-profit organizations</li> <li>• takes in applications and required documents to support application</li> <li>• conducts initial review</li> <li>• determines fees and processes payments</li> <li>• enters data into our integrated business software system AMANDA</li> <li>• Liquor - file is assigned to city staff for review of application and drawings. If approved, Municipal Information form is completed and signed off by the Municipal Licensing Officer and provided to the applicant</li> <li>• Lottery – file is assigned to customer service representative for processing, once completed lottery licence is issued</li> <li>• conducts audits of monthly lottery reports, including financial audits for all bingo, break open ticket, raffle and bazaar lottery licences</li> </ul>
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**Recent Continuous Improvement Initiatives**

in 2019:

The Municipal -Law Enforcement vehicles and officer uniforms were rebranded to reflect a new service name of Municipal Law Enforcement.

Project 940 was launched to enhance the enforcement of the Nuisance and Noise By-Law in partnership with Halton Regional Police Service. This pilot program is now part of our regular business and service level that we provide.

An enhanced by-law enforcement service is now provided with 5 day 12 hour coverage and 8 hour on Saturday's coverage with after hours answering service to support urgent bylaw enforcement complaints after regular business hours and on weekends.

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

**Environmental Considerations**

E-Vehicles being introduced to the Municipal Law Enforcement fleet of vehicles being used for service.

## Emerging Opportunities and Anticipated Risks

Emerging Opportunities	<p>Use radio dispatch to increase employee safety, push system, pro-active, so there is faster service so issue can be addressed when occurring.</p> <p>Encourage self-serve options for customers by initiating a new online service for portable sign permit applications.</p> <p>Opportunity for re-alignment of Municipal Law Enforcement duties and service level.</p> <p>Short Term Rentals are being looked at to be regulated through licensing.</p> <p>Public Vehicle by-law review to meet the growing needs of the community, including residents and businesses. And to reflect the changes in the ride sharing and taxi businesses.</p>
Anticipated Risks	<p>With new by-laws and City growth, limited staffing and budget constraints may impact the service levels and response times. Other anticipated risks may include public perception and confidence when by-laws are not being enforced in a timely manner.</p> <p>Continuation of non-compliance and the possibility and risk of litigation, could financially effect the operating costs.</p> <p>To meet the ever increasing needs of the community, true innovation is needed to provide adequate enforcement.</p>
Enterprise Risk Considerations	Labour Market and Workforce, Workplace Culture, Staff Engagement & Motivation, Working Environment, Skills, Training and other Competencies as well as Financial Budget Sustainability.

## Service Initiatives

## Target Completion

Review the Public Vehicle By-Law - to update the current business needs and requirements for ride sharing, TNC's and the changing taxi industry.	Dec 2020
Review the Property Standards by-law - By updating the Property Standards by-law to reflect OBC amendments.	Dec 2020
Online Service for Portable Sign Permit Application - to create an online permit application process for the portable sign industries and local businesses.	Dec 2020
Look at regulating Short Term Rental accommodations and what that will look like in the City through licensing and enforcement.	Dec 2020

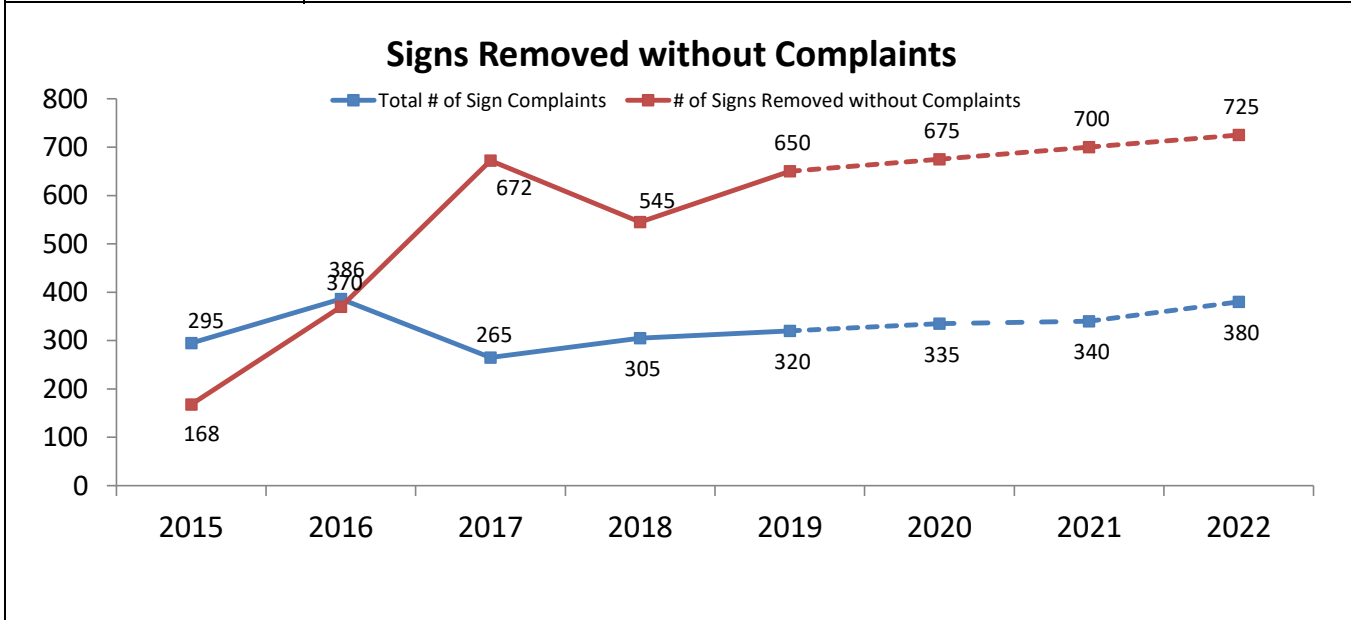
# MEASURING SUCCESS

## How much did we do?

Performance Measurement	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast
# of Bylaw Complaints	2,528	3,033	2,493	2,610	2,720	2,830	2,940	3,060
Sign (Permits) Issued	266	350	286	275	280	285	290	300
Business Licensing Issued	1,475	1,405	1,722	1,730	1,740	1,745	1,750	1,760
Pool (Permits) Issued	171	248	276	280	290	300	310	3,620
Total # of Violation	919	831	819	910	920	930	940	960
Total # of Long Grass and Weed Complaints	240	248	371	385	395	405	410	440
Adult Entertainment Complaints	1	2	3	3	2	2	1	2
Public Vehicle Complaints	-	10	2	3	4	3	2	2
# of graffiti complaints	44	120	65	80	72	65	70	68

## How well did we do it?

Performance Measurement	Signs Removed without Complaints
Story behind the data	Due to an increase of illegal signs placed on City property, the By-Law Enforcement team initiated a proactive approach in removing signs from City owned lands giving clearer sight lines and cleaner landscapes through out the City. Educating business owners on the City's By-Law on the regulation of signs and placement of signs is on going. In efforts to prevent the continuation of contravention and violation of the By-Law, penalties for non compliance are being implemented.





**Is anyone better off?**

<b>Performance Measurement</b>	% of Enforcement by Action Type
Story behind the data	As complaints go up due to the growth of the City and community awareness, we are continuing our efforts in gaining compliance through proactive enforcement as well as providing a higher level of service to both the complainant and the contravener. Consulting with property owners and business owners, we are educating and enforcing so our legal action is at a minimal level.
Where do we want to go?	We want to gain compliance through education by working with the community to bring awareness to the City's By-Laws and regulations to build a cleaner, safer and engaged community.

