

Bylaw Compliance, Security & Licensing Annual Report



Bylaw Compliance Licence Plate Recognition Vehicle

INTRODUCTION

The 2012 annual report tells the story of the Bylaw Compliance, Security & Licensing Department. This report provides information related to responsibilities, scope and accomplishments of the department. It also illustrates performance through dashboard and scorecard reporting on key performance indicators, supporting areas of financial performance, customer service, internal processes and organizational capacity. It reflects the structure, operations and performance of the department as it existed in 2012. Bylaw Compliance, Security & Licensing Department became an independent department in June 2010, prior to that it was part of the Traffic & Parking division of Public Works. As such the statistical data and key performance indicators are available only from 2010 for many items.

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MESSAGE FROM THE MANAGER

Looking back over 2012, a number of initiatives were started or completed, including the development of a draft public nuisance by-law and the creation of a decibel test for motorcycle noise. While these initiatives were publicized, there were also a number of other initiatives that were not as highly publicized. Some of these initiatives included the transfer of a number of services or responsibilities to the Bylaw Compliance, Security & Licensing Department. These services included;

- The City's Licensing Division
- Animal Control Contract administration
- The Downtown A-Frame Sign Permits
- Enforcement of the City's Idling Bylaw.

These changes improved the way Bylaw staff did business, through better communication and response to calls for enforcement and licenses, ultimately resulting in better customer service.

The 2011 annual report indicated the department focus for 2012 would be on community engagement through quarterly cross departmental neighbourhood meetings. This focus activity grew larger and the department was fortunate to have Community Engagement staff chose a number of our initiatives (nuisance by-law and driving instructors business licensing) to pilot their draft Community Engagement framework. Going forward, I see community engagement continuing to be a major focus of our department, as we continue to review compliance practices and the City's by-laws in an attempt to improve and find efficiencies. In addition in 2013, I see a continuation of these engagement practices and a focus on technology to improve services.

Doug Godfrey
Manager, Bylaw Compliance, Security & Licensing



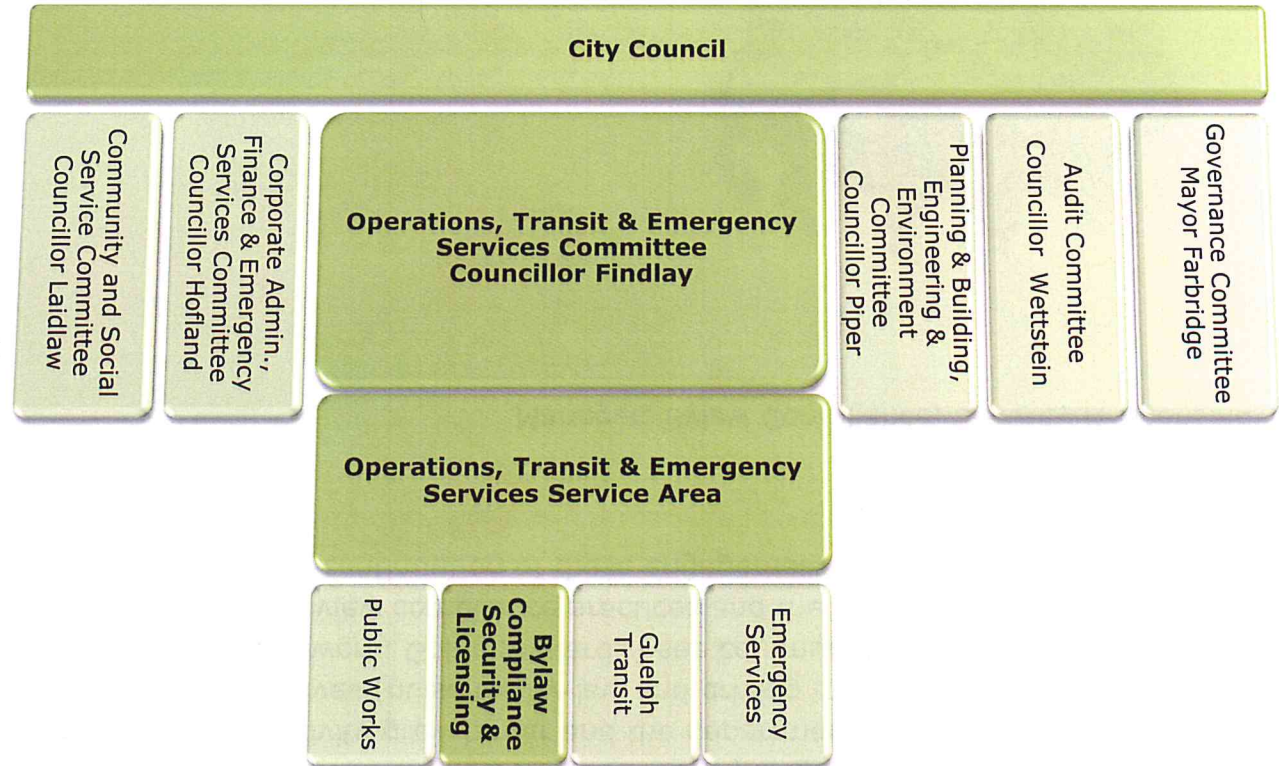
2 *License Plate Recognition System*



GOVERNANCE STRUCTURE

The governance structure at the City of Guelph has the departments and Service Areas reporting through standing committees to City Council.

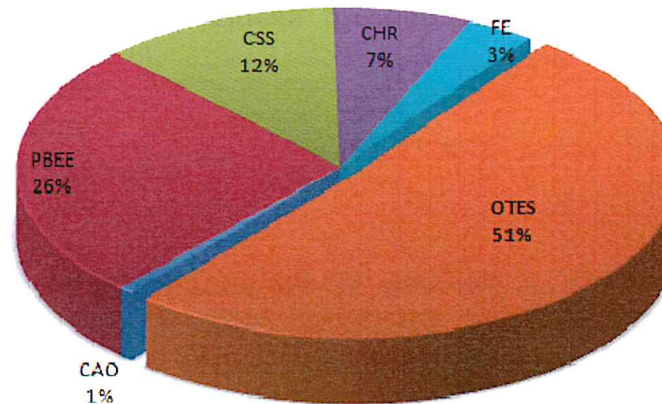
The Bylaw Compliance & Security Department of the Operations, Transit & Emergency Services service area (OTES) reports through the Operations, Transit & Emergency Services (OTES) Committee to City Council.



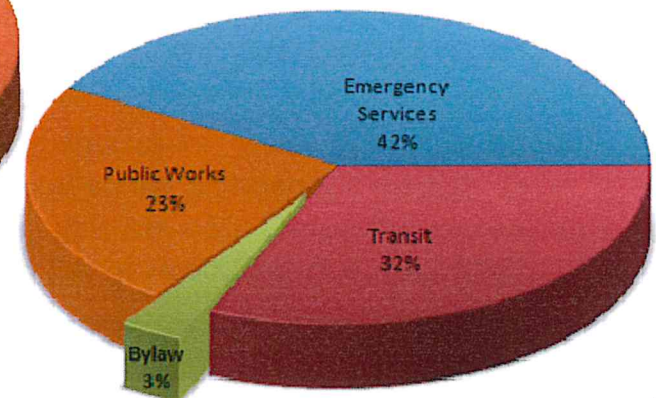
The Operations, Transit & Emergency Services service area has 51% of the Corporation's staffing compliment.

Bylaw Compliance, Security & Licensing can claim a staffing level of 3% of the OTES 51% compliment.

Workforce Breakdown



OTES Workforce Breakdown



OUR DEPARTMENT

The Bylaw Compliance, Security & Licensing Department has a Bylaw Compliance & Security Division which consists of a Bylaw Supervisor, Bylaw Officers and a Bylaw Clerk that ensure compliance with the City's by-laws. The department also has a Licensing Division which administers, through a Licensing Coordinator, the program for business, group home and lottery licensing in addition to Municipal liquor license clearance.

MISSION

The City of Guelph Bylaw Compliance, Security & Licensing Department provides 24-hour services to ensure compliance with the City's general bylaws, as well as provide 24-hour service related to security issues for all City staff and corporate facilities.

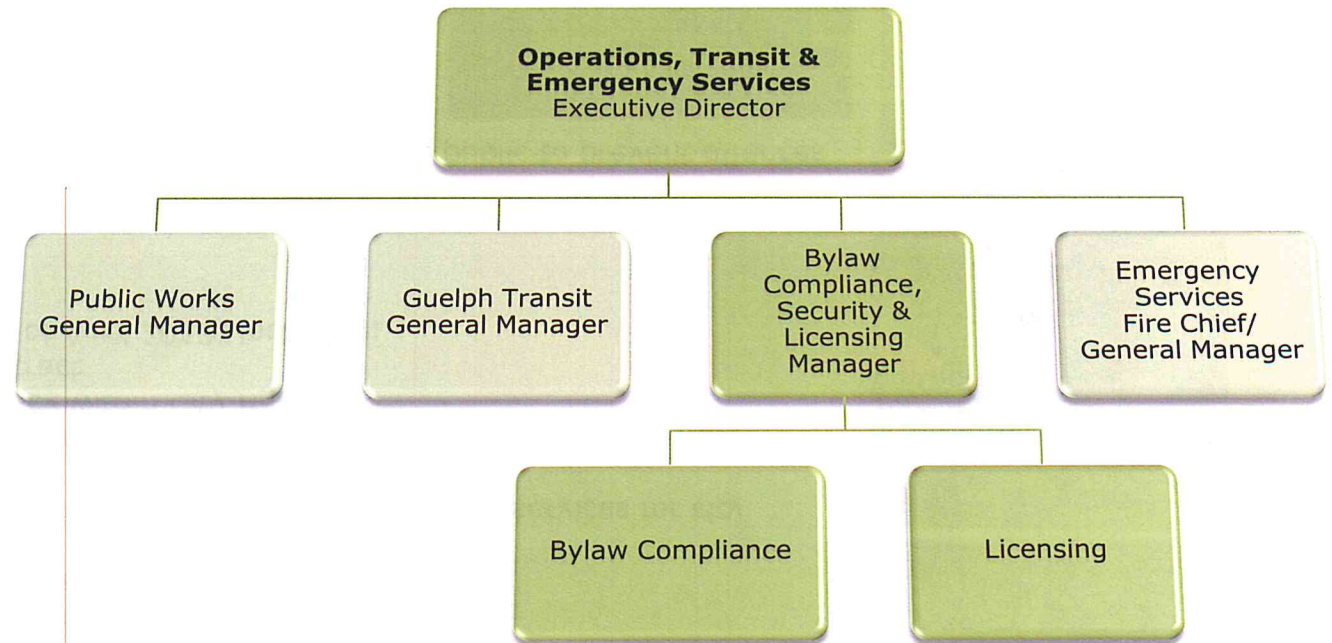
OUR ROLE

Hours of Service:

- 24 hours a day, 365 days a year

Staff Complement:

- 1 Manager
- 1 Supervisor
- 16 Full time Bylaw Compliance Officers
- 6 part time Bylaw Compliance Officers



- 1 Clerical
- 1 Coordinator

Department Responsibilities:

- 24 hour 7 day enforcement of general City by-laws, including;
 - Noise
 - Traffic
 - Parking
 - Anti- fouling
 - Idling
 - Business Licensing
 - Outside Water Use
 - Encroachment
- 24 hour 7 day support provided to enforce other City department by-laws including;
 - Zoning
 - Sign
 - Fire Prevention
 - Animal Control
- 24 hour 7 day security assistance and alarm response
- By-law exemption process management
- Business Licensing Inspections
- Security Consultation for corporate selection, installation and services for city facilities
- Investigation of security concerns
- Respond to medical emergency within City Hall
- Oversee Animal Control Contract
- Licensing Administration (as of April 2012) including;
 - Business
 - Lottery
 - Group home
 - Liquor license clearance
- Proactive enhanced enforcement program to engage the public to prevent offences from occurring




KEY ACCOMPLISHMENTS

Some of the achievements realized in 2012 included;

- Development of a decibel standard defining acceptable levels of motorcycle noise
- Implementation of in-house intrusion alarm and security camera monitoring for community centres, the Transit Terminal and other City facilities.
- Relocation of the Bylaw Compliance and Security area and personnel to a more suitable location, the Annex behind the Court House.
- Implementation of a one call number (519-837-B-LAW) for public use.
- Incorporation of the City's Licensing Division into the department in April 2012.
- Implementation (with assistance of IT) of a 9-1-1 internal monitoring and response system.
- Partnered with multiple agencies to develop a collaborative approach to neighbourhood concerns related to unwanted behaviours.
- Partnered with the County of Wellington and Guelph Non-Profit Housing to develop and present information to their senior residences regarding gaming regulations, to provide for legal fund raising opportunities.
- Partnered with the Humane Society and Communications staff to develop a coyote awareness campaign.
- Developed a process with the Humane Society to communicate noise calls related to dogs to ensure proper licensing and well being of the animal.
- Identified a process to revamp the issuance of business licenses for Private Property Parking Agents, reducing staff and Council time required to process these applications and overall providing better customer service levels to the public.





Encounters with Coyotes

People and wild animals live side by side in Ontario. We all share responsibility for preventing and handling human-wildlife conflicts.

Coyotes find their way to residential areas where they may tear open garbage, cause concern for residents and even come into conflict with pets.

► **Avoiding Coyote Conflicts**

Coyotes are usually wary of humans and avoid people. However, they are wild animals and should not be approached.

Never feed coyotes. Feeding them makes the animals less fearful of humans. Remove food sources on your property including yard waste as it can become rodents and keep household waste in containers with lids.

Never leave pets or young children unsupervised.

► **What to do if you encounter a coyote**

Coyote sightings are common. If you see a coyote, keep your distance and the animal will most likely avoid you.

If you encounter an aggressive coyote:

- Never approach or touch it.
- Back away from it while remaining calm.
- Do not turn your back on, or run from it.
- Stand tall, wave your hands and make lots of noise.
- Carry a flashlight at night to scare them off.

If a coyote poses an immediate threat or danger to public safety, call 911.

(Information source: Ontario Ministry of Natural Resources)

To report a coyote sighting, call the Guelph Humane Society at 519-824-2091. Learn more about living with urban wildlife at guelph.ca/wildlife.



PERFORMANCE SCORECARDS

The performance scorecards for Bylaw Compliance, Security & Licensing consist of both KPIs and Statistics. Both types of measurements are needed to effectively manage the department. The scorecard identifies performance for the reporting period and one previous reporting period. Trend analysis is provided through the performance charts of the scorecard.

Performance is broken into four key areas;

- Financial
 - To succeed financially, how should we appear to our stakeholders?
- Customer Service
 - To achieve our vision, how should we appear to our customers?
- Internal Processes
 - To satisfy our stakeholders and customers what business processes must we excel at?
- Organizational Capacity
 - To achieve our vision, how will we sustain our ability to change and improve?

DEFINITIONS

Key Performance Indicator (KPI): *A measurement of the degree or status of progress towards goals and objectives. It is a measurement that you can impact.*

Statistic: *A measurement that provides information on trends or events. You often have minimal impact on statistics, such as number of customer calls or quantity of visits. Statistics inform activity that can impact the key performance indicators.*

Trend: *The direction that a measure (statistic or KPI) is moving. It can be towards or away from the target/goal.*



The results are positively trending. Meaning they are moving closer to target.



The results are negatively trending. Meaning they are moving away from the target.

Status:



The results are positive and within target, no action is necessary.



The results are in range of the target, but not yet achieving target, some mitigating action may be necessary.



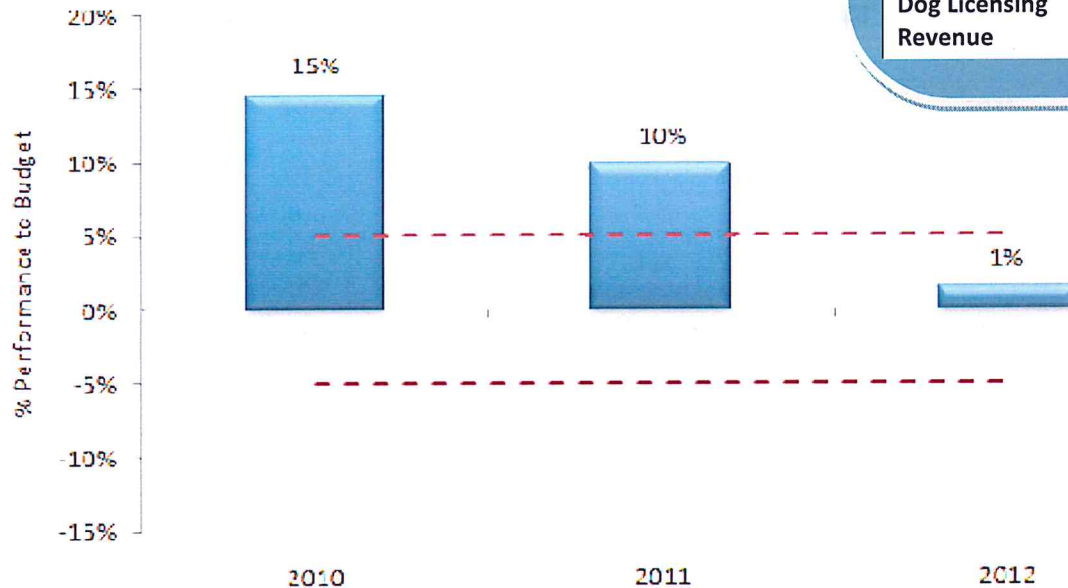
The results are outside the target range and corrective actions/initiatives are required to correct performance.

FINANCIAL PERFORMANCE

Monitoring our operating budget performance provides us the necessary information to manage the department and ensure services are provided to the community efficiently.

Overall Operating Budget includes the expenses and revenues that occur during the normal provision of the department services. The chart below illustrates the departments performance to the overall budget target for the last three (3) years.

Overall Performance to Approved Budget



Legend Positive Stay the course Caution In range but just outside target Negative Corrective actions / initiatives required Positive trend towards target Negative trend away from target

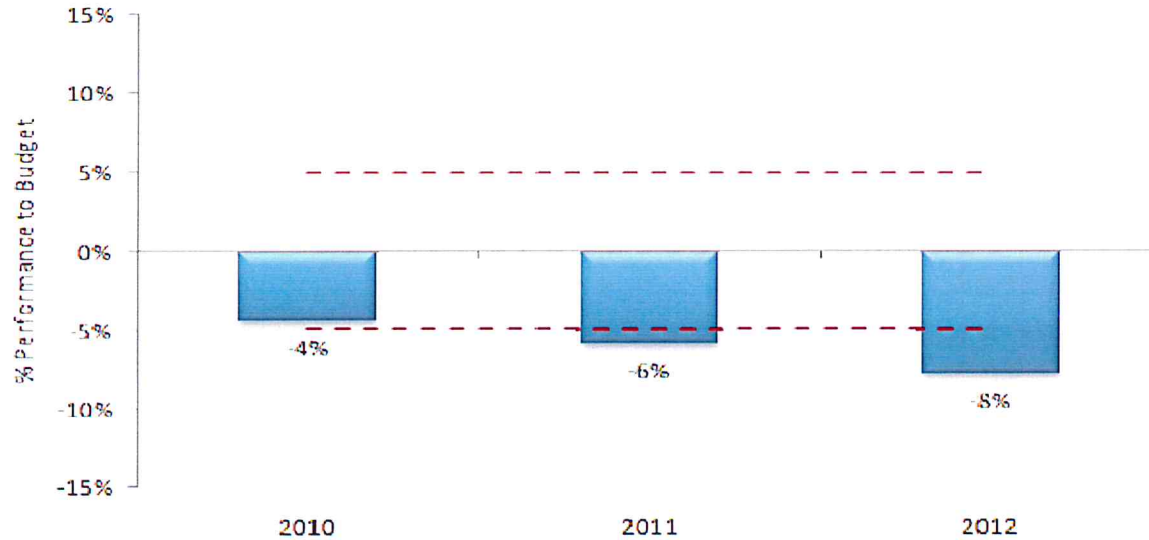
Measure	2012 Performance	2012 Target	Change from 2011 to 2012	2011 Performance
Operating Budget Performance	1%	5%/-5%		10%
Revenue	-8%	5%/-5%		-6%
Expenditure	-2%	5%/-5%		1%
Expenditure Recovery through Fines	33%	35%		35%
Dog Licensing Revenue	-8%	5%/-5%		-26%

Management of budget through expenditures based on revenue has resulted in better performance year over year.

Incorporation of the business licensing division resulted in efficiencies in inspection and administration.

Operating Revenues consist of user fees, service charges, product sales and external recoveries. Refer to the chart below to see the department's performance to the revenue budget for the last three (3) years.

Revenue Performance to Approved Budget



When staff are not engaged in bylaw compliance and enforcement activities as anticipated, there is a negative impact on revenue.

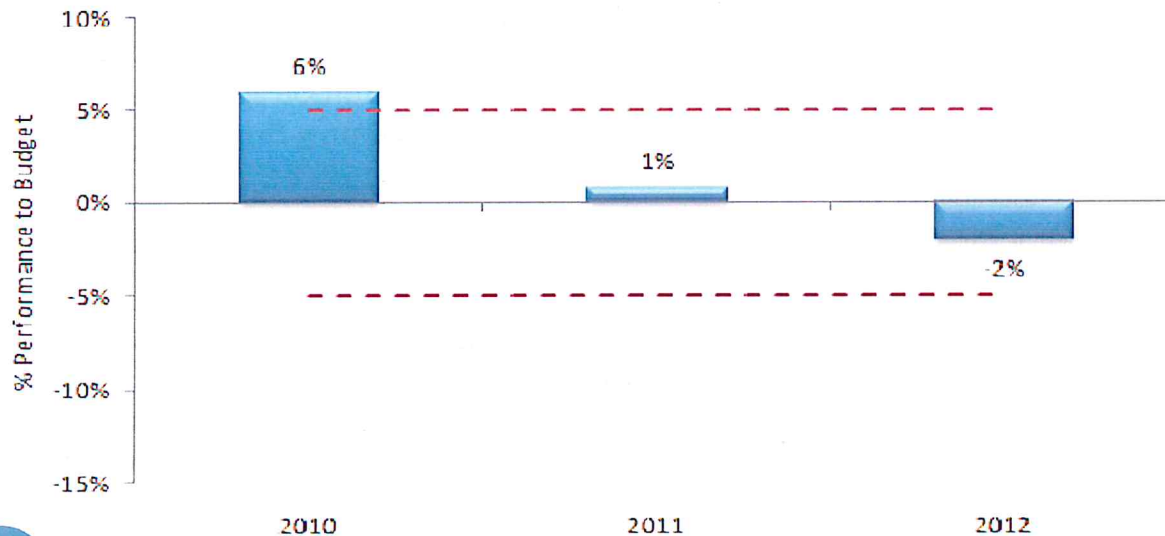
Providing crossing guard coverage or security detail are examples that could provide a negative impact.

In 2012 Animal Control was assumed in the Bylaw department with a negative variance in dog tag revenue.

Higher than normal staff vacancies in 2012 also contributed to reduced revenue realization.

Operating Expenditures include salary, wage & benefits, purchased goods and services and other expenses. Refer to the chart below to see the department's performance to the expenditure budget for the last three (3) years.

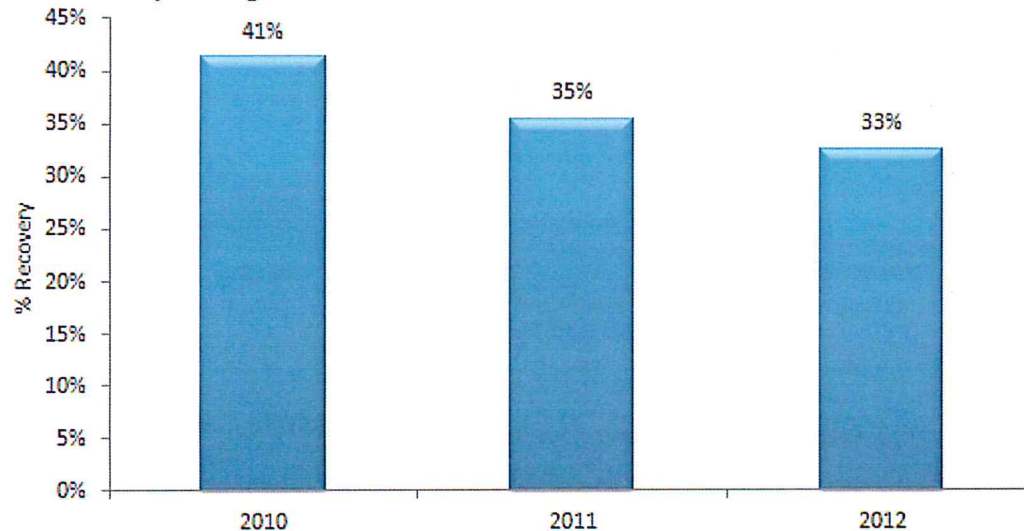
Expenditure Performance to Approved Budget



Management of expenses through limiting expenditures to available revenues has resulted in expenditures being within target.

Cost Recovery through Fine Revenue illustrates the percentage of the department's expenditures that are recovered through fine revenue. The chart below depicts the recovery rating over the last three (3) years.

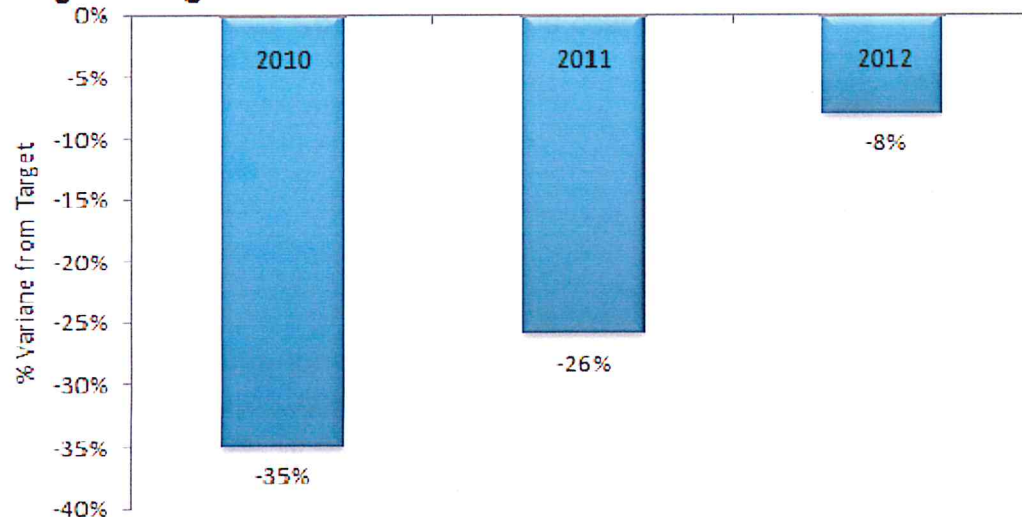
Cost Recovery Through Fine Revenue



The department focus is on compliance and education.

This softer approach can equate to a reduction in fines.






Dog Licensing Revenue











2012 saw focused communication to dog owners by the Humane Society to increase compliance with dog licensing. 2013 plans include planned canvassing of the community to improve licensing compliance further.

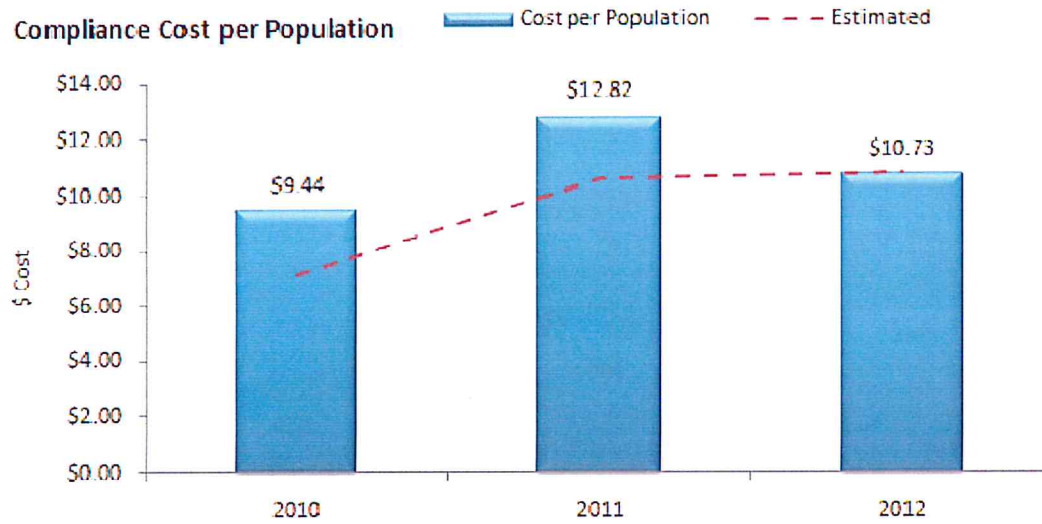
CUSTOMER SERVICE

Monitoring customer service provides information on how we appear to our customers, internal and external. This information helps direct our focus and priorities for continuous improvement activities

Legend  Positive Stay the course  Caution In range but just outside target  Negative Corrective actions / initiatives required  Positive trend towards target  Negative trend away from target

Compliance \$ per Population is the cost per person (based on the current census results) residing in the municipality. Refer to the chart below which illustrates the compliance cost per population over the last three (3) years.

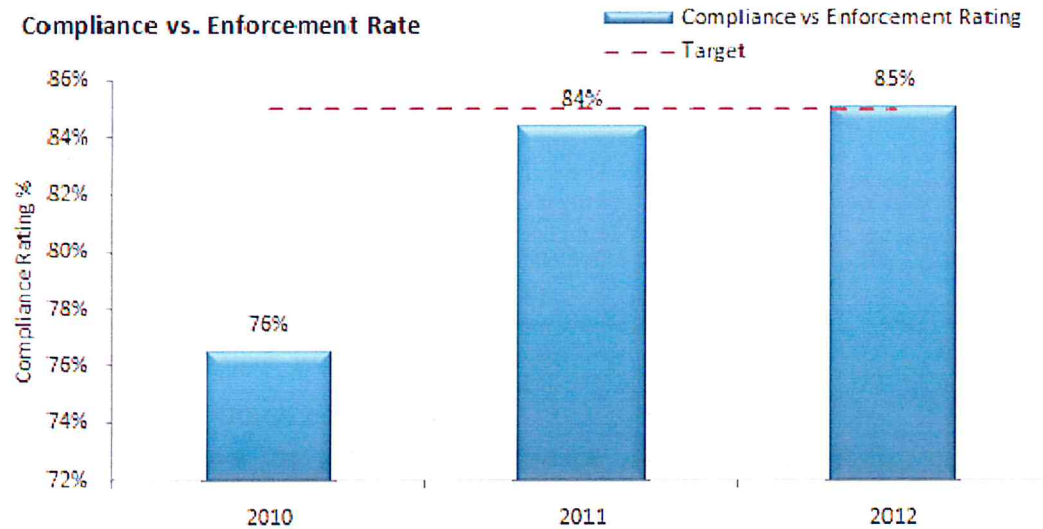
Measure	2012 Performance	2012 Target	Change from 2011 to 2012	2011 Performance
Compliance \$ per Population	 \$10.84	\$10.84		\$12.82
Compliance vs. Enforcement Rating	 85%	85%		84%
Visitors to City Hall	 21,309	<i>Statistic for information – not targets</i>		21,766
Recordable Calls for Service	 6,696			6,263
Median Response Time for Noise Calls	 25:32	25:00		25:06



Population is based on current census results at the time of measurement.

New licensing camera car was implemented at the end of 2011. 2012 was the first full year utilizing the new technology.

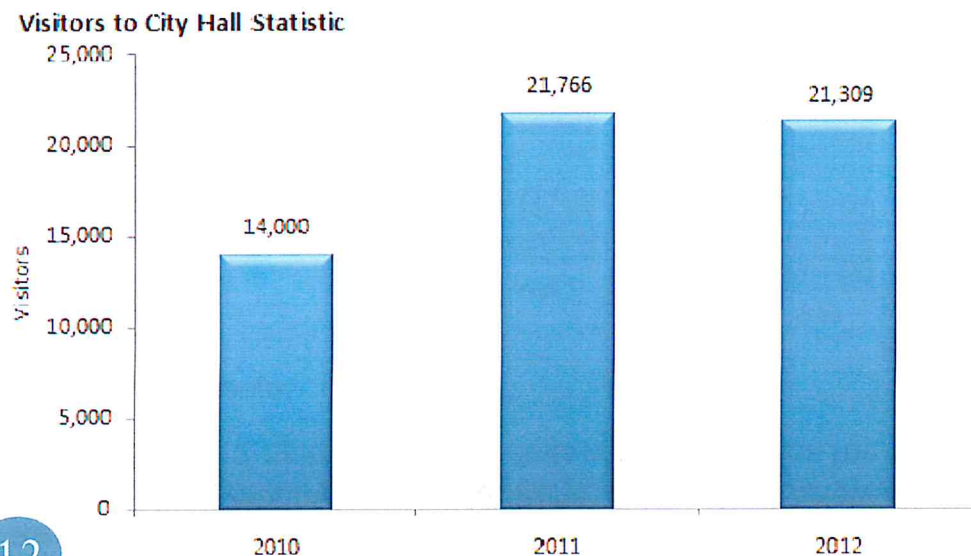
Compliance vs. Enforcement Rating is the percentage of times compliance with a bylaw is achieved through education or voluntary conformance rather than through the issuance of a provincial offences note or enforcement techniques. The chart below illustrates the compliance rating over the last three (3) years.



The compliance rating (education element) has been increasing year over year. This is considered a success achieved through the leadership and staff approach of this unit.

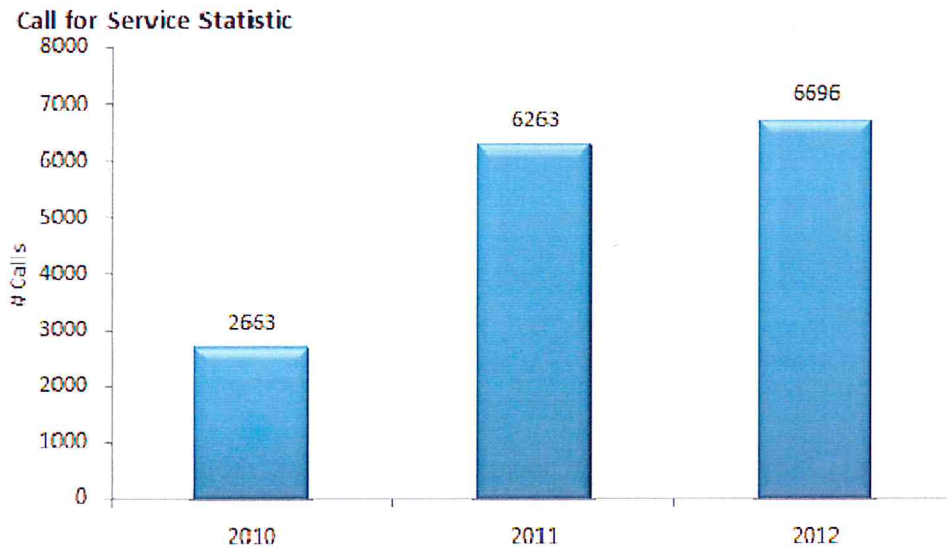
Joint meetings with cross functional membership have expanded into other areas, to continue collaboration and a proactive approach to behaviour issues. Going forward these efforts will continue through collaboration with University of Guelph and Guelph Police Services.

Visitors to City Hall provides the statistics of the number of people processed through security for entrance to City Hall. The graph below depicts the number of visitors to City Hall over the last three (3) years.



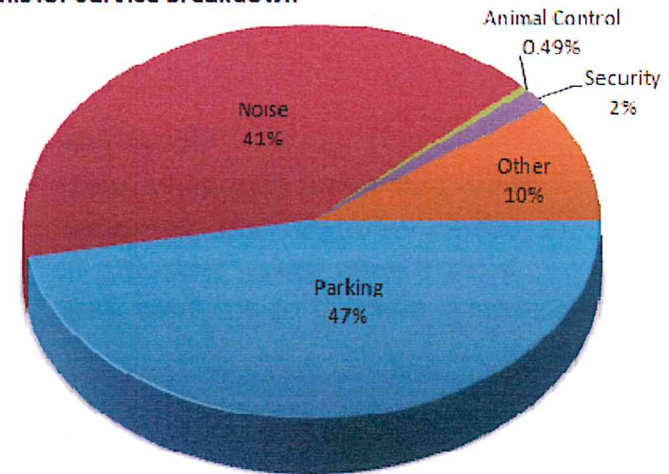
Staff continue to process visitors to City Hall. There have been a number of options implemented to improve service levels and lower wait times.

Recordable Calls for Service provides the statistics on the number of calls received by Bylaw Compliance, Security & Licensing that required response. Refer to the chart below to view the recordable calls for service over the last three (3) years. The 2012 Calls for Service Breakdown identifies the types of service requests received.



Service requests continue to increase year over year.

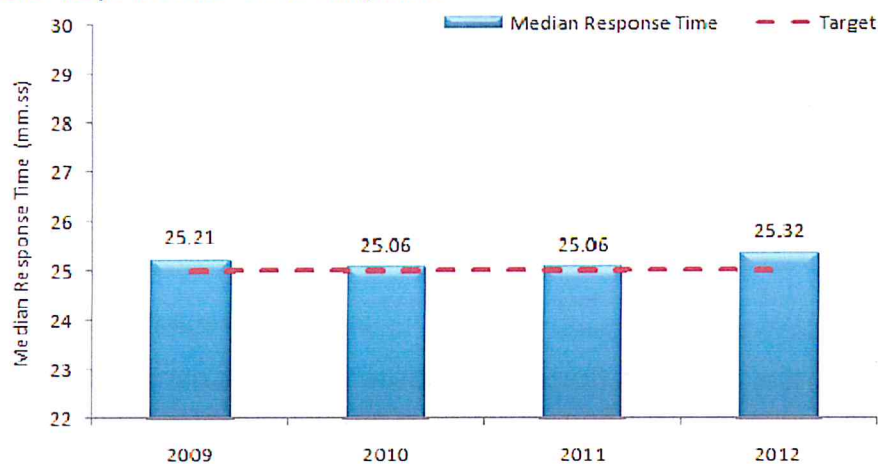
2012 Calls for Service Breakdown



Majority of calls for service are for parking issues and noise complaints.

Response Time for Noise Complaints measures the length of time it takes for Bylaw Enforcement Officers to arrive at the scene of a noise complaint.

Median Response Time - Noise Complaints



Median response time in 2012 was 25.32 minutes. This increase in response time from 2011 is primarily due to a 4% increase in the number of noise complaint calls received.

INTERNAL PROCESS

Monitoring the process that we need to excel at in order to provide services and ensure customer and stakeholder satisfaction provides us information required to identify and prioritize continuous improvement activities

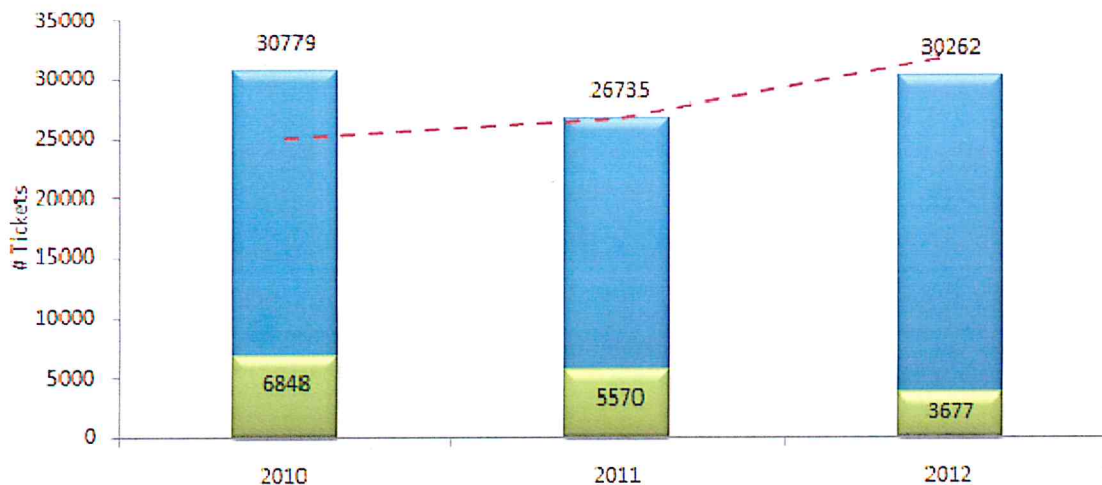
Parking Tickets Issued provides the statistics for the number of parking tickets issued. The chart below illustrates the number of tickets issues and also provides the statistic on the number of these tickets that were cancelled. The target for tickets is set based on the budgeted fine revenue.

Legend Positive Stay the course Caution In range but just outside target Negative Corrective actions / initiatives required Positive trend towards target Negative trend away from target

Measure	2012 Performance	2012 Target	Change from 2011 to 2012	2011 Performance
Parking Tickets Issued	30,262	32,000		26,735
Parking Ticket Cancellation Rate	12%	10%		21%
Noise Calls	2733	<i>Statistical Data that informs process and activities Targets are not set</i>		2630
PONs issued for Noise	217			222
Licenses Issued	1168			1145
Patrol Time %	72%	75%		70%

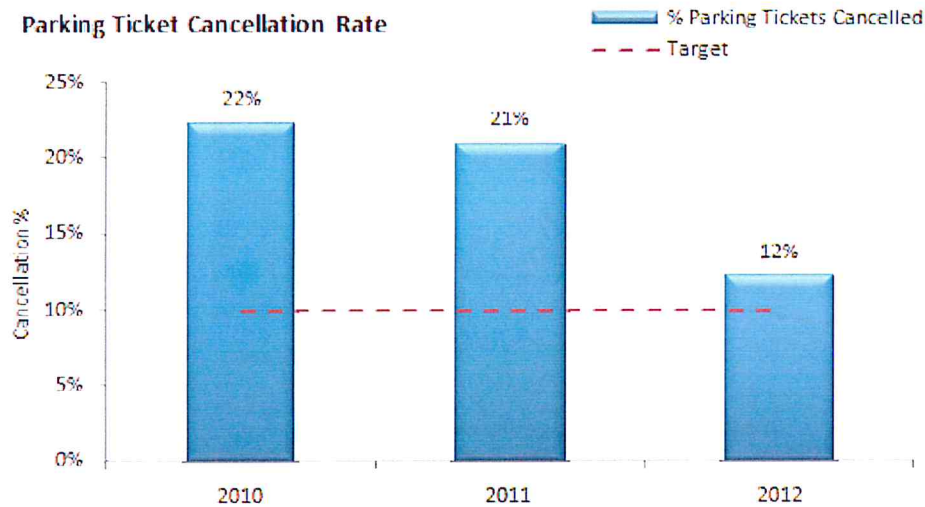
Parking Ticket Statistics

Parking Tickets Issued
 # Parking Tickets Cancelled
 Target (based on Budgeted Revenue)



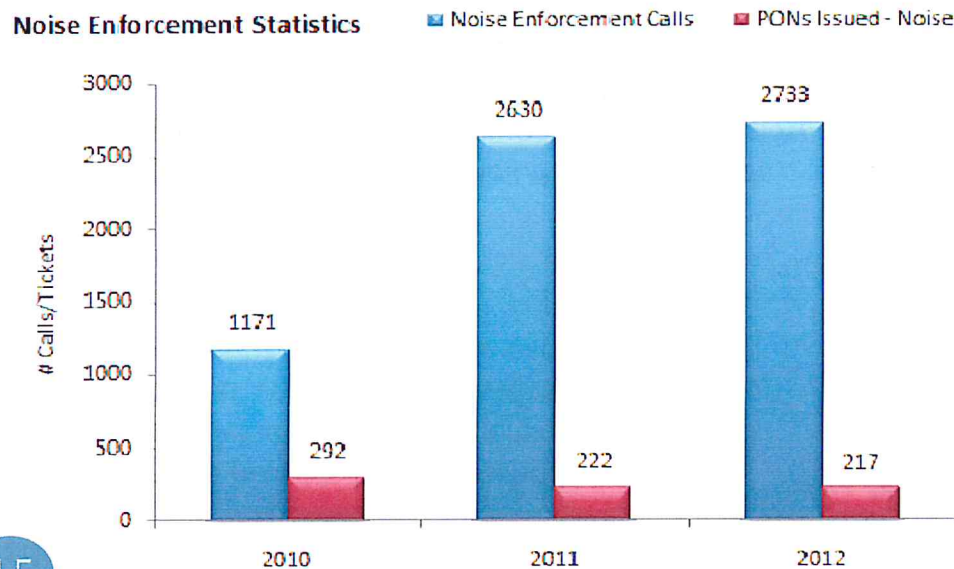
The focus of the department is compliance not necessarily enforcement. Tickets issued have gone up slightly.

Parking Ticket Cancellation Rate provides information on the percentage of tickets issued that were cancelled for various reasons. Tickets can be cancelled for reasons such as educational (first time offender), errors, compassion, etc. The chart below illustrates the cancellation rate for the last three (3) years.



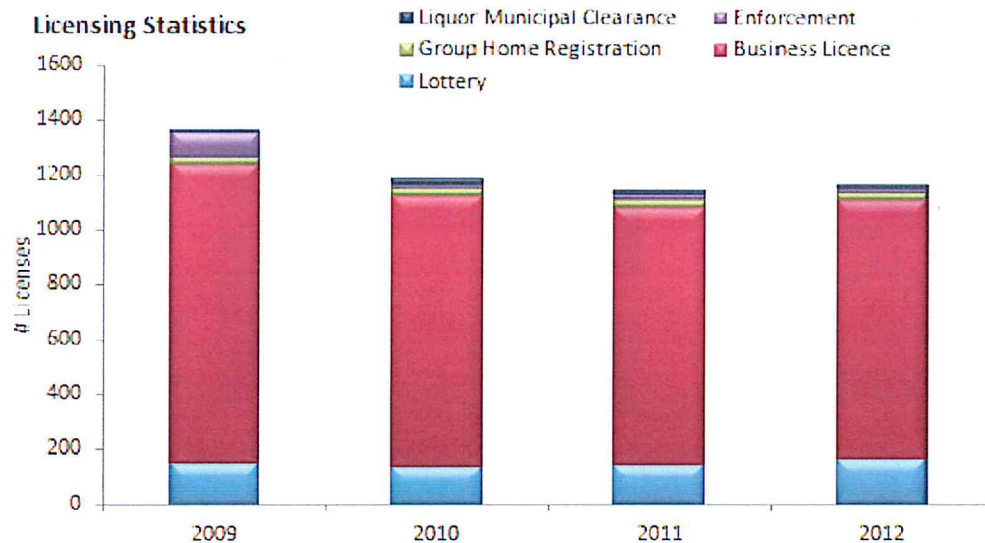
The cancellation rate has decreased 9% from 2011 due to many factors including the implementation of an online parking exemption system in which the public could enter their own data, thereby reducing errors and subsequent ticket cancellations.

Noise Calls is a statistic illustrating the number of calls received for noise complaints which require a Bylaw Officer to attend the scene. The chart below provides the number of calls over the last three (3) years as well as the number of Provincial Offense Notices (fines) issued at noise related calls.



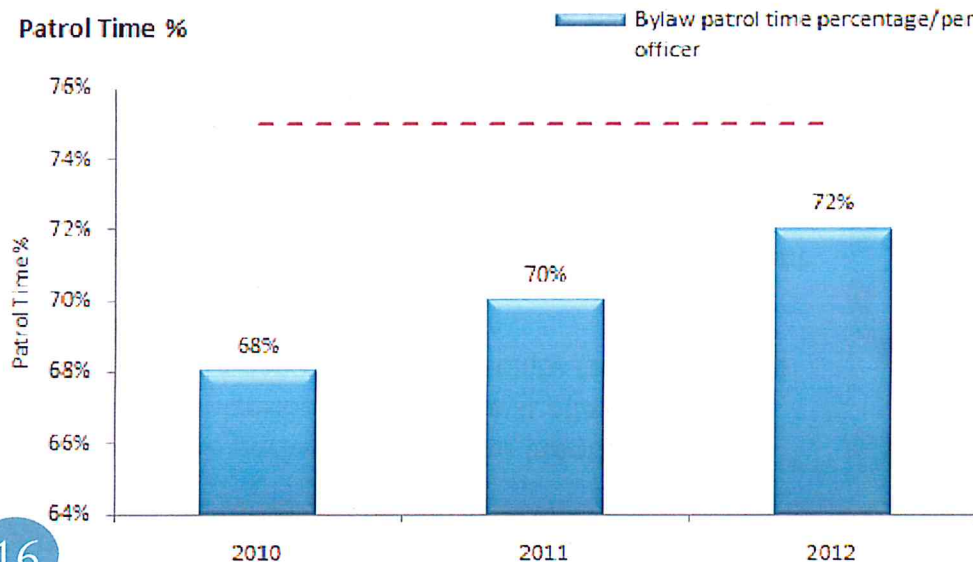
The number of calls for noise complaints has risen year over year but the corresponding number of fines or Provincial Offenses Notices (PONs) have decreased slightly. Staff continue to use compliance and education vs. enforcement.

Licenses Issued is a statistic illustrating the number licenses issued through the Licensing area of the Bylaw Compliance, Security & Licensing Department. This statistic includes business and lottery licenses as well as group home registrations. The chart below illustrates the trend in licensing over the last three (3) years.



It should be noted that in 2009 there were 33 different categories of business requiring licensing. In 2010 this was reduced to 13 categories including the removal of licensing requirements for the majority of retail establishments. Since 2010 enforcement practices have resulted in a significant increase in the number of licenses obtain within these 13 categories, maintaining a level comparable to 2009.

Patrol Time is the measurement of the percentage of time Bylaw Compliance Officers are able to spend on patrol in the City. The chart below illustrates the patrol time percentage performance over the last three (3) years.








The percentage of time spent on patrol has increased due to the addition of an administrative staff member. This addition has removed some of the administrative burden from the officers, providing for additional patrol time.

ORGANIZATIONAL CAPACITY

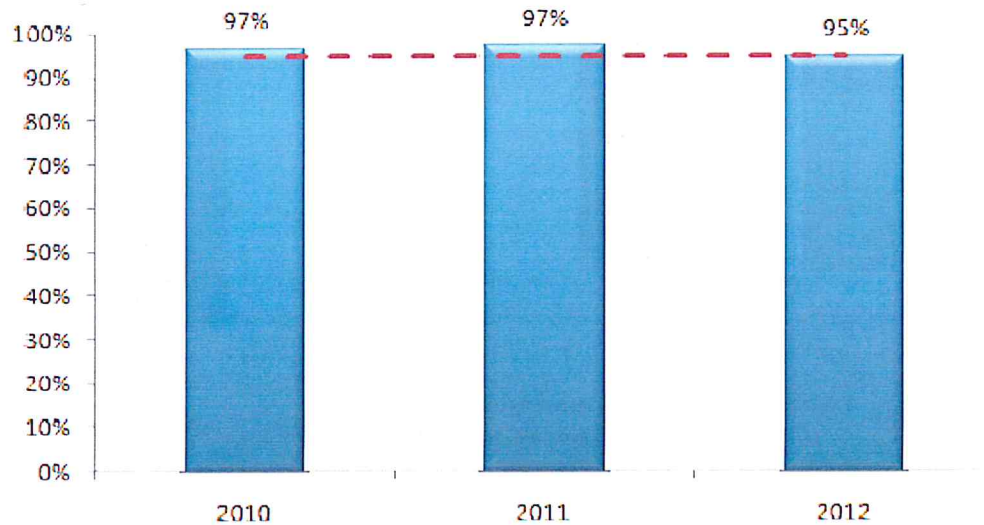
Monitoring the performance in the identified areas of organizational capacity will allow us to ensure that we can sustain our ability to change and improve

Attendance Rate is the measurement of the percent of time lost due to unplanned sick leave. This is culpable sick time and does not include short term or long term disability, WSIB or vacation. The chart to below depicts the attendance performance over the last three (3) years for the Bylaw Compliance and Security Department. 2013 will be the first year for the new corporate Attendance Management System which will allow for better management of this information.

Legend  Positive Stay the course  Caution In range but just outside target  Negative Corrective actions / Initiatives required  Positive trend towards target  Negative trend away from target

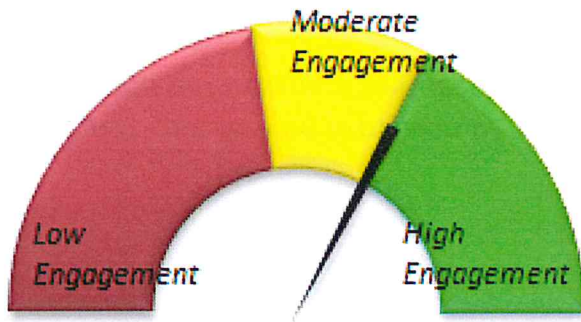
Measure	2012 Performance	2012 Target	Change from 2011 to 2012	2011 Performance
Attendance	 95%	95%		97%
Employee Engagement	 65%	N/A		N/A
Training Plan Attainment	 95%	95%		97%

Attendance



Attendance has been within the target of 95% over the last three (3) years, with a slight decrease in 2012.

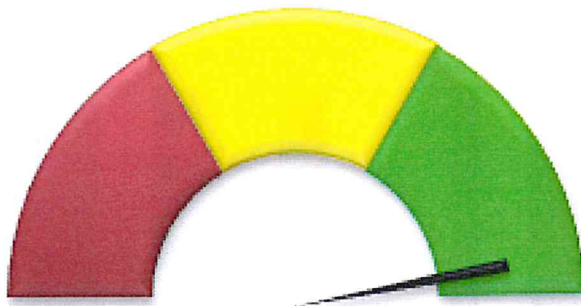
Employee Engagement was surveyed across the organization in 2012. Bylaw Compliance, Security & Licensing employee engagement overall score was 65% engaged, 24% somewhat engaged and 12% disengaged. 65% engagement falls in the moderate to high engagement level. The graph below illustrates the current level of engagement within the Bylaw Compliance, Security & Licensing Department.



The top three (3) drivers identified for this area were Managing Performance, Recognition and Resources.

An action plan has been developed to address these drivers in 2013

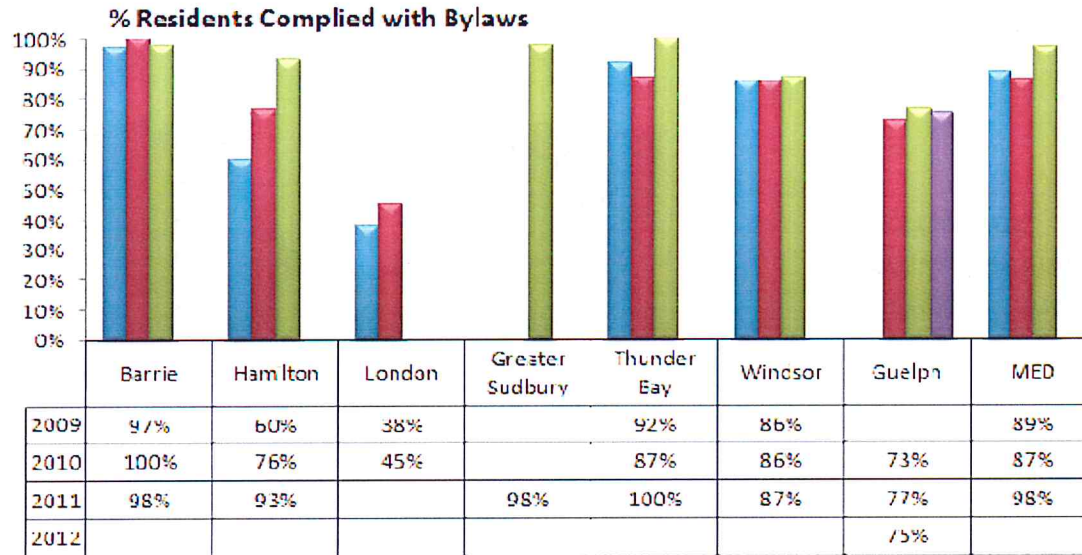
Training Plan Attainment measures the training plan attainment, which is the planned training vs. actual training. This measure is important to ensure organizational capacity is maintained and built. In 2012 this attainment was 95%.



Training plan targets for 2012 were attained; the department is always looking ways to improve training attendance and opportunities.

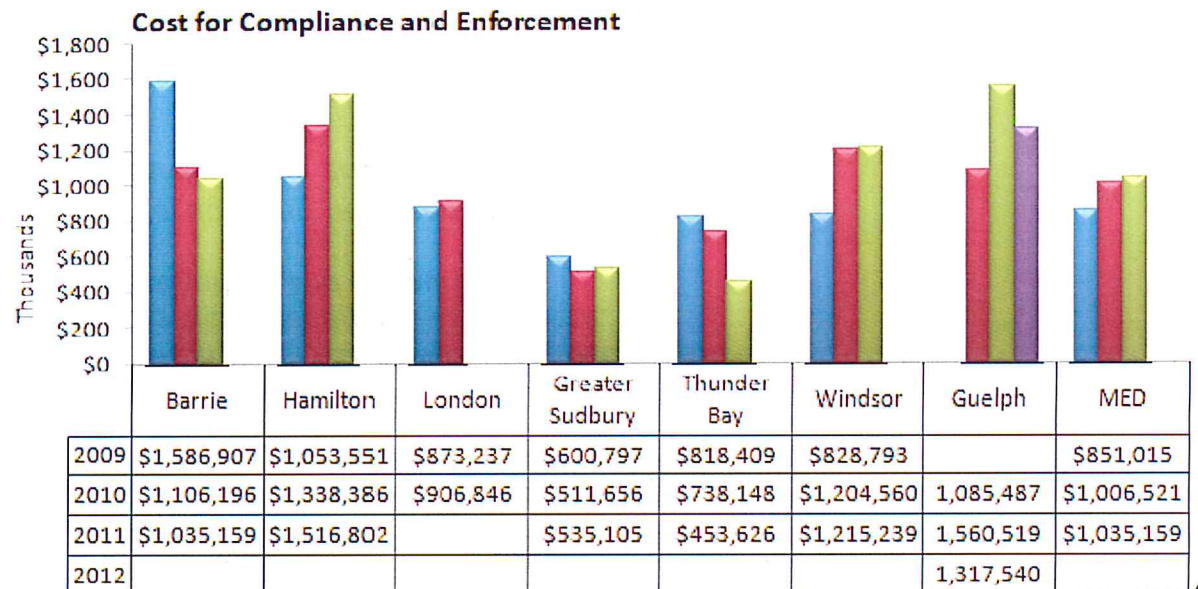
HOW WE COMPARE

Data from *OMBI 2011 Performance Measurement Report* was used to review how Guelph's performance compares to other municipalities. OMBI Annual Performance Reports are not published until late third quarter so this comparison shows 2011 data for comparator cities.



On average 75% of Guelph's population complied with all by-laws. There are variances in population levels and enforcement policies which may impact this metric differently across comparators,

This is the net cost for the provision of compliance and enforcement services.



LOOKING AHEAD

The Bylaw Compliance, Security and Licensing Department has developed a 2013 work plan. This work plan includes;

- Identify of a tracking system for response times and reporting methods for call attendance.
- Continue to develop the public coyote awareness program
- In partnership with the driving school industry, create a business licensing category to regulate driving instructors operating within the city limits.
- Implementation of the Nuisance Party By-law, including training of all responding enforcement agencies.
- Creation of a casual security officer pool, to provide security coverage as required.
- Conduct a operational review of the licensing division and associated processes.
- Promotion of the one call number 519-837-B-LAW
- Repair or replacement of aging security infrastructure within City facilities, as funded through the approved 2013 budget.
- Continued initiatives to improve compliance to the Animal Control By-laws.
- Review and/or amendment of the following by-laws;
 - Fireworks
 - Exotic Animals
 - Accessible Parking

CONTACT INFORMATION

BYLAW COMPLIANCE & SECURITY

1 Carden Street, Guelph, N1H 3A1

Email bylaw@guelph.ca

Bus 519-837-2529 (B-LAW)

Enforcement Fax 837-2191

Enforcement Officers 2273

Overnight Exemptions 2280

LICENSING

1 Carden Street, Guelph, N1H 3A1

Email licensing@guelph.ca

Bus 519-822-1260

Licensing Fax 519-763-1269

Licensing 2551

