

Building and By-Law Services Department

About the Building and By-law Services Department

The Building and By-law Services Department is responsible for public health and safety and property protection.

Building and By-law Services delivers a wide range of programs and services meeting the needs of the corporation, residential and business communities, the development industry and all other stakeholders. Our mandate is to ensure a healthy and safe environment in buildings and across the community for today, tomorrow and our future.

The Building division is responsible for the administration of the Ontario Building Code ensuring minimum building standards are achieved for new buildings, additions and renovations with reference to public health and safety, structural sufficiency, fire protection, energy conservation, accessibility and water and sewage protection. Qualified building officials review and inspect all construction projects within the Town of Aurora as mandated for compliance with the Ontario Building Code, the Town of Aurora Zoning By-law and other applicable legislation.

The By-law Services division is responsible for promoting healthy, safe and harmonious communities through the investigation and resolution of by-law complaints. This division's goal is to achieve voluntary compliance with Town by-laws and regulations through regular and consistent dialogue and education with residents and the public. At times, progressive enforcement may be necessary to achieve compliance.

Customer Care Centre – “Access Aurora – Serving Our Community”

Commencing in January of 2011, the lead for the development and implementation of a new customer service strategy for the Town was taken on by this department. In the fall of 2011 Council endorsed the customer service model of “We Can Help” with general enquiries being managed through a single customer service unit. This Customer Care Centre of Excellence established their brand as “Access Aurora – Serving Our Community”.

In 2012 an implementation plan was developed and a project team established with a focus on four key areas being technology, human resources, communication and change management. In 2013 the planning and mobilization of the customer service strategy continued, including the internal transfer of five full time positions to the unit including the Town's Accessibility Advisor.

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On November 1, 2013 Access Aurora went live with a soft launch. The customer service team is staffed with a manager, four customer services representatives (CSRs) who occupy the ground floor and an Accessibility Advisor. Some of this project's key achievements to date include the execution of a human resources strategy, the undertaking of customer service training for the entire corporation, the delivery of specialized onboard customer service training for each CSR, a telephony upgrade, the documentation of corporate knowledge, the establishment of a departmental contact list and the development of service level agreements.

Services That We Provide

The Department has three major divisions:

- Building Division
 - Review and issuance of building permits
 - Conducting on-site inspections
 - Zoning by-law administration and interpretation
 - Issuance and inspection of sign permits, pool enclosures and hot tubs
- By-law Enforcement and Licensing Division:
 - Parking control
 - Property standards
 - Clean yards
 - Noise
 - Business licensing, mobile and stationary
 - Animal licensing and control
 - Enforcement support for other Departments
- Access Aurora
 - Greet all visitors entering Town hall and provide way finding assistance
 - Single point of contact for general enquiries
 - Corporate call centre for all service channels ie. phone calls, e-mails
 - Cashiering and posting of payments
 - Corporate mail sort and distribution
 - Issuance of Lottery Licenses, Marriage Licenses, Death Registration and Municipal Clearance for Liquor Licenses
 - Ensuring support for, and compliance with, the [Accessibility for Ontarians with Disabilities Act](#) and the *Ontarians with Disabilities Act* including the provision of accessible customer service

Building and By-Law Services Department

Initiatives that advance the Strategic Plan in 2014

Community Goal: Supporting an exceptional quality of life for all

- Continue to advance Access Aurora including phasing of additional services, building a corporate knowledge management system, developing performance measures, evaluating and monitoring data and trends with a view to continuous improvement
- Create and implement a new Administrative Policy and Protocol with respect to marijuana grow operation response and cost recovery in consultation with Legal Services.
- Review and amend Animal Control By-law in consultation with Legal Services.
- Review new 2012 Building Code (effective January 1, 2014), identify and implement changes, educate clients of major changes and complete qualification maintenance as required and set out in the Building Code Act.
- Review the Memorandum of Understanding with Fire Services and investigate the feasibility of providing all review and inspections of building code matters in-house.
- Clarify and document roles and responsibilities of BBS and IES for processing swimming pool enclosures.

Economy Goal: Enabling a diverse, creative and resilient economy

- Continue with the Sign Bylaw Review including public and stakeholder consultation and drafting of an amending bylaw for enactment.
- Review and amend building permit fees to ensure stabilization reserve funds are maintained.

Environment Goal: Supporting environmental stewardship and sustainability

- Review and amend Fill By-law in consultation with Legal Services and IES.

Building and By-Law Services Department

Key Performance Measures

Key Performance Measure	2014 Target
Median number of days to review a complete building permit application and issue a permit or not issue a permit, and provide all reasons for refusal - Category 1	10 working days
Median number of days to review a complete building permit application and issue a permit or not issue a permit, and provide all reasons for refusal - Category 2 Small Buildings	15 working days
Median number of days to review a complete building permit application and issue a permit or not issue a permit, and provide all reasons for refusal - Category 3 Large Buildings	20 working days
Median number of days to review a complete building permit application and issue a permit or not issue a permit, and provide all reasons for refusal - Category 4 Complex Buildings	30 working days
Initial response to acknowledge complaint received	1 working day
Initial response to investigate complaint from initial response	2 working days

Full Time Approved Complement:

	Starting <u>Approved</u>	2014 <u>Request</u>
• Building Services	15 FT+1 PT	
• Customer Services	6 FT	
• By-law Services	<u>5 FT+5 PT</u>	<u>1 FT</u>
	26 FT+6 PT	1 FT

TOWN OF AURORA
2014 BUSINESS PLAN AND BUDGET

Building and By-Law Services Department

2014 Budget Highlights:

Total Building & By-law Services	2012 Actual	2013 Budget (adjusted)	2013 Actual	2014 Draft Budget	2015 Outlook	2016 Outlook	2017 Outlook
Personnel Costs	1,973.1	2,600.3	2,450.3	2,826.6	3,076.0	3,198.8	3,275.0
Other Expenditures	679.0	987.8	718.1	899.3	944.5	1,071.2	1,037.2
Total Expenditures	2,652.1	3,588.1	3,168.4	3,725.9	4,020.5	4,270.0	4,312.3
External Revenue	(1,155.2)	(1,826.4)	(1,204.0)	(2,296.4)	(4,020.5)	(4,270.0)	(4,312.3)
Transfer From Reserve	(886.5)	(720.8)	(893.6)	(256.9)	-	-	-
Total Revenue	(2,041.7)	(2,547.2)	(2,097.5)	(2,553.2)	(2,665.4)	(2,870.3)	(2,870.4)
Net	610.4	1,040.9	1,070.8	1,172.7	1,355.1	1,399.7	1,441.9
				Change from 2013 Budget			
							12.7%

New Items

- New Licensing Officer/ Court Administrator

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2014 BUSINESS PLAN AND BUDGET

Building and By-Law Services Department

2014 Draft Budget

Building & By-law Services	2012 Actual	2013 Budget (adjusted)	2013 Actual	2014 Draft Budget	2014 Budget vs 2013 Budget Fav / (UnFav)	
					\$	%
Building Department	-	-	-	-	-	-
By-law Services	339.9	444.6	431.0	496.0	(51.4)	(11.6%)
Animal Control	165.1	165.2	174.6	180.0	(14.9)	(9.0%)
Customer Service	105.3	431.1	465.3	496.7	(65.6)	(15.2%)
NET DEPARTMENT COST	610.4	1,040.9	1,070.8	1,172.7	(131.8)	(12.7%)

The overall departmental costs and revenues are as follows:

Building & By-law Services	2012 Actual	2013 Budget (adjusted)	2013 Actual	2014 Draft Budget	2014 Budget vs 2013 Budget Fav / (UnFav)	
					\$	%
Personnel Costs	1,973.1	2,600.3	2,450.3	2,826.6	(226.3)	(8.7%)
Other Costs:						
Animal Control Contract	204.0	206.5	206.8	220.0	(13.5)	(6.5%)
Mandatory & Other Courses	15.1	21.7	11.9	17.7	4.1	18.7%
Mileage, Vehicle Repairs & Supplies	23.9	12.3	13.0	15.8	(3.6)	(29.0%)
Info Aurora Grant (Customer Service)	-	25.0	17.5	25.0	-	-
Office Supplies/Equipment	13.0	17.7	13.0	14.2	3.5	19.8%
Consulting	0.9	9.0	2.5	9.0	-	-
Clothing Allowance	5.4	9.0	5.9	8.5	0.5	5.6%
By-law Property Improvement	20.5	1.0	0.6	1.0	-	-
All Other Controllable Expenditures	31.1	54.6	48.3	61.5	(7.0)	(12.8%)
Total Controllable Expenses	313.9	356.8	319.5	372.7	(16.0)	(4.5%)
Allocation of Costs from Other Depts.	365.1	631.0	398.6	526.6	104.4	16.5%
Total Other Costs	679.0	987.8	718.1	899.3	88.4	9.0%
Total Expenditures	2,652.1	3,588.1	3,168.4	3,725.9	(137.9)	(3.8%)
Revenues:						
Building Permits	(988.0)	(1,300.0)	(1,410.2)	(1,530.0)	230.0	17.7%
All Other Building Revenues	147.5	(245.7)	459.7	(466.4)	220.6	89.8%
By-law Revenues	(314.7)	(280.7)	(253.5)	(300.0)	19.3	6.9%
All Other Revenues	(1,155.2)	(1,826.4)	(1,204.0)	(2,296.4)	469.9	25.7%
Transfer from Building '124' Reserve	(886.5)	(720.8)	(893.6)	(256.9)	(463.9)	(64.4%)
Total Revenues	(2,041.7)	(2,547.2)	(2,097.5)	(2,553.2)	6.0	0.2%
Net	610.4	1,040.9	1,070.8	1,172.7	(131.8)	(12.7%)

Building and By-Law Services Department

Expenditures

- The 2014 base budget compared to the 2013 adjusted budget indicates a 8.7% increase in personnel costs. This increase is attributed to:
 - the transfer of a fourth Customer Services Representative (CSR) from Legal & Legislative Services (LLS) to the new centralized customer services team. This position does not represent an incremental burden on the corporation's operating budget; prior year expenditures for this position reside under the LLS umbrella.
 - the impact of the annualization of the contract conversion of the Manager of Customer Service and a Bylaw Officer commencing June 1, 2013.
 - step increases and increased benefits for existing staff.
- Other operating expenditures have decreased by 3.8% over 2013 predominantly due to a recalculation of the annual overhead charge to Building Services for support services provided, decreased training requirements for 2014, and a decreased requirement in office supplies.

Revenues

- The 2014 base budget compared to the 2013 adjusted budget reflects a 25.7% increase in external revenues with increases in both building permits & other related fees and By-law revenues, offset by a small decrease in Animal Tags revenue.

Building and By-Law Services Department

Building Services

Division Overview:

The Building Division of the Building and By-law Services Department is a service department in a regulatory role as mandated by the Building Code Act. Service activities include permit application review and acceptance, zoning and building code plan review, permit issuance including applicable law compliance and on-site inspections. The Building Division is also responsible for the administration and interpretation of the Town's Zoning By-law.

The Building Code Act stipulates that the total fees collected for construction and demolition permits shall not exceed the anticipated reasonable costs to administer and enforce the Building Code Act. The regulations permit the municipality to establish an obligatory reserve fund to offset seasonal and economical workload fluctuations.

Expenditures:

The Division's base budget has increased from the 2013 adjusted budget due to personnel increases related to step rate, benefits and COLA increases.

Other expenditures have experienced a decrease of 18.1% due to a recalculation of the overhead allocation (indirect costs related to building permit activity).

Revenues:

Revenues are generated at the onset of the building permit process. 2013 revenues were slightly lower than expected. Revenues for 2014 are expected to be much higher than 2013 as the development of the 2C lands begins to take shape. Any shortfall in revenues is made up through contributions from the Building Reserve.

Building and By-Law Services Department

Building Services Division Staff Complement:

15 Full Time + 1 Part Time

Director, Building and By-law Services
Administrative Assistant

Manager, Building Services
Zoning and Application Examiner (2)
Zoning Examiner
Permit Technician/Plan Examiner
Clerk, Building
Summer Student (Part Time)

Manager, Code Review and Inspections
Senior Plan Examiner
Senior Building Inspector
Senior Plumbing Inspector/Plan Examiner
Building Inspector/Plan Examiner (3)

2014 Budget Highlights:

Building Services	2012 Actual	2013 Budget (adjusted)	2013 Actual	2014 Draft Budget	2015 Outlook	2016 Outlook	2017 Outlook
Personnel Costs	1,312.6	1,574.9	1,401.3	1,634.6	1,747.4	1,835.5	1,880.7
Overhead Allocation	365.1	631.0	398.6	526.6	430.5	439.2	447.9
Other Expenditures	49.4	57.6	43.9	56.6	188.4	296.7	242.7
Total Expenditures	1,727.0	2,263.5	1,843.8	2,217.7	2,366.4	2,571.3	2,571.4
Permit & Fee Revenue	(840.5)	(1,542.7)	(950.2)	(1,960.9)	(2,366.4)	(2,571.3)	(2,571.4)
Transfer From Reserve	(886.5)	(720.8)	(893.6)	(256.9)	-	-	-
Total Revenue	(1,727.0)	(2,263.5)	(1,843.8)	(2,217.7)	(2,366.4)	(2,571.3)	(2,571.4)
Net	-	-	-	-	-	-	-

Building and By-Law Services Department

By-law Services

Division Overview:

The By-law Services Division administers and enforces the Town By-laws and regulations to ensure a sustainable community with a focus on public health and safety. By-law Services oversees maintenance of properties, business licensing, parking and animal control. By-law Services also provides support to other departments in the enforcement of other Town By-laws.

Expenditures:

The Division's expenditure budget has increased by 10.9% compared to 2013 adjusted budget due to the request of an additional position to assist with Licensing administration and prosecution coordination. Other personnel increases are related to step rate, benefits and COLA increases for existing staff.

Also Included in the increase is an annual increase for the animal control contract including after hours or emergency response, which are provided under contract to the Town by the Ontario Society for the Prevention of Cruelty to Animals (OSPCA).

Revenues:

Revenues are generated mainly through parking violations, business and pet licensing and Court imposed fines for where a conviction is registered. All revenues with the exception of pet licensing have increased.

2013 revenues generated from the licensing of pets fell short of original projections. Specifically, the targets for cat licensing were not realized. Therefore 2014 projections have been adjusted to reflect revenue reduction.

By-law Services Division Staff Complement:

5 Full Time + 1 Full Time Request + 4 Part Time (+1 seasonal Part Time)

Manager, By-law Services
Coordinator, By-law Services
Licensing/Court Administrator (new request)
By-law Enforcement/Licensing Officer (3)
Parking Control Officer (4 PT + 1 Seasonal PT)

TOWN OF AURORA
2014 BUSINESS PLAN AND BUDGET

Building and By-Law Services Department

2014 Budget Highlights:

By-law Services (incl Animal Control)	2012 Actual	2013 Budget (adjusted)	2013 Actual	2014 Draft Budget	2015 Outlook	2016 Outlook	2017 Outlook
Personnel Costs	558.2	656.8	625.9	727.3	778.2	795.4	812.1
Other Expenditures	261.6	233.6	233.2	248.7	259.6	266.9	274.5
Total Expenditures	819.8	890.4	859.1	976.0	1,037.8	1,062.3	1,086.5
Revenues	(314.7)	(280.7)	(253.5)	(300.0)	(299.0)	(299.0)	(299.0)
Net	505.1	609.7	605.6	676.0	738.8	763.3	787.5

Change from 2013 Budget 10.9%

Building and By-Law Services Department

Customer Services

Division Overview:

Commencing January of 2011, the Town's Customer Service initiative was assigned to this department to lead the development and implementation of a customer service strategy. "Access Aurora" went live with a soft launch on November 1, 2013. The unit is staffed with a Manager, four customer service representatives and the accessibility advisor.

Expenditures:

The increase of 15.2% in expenditures is attributed to the annualization of the group's Manager position whose conversion from contract to full time status was approved in 2013 as well as the transfer of a fourth Customer Service Representative from Legal & Legislative Services (LLS) to this newly centralized customer services team. This fourth CSR position does not represent an incremental burden on the corporation's operating budget; prior year expenditures for this position reside under the LLS umbrella. Other increases in expenditures are being driven by the costs associated with the day to day operational costs of this unit. These costs will continue to evolve with the roll out and phasing in of the complete "Access Aurora" service delivery model.

Revenues:

Effective in 2014, in addition to the fourth CSR, a portion of LLS' revenue streams were transferred under the Customer Services' umbrella. These revenues include the commissioning of documents, issuing of Marriage, Lottery, and Liquor Licenses, Clearance Letters, photocopies and processing of Freedom of Information Requests. Some of these fees are legislated (i.e. Freedom of Information Requests) and, therefore, cannot be amended. However, a fee comparison was conducted of surrounding municipalities of the other fees charged and fees are to remain comparable.

Customer Services Division Staff Complement:

6 Full Time

Manager, Customer Service
Customer Service Representative (4)
Accessibility Advisor

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2014 Budget Highlights:

Customer Service	2012 Actual	2013 Budget (adjusted)	2013 Actual	2014 Draft Budget	2015 Outlook	2016 Outlook	2017 Outlook
Personnel Costs	102.4	368.6	423.1	464.7	550.5	567.9	582.2
Other Expenditures	3.0	65.6	42.4	67.5	65.9	68.5	72.1
Total Expenditures	105.3	434.1	465.6	532.2	616.3	636.4	654.4
Revenues		(3.0)	(0.3)	(35.5)	(35.5)	(35.5)	(35.5)
Net	105.3	431.1	465.3	496.7	580.8	600.9	618.9

Change from 2013 Budget 15.2%